

Chief Executive's Department  
Civic Centre  
HARTLEPOOL

28 March, 2013

The Mayor (Stuart Drummond)

Councillors Ainslie, C Akers-Belcher, S Akers-Belcher, Atkinson, Beck, Brash, Cook, Cranney, Dawkins, Fisher, Fleet, Gibbon, Griffin, Hall, Hargreaves, Hill, Jackson, James, Lauderdale, A E Lilley, G Lilley, Loynes, Dr. Morris, Payne, Richardson, Robinson, Shields, Simmons, Sirs, Tempest, Thompson, Wells and Wilcox.

Madam or Sir,

You are hereby summoned to attend a meeting of the COUNCIL to be held on THURSDAY, 11 April, 2013 at 7.00 p.m. in the Civic Centre, Hartlepool to consider the subjects set out in the attached agenda.

Yours faithfully

D Stubbs  
Chief Executive

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# COUNCIL AGENDA



**11 April 2013**

**at 7.00 p.m.**

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

1. To receive apologies from absent members.
2. To receive any declarations of interest from members.
3. To deal with any business required by statute to be done before any other business.
4. To receive questions from and provide answers to the public in relation to matters of which notice has been given under Rule 10.
5. To approve the minutes of the meetings of the Council held on 28 February 2013 and the Extraordinary meeting of Council held on 6 March 2013, as a correct record (copies attached).
6. Questions from Members of the Council on the minutes of the last meeting of the Council.
7. To answer questions of members of the Council under Council Procedure Rule 11;
  - (a) Questions to members of the Executive about recent decisions of the Executive (without notice)
  - (b) Questions to members of the Executive and Chairs of Committees and Forums, for which notice has been given.
  - (c) Questions to the appropriate members on Police and Fire Authority issues, for which notice has been given. Minutes of the meeting of the Cleveland Police and Crime Panel held on 7 December 2012 and the meeting of the Cleveland Fire Authority held on 15 February 2013 are attached.

8. To deal with any business required by statute to be done.
  - (a) Report of the Independent Remuneration Panel (copy attached)
  - (b) Special Urgency Decisions – no special urgency decisions were taken in respect of the period January 2013-March 2013
9. To receive any announcements from the Chair, the Mayor, members of the Cabinet or the head of the paid service.
10. To dispose of business (if any) remaining from the last meeting and to receive the report of any scrutiny forum or other committee to which such business was referred for consideration.
11. To receive reports from the Council's committees and working groups other than any overview and scrutiny committee and to receive questions and answers on any of those reports;
12. To consider any other business specified in the summons to the meeting, including consideration of reports of the overview and scrutiny committees for debate and to receive questions and answers on any of those items;
13. To consider reports from the Executive:-
  - (a) Proposals in relation to the Council's budget and policy framework
    - (i) Hartlepool Health and Wellbeing Strategy (copy attached)
    - (ii) Council Plan 2013/14 (copy attached)
  - (b) Proposals for departures from the budget and policy framework

None
14. To consider any motions in the order in which notice has been received.
15. To receive the Chief Executive's report and to pass such resolutions thereon as may be deemed necessary



# COUNCIL

## MINUTES OF PROCEEDINGS

**28 February 2013**

The meeting commenced at 7.00 pm in the Civic Centre, Hartlepool

PRESENT:-

The Chairman (Councillor S Akers-Belcher) presiding:

COUNCILLORS:

|          |                 |           |
|----------|-----------------|-----------|
| Ainslie  | C Akers-Belcher | Beck      |
| Cook     | Cranney         | Dawkins   |
| Fisher   | Fleet           | Gibbon    |
| Griffin  | Hall            | Hill      |
| James    | Lauderdale      | A Lilley  |
| G Lilley | Loynes          | Dr Morris |
| Payne    | Richardson      | Shields   |
| Simmons  | Sirs            | Tempest   |
| Thompson | Wells           | Wilcox    |

Officers: Dave Stubbs, Chief Executive  
Andrew Atkin, Assistant Chief Executive  
Chris Little, Chief Finance Officer  
Peter Devlin, Chief Solicitor  
Louise Wallace, Director of Public Health  
Amanda Whitaker, Democratic Services Team Manager  
David Cosgrove, Democratic Services Team

### 135. APOLOGIES FOR ABSENT MEMBERS

The Mayor, Stuart Drummond and Councillors Atkinson, Brash, Hargreaves, Jackson and Robinson.

### 136. DECLARATIONS OF INTEREST FROM MEMBERS

None.

### 137. BUSINESS REQUIRED BY STATUTE TO BE DONE BEFORE ANY OTHER BUSINESS

None.

138. PUBLIC QUESTION

None.

139. MINUTES OF PROCEEDINGS

The Minutes of Proceedings of the Council held on the 14 February 2013, having been laid before the Council.

RESOLVED - That the minutes be confirmed.

The minutes were thereupon signed by the Chairman.

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

None.

141. QUESTIONS FROM MEMBERS OF THE COUNCIL

- (a) Questions to Members of the Executive about recent decisions of the Executive

None.

- (b) Questions to Members of the Executive and Chairs of Committees and Forums, for which Notice has been given

None.

- (c) Questions to the appropriate Members on Police and Fire Authority issues, for which notice has been given. Minutes of the meeting of the Fire Authority held on 14 December 2012 had been circulated.

None.

142. BUSINESS REQUIRED BY STATUTE

None.

#### 143. ANNOUNCEMENTS

The Chief Executive indicated that the Governance Working Group had recommended that an Extraordinary Council meeting be held on Thursday 2 May, 2013 at 7.00 p.m. to undertake the appointments for committees and outside bodies under the new governance arrangements. The Annual Council meeting would be held on Thursday 9 May, 2013 at 7.00 p.m. replacing the meeting scheduled for 23 May, 2013

Members were also reminded that there would be an Extraordinary Council meeting on Wednesday 6 March at 7.00 p.m. A Member Training event would also be held on Monday 4 March at 3.00 p.m. on the new governance arrangements.

#### 144. TO DISPOSE OF BUSINESS (IF ANY) REMAINING FROM THE LAST MEETING AND TO RECEIVE THE REPORT OF ANY SCRUTINY FORUM OR OTHER COMMITTEE TO WHICH SUCH BUSINESS WAS REFERRED FOR CONSIDERATION.

None.

#### 145. TO RECEIVE REPORTS FROM THE COUNCIL'S COMMITTEES AND WORKING GROUPS

None.

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

None.

#### 147. REPORT FROM THE EXECUTIVE

- (a) Proposals in relation to the Council's budget and policy framework
- (i) Formal Council Tax Setting 2013/2014 – Incorporation of Police and Fire Authority Precepts.

A report was presented which enabled Council to set the overall level of Council Tax following the notification by the Police and Fire Authorities of their Council Tax levels for 2013/2014.

At Council on 14th February, 2013, Members considered the proposed Medium Term Financial Strategy and this Authority's own 2013/2014 Council Tax level, including Parish Council Tax levels where applicable.

In accordance with statutory requirements the Council was required to approve the overall Council Tax, inclusive of the Police and Fire Authorities precepts.

Both the Fire and Police authorities were eligible to receive the Council Tax freeze grant if they determined to maintain their individual Council Taxes at the levels set in the current year. The Fire Authority had set its precept with a 1.9% increase in its Council Tax on 15th February, 2013.

The Police Authority has set its precept and Council Tax on the 5th February, 2013 with an increase of 1.99%.

The Council Tax bills for Hartlepool residents would clearly show that Hartlepool Council froze its own tax and would show the relevant percentage increases for the Police and Fire authorities.

Council was reminded that the determination of the overall Council Tax level was a statutory function, which brought together the individual Council Tax levels determined by this Council, Cleveland Fire Authority, Cleveland Police Authority and where applicable Parish Councils.

A detailed schedule of the statutory Council Tax calculation incorporating the approved Fire and Police Authorities Council Tax levels for 2013/2014 was submitted for Council's approval.

The Chair allowed questions as to the reasons behind the precept increases approved by both the Police Authority and the Fire Authority. It was agreed that a written response be forwarded to all Members.

It was moved and seconded that:-

“The amount of Council Tax including the Cleveland Police Authority and Cleveland Fire Authority precepts, in accordance with Section 40 of the Local Government Finance Act 1992 and the relevant inclusion of amounts of Council Tax for each category of dwelling in accordance with Sections 43 to 47 of the Act, as set out in Appendix A, Table 4.”

Those in favour:

Councillors Ainslie, C Akers Belcher, S Akers Belcher, Beck, Cook, Cranney, Dawkins, Fisher, Fleet, Gibbon, Griffin, Hall, Hill, James, Lauderdale, A E Lilley, G Lilley, Loynes, Dr. Morris, Payne, Richardson, Shields, Simmons, Sirs, Tempest, Thompson, Wells and Wilcox.

Those against:

None.

Those abstaining:

None.

The vote was carried.

(b) Proposal for Departure from the Budget and Policy Framework

None.

148. MOTIONS ON NOTICE

None.

149. CHIEF EXECUTIVE'S REPORT

None.

The meeting concluded at 7.15 p.m.

CHAIR



# EXTRAORDINARY COUNCIL

## MINUTES OF PROCEEDINGS

6 March 2013

The meeting commenced at 7.00 pm in the Civic Centre, Hartlepool

PRESENT:-

The Chairman (Councillor S Akers-Belcher) presiding:

COUNCILLORS:

|          |                 |            |
|----------|-----------------|------------|
| Ainslie  | C Akers-Belcher | Atkinson   |
| Beck     | Brash           | Cook       |
| Cranney  | Dawkins         | Fisher     |
| Fleet    | Gibbon          | Griffin    |
| Hall     | Hargreaves      | Hill       |
| Jackson  | James           | Lauderdale |
| A Lilley | G Lilley        | Dr Morris  |
| Payne    | Richardson      | Shields    |
| Simmons  | Sirs            | Tempest    |
| Thompson | Wells           | Wilcox     |

Officers:

Dave Stubbs, Chief Executive  
Peter Devlin, Chief Solicitor  
Chris Little, Chief Finance Officer  
Denise Ogden, Director of Regeneration and Neighbourhoods  
Louise Wallace, Director of Public Health  
Alastair Smith, Assistant Director (Transportation & Engineering)  
Alastair Rae, Public Relations Manager  
Joan Stevens, Scrutiny Manager  
Amanda Whitaker, Democratic Services Team Manager  
Angela Armstrong, Principal Democratic Services Officer

### 150. APOLOGIES FOR ABSENT MEMBERS

The Mayor, Stuart Drummond and Councillors Loynes and Robinson

It was agreed that the best wishes of the Council be conveyed to Councillors Loynes and Robinson who were absent from the meeting due to ill health.

#### 151. DECLARATIONS OF INTEREST FROM MEMBERS

None.

#### 152. BUSINESS REQUIRED BY STATUTE TO BE DONE BEFORE ANY OTHER BUSINESS

None.

#### 153. REVIEW AND REVISION OF THE COUNCIL'S CONSTITUTION

A report presented by the Chief Executive reminded Members that on 6th December, 2012, Council had formally passed a resolution at a specially convened meeting to agree a change to its governance arrangements. That change had been initiated through a Referendum held on 15th November, 2012, where a majority of electors were in favour of a system of governance comprising "one or more Committees made up of elected Councillors". That Referendum under Section 9MA of the Local Government Act, 2000, as amended, permitted the Council to introduce these new governance arrangements following the cessation of the Elected Mayor's term of office, at midnight on 5th May, 2013.

The report set out the process of the review and the necessary revisions and amendments to the Council's Constitution in order to operate a Committee based system, following the outcome of the Referendum. A Governance Working Group had been formed with a mandate to 'ensure a more effective form of governance of the authority.' This Working Group had issued various "Issues Papers" to develop the Council's new Constitutional arrangements with feedback invited from elected Members on the various parts of the Council's Constitution. A summary of comments raised by Members, following circulation of the draft Constitution to all Members of the Council, had been included as Appendix 1. The Chief Executive advised Members that a request had been received also from a member of the public to include supplementary public questions in the Constitution.

A summary of the main changes to the Constitution that were recommended to Council was included as Appendix 2. The changes to the Council's Constitution were attached as Appendix 3.

The Chief Executive referred Members to an amendment to the Licensing Sub-Committee Governance Arrangements which had been tabled at the meeting. In addition Members were requested to note that reference to representation on the Standing Advisory Council for Religious Education in Part 7 of the Constitution should include Cllr Griffin and Simmons with a term of office until 2016. The Chief Executive referred also to additional requests for Council representation on Furness Seaman's Pension Fund and on Teesside Environmental Trust. Hartlepool and District Sports Council had also requested an increase in Council representation from 2 to 3 Members.

Following presentation of the report, Officers and Members were commended for their contribution in the review of the Constitution with the merits of the proposed Constitution being highlighted. The issue of public questions was addressed and it was highlighted that although it was proposed that supplementary public questions would no longer be permitted under the new governance arrangements, it was proposed that the number of questions submitted by a person increase from no more than 1 question to no more than 2 questions. It was proposed also that the period permitted for public questions be extended from 30 minutes to 45 minutes.

It was moved and seconded that the recommendations made by the Governance Working Group be endorsed and:-

(i) That the revisions to the Council's Constitution be approved and the Constitution as appended to the report be adopted subject to the following amendments:-

- Licensing Sub-Committee - That 3 Members when dealing with Licensing Act matters and 4 Members in all other cases, be selected from a fixed rota of the Licensing Committee (including the designation of the Chair of the Sub-Committee), that has been pre-determined by the Committee at the beginning of each municipal year, and maintained by the Democratic Services Team Manager.
- Part 7 - That reference to the Standing Advisory Council for Religious Education included in the schedule should read Councillor Griffin and Simmons whose term of office is 2012-2016 and requests for Council representation on Furness Seamen's Pension Fund, Teesside Environmental Trust and the increase in representation on Hartlepool and District Sports Council from 2 to 3 Members be considered as part of 'round table discussions' and reported to the Extraordinary Council meeting, dealing with outside body appointments, on 2 May

(ii) That the adoption of the revised Constitution be effective from the cessation of the Elected Mayor's term of office and the operation by the Borough Council of a Committee system commence after this date.

The amendment tabled at the meeting, relating to Licensing Act matters, was accepted unanimously.

During the debate, comments which had been made earlier in the meeting regarding the quality of the proposed Constitution, and the proposed governance structure, were endorsed. However, concerns were expressed regarding proposals included in the Constitution relating to public questions. Public representations regarding the proposals were highlighted at the meeting.

Amendment moved and seconded:-

- That supplementary questions be retained at the current number (i.e. two being permitted).

- That the deadline for submission of public questions be reduced with the deadline being exactly the same as for Councillors (i.e. noon on the day prior to the Council meeting).
- That there should be the facility to ask questions without notice if it relates directly to a recent decision (made since the last meeting).
- That all Councillors should be able to be questioned, not just those who hold certain posts. .
- That questions should be considered on a ‘first come first served basis’.
- That the Monitoring Officer's role should be strictly limited to that of matters pertaining to the law, with no interference on political or other grounds
- That two supplementary questions are allowed for all questions that elected members ask (with or without notice) at Full Council.
- That questions to members of the Cleveland Police and Crime Panel and Cleveland Fire Authority have the same deadline for submission as all other questions from members, i.e. noon on the day prior to the meeting.
- That Council specially designate a section at the start of Policy Committees to public questions, specifically about the agenda of said meeting.
- That in accordance with the HMRC recommendation mileage payments for business travel should be at a rate of 45p per mile and this should be the case for elected members.
- That the Council should not pay for Councillors' travel cards.
- That the Council should not pay for the travel and subsistence of elected members attending political group meetings, as detailed in schedule 1.

Members reiterated comments made earlier in the meeting and commended the proposed government arrangements. However, arguments both for and against supplementary public questions were again highlighted together with the opportunities for public involvement included in new governance arrangements.

In accordance with Council Procedure Rule 17.4 of the Constitution a recorded vote was taken on the amendment:-

Those in favour:

Councillors Atkinson, Brash, Dawkins, Fisher, Gibbon, Hargreaves, Hill, Lauderdale, A E Lilley, G Lilley and Thompson.

Those against:

Councillors Ainslie, C Akers-Belcher, S Akers-Belcher, Beck, Cook, Cranney, Fleet, Griffin, Hall, Jackson, James, Morris, Payne, Richardson, Shields, Simmons, Sirs, Tempest, Wells and Wilcox.

Those abstaining:

None

The vote was lost.

In accordance with Council Procedure Rule 17.4 of the Constitution a recorded vote was taken on the substantive motion:-

Those in favour:

Councillors Ainslie, C Akers-Belcher, S Akers-Belcher, Atkinson, Beck, Cook, Cranney, Dawkins, Fleet, Gibbon, Griffin, Hall, Jackson, James, Morris, Payne, Richardson, Shields, Simmons, Sirs, Tempest, Wells and Wilcox.

Those against:

Councillors Brash, Fisher, Hargreaves, Hill, Lauderdale A E Lilley, G Lilley and Thompson.

Those abstaining:

None

The vote was carried.

Following the vote and prior to closing the meeting, the Chairman took the opportunity to reiterate comments made by Members earlier in the meeting and commended the hard work of Officers and Members who had been involved in reviewing the Constitution.

The meeting concluded at 8.05 p.m.

CHAIR

## Cleveland Police and Crime Panel

A meeting of Cleveland Police and Crime Panel was held on Friday, 7th December, 2012.

**Present:** Cllr Norma Stephenson (Chairman)

Cllr Chris Abbott, Mr Geoff Baines (Non Political Independent Member), Cllr Peter Cox, Mrs Gwen Duncan (Non Political Independent Member), Cllr George Dunning, Cllr Ray Goddard, Cllr David Harrington (substituting for Cllr Ken Dixon), Cllr Terry Laing, Cllr Steve Nelson Cllr Carl Richardson, Cllr Charlie Rooney, Cllr Bernie Taylor

**Officers:** David Bond, Mike Batty and Michael Henderson (Stockton on Tees Borough Council)

**Also in attendance:** Barry Coppinger (Police and Crime Commissioner for Cleveland), Edward Chicken (Middlesbrough Borough Council), Denise Ogden (Hartlepool Borough Council),

**Apologies:** Cllr Ken Dixon and Mayor Stuart Drummond

### **PCP 14/12 Appointment of Non Political Independent Members 2012/16**

The Panel considered a report relating to the appointment of two Non Political Independent co-opted members.

Members were provided with brief details of the agreed process for the appointment of the Non Political Independent Members, which had included the establishment of a sub panel to consider applications, undertake interviews and make recommendations to the Full Panel.

Details of the recommended appointments were provided.

RESOLVED that Geoffrey Baines and Gwyneth May Duncan be appointed to the Panel as Non Political Independent Members, with immediate effect, and the Home Secretary be notified accordingly.

### **PCP 15/12 Declarations of Interest**

There were no declarations of interest.

### **PCP 16/12 Minutes of the meeting held on 6 August 2012**

The minutes of the meeting held on 6 August 2012 were confirmed as a correct record and were signed by the Chairman.

### **PCP 17/12 Police and Crime Plan**

The Panel received a report from the Police and Crime Commissioner for Cleveland ('the Commissioner') relating to the Police and Crime Plan.

The Plan was a statutory requirement and the Commissioner explained that it would be an important mechanism for communicating his intentions to the public, police, partners, this Panel and other stakeholders.

Members noted that a first draft of the Plan would be ready by the end of December and would be built around five core objectives:

- retaining and developing Neighbourhood Policing
- ensuring a better deal for victims and witnesses
- helping to divert people from offending - and a renewed focus upon rehabilitation/preventing re-offending
- developing better co-ordination, communication and partnership between agencies to make best use of resources
- working for better industrial and community relations

The Commissioner provided an executive summary that highlighted his objectives and commitments. The summary would be refreshed periodically and published on the Police and Crime Commission's website.

The Plan would be underpinned by a comprehensive strategic assessment of the challenges facing Cleveland, as well as an analysis of the consultation carried out during 2012. The Plan would also reflect the partnership landscape within which policing would be delivered.

RESOLVED that the update be noted.

**PCP  
18/12**      **Update on Precept**

The Commissioner provided the Panel with a briefing note and update on options relating to the precept for 2013/14 and future years.

He considered that there were currently two realistic options:

- Increase precept by 2%
- Accept the Council Tax precept freeze in 2013 - 14 along with the 1% government support for 2 years.

Members noted the potential financial impact each option would have on the total precept for 2012/13 - 2016/17 and on property bands for 2013/14.

The Commissioner explained that he had not arrived at a final decision on his approach to the precept and this would be the subject of further discussion and consultation. He did indicate, however, that his current feeling was that a 2% increase for 2013/14 offered the best option, particularly given the potential issues that accepting the Council Tax freeze could create for future years.

It was noted that the cost of any referendum, triggered by a proposed police precept, above the 2% ceiling, would be met by the Commissioner.

RESOLVED that the update be noted.

**PCP  
19/12**      **Decisions of the Police and Crime Commissioner**

Members considered a report of the Commissioner relating to decisions he had taken since taking office. The report also provided details of meetings the Commissioner had attended and planned to attend.

The Commissioner explained that he would not be appointing a Deputy Commissioner. He also explained that arrangements were being made to

interview candidates, for the position of Chief Constable, at the end of January 2013.

During consideration of the decisions taken by the Commissioner, specific reference was made to his proposed appointment of a Chief Executive Officer and members asked a number of questions in this regard. Questions focused on:

- Costs associated with the decision?
- Why the appointment had been undertaken on the basis of a secondment from Middlesbrough Council?
- As a secondment, who was paying the post's salary?

The Commissioner indicated that the additional costs associated with paying the previous Police Authority Chief Executive, to the end of his contract, were in the region of £30,000, though there were some negotiations to undertake. He pointed out that the Chief Executive's role and responsibilities, in his office, would be significantly different to the role of the Chief Executive in the Police Authority. There were a number of issues, such as the production of a Police and Crime Plan and precept setting that were pressing and new partnership working arrangements needed to be established quickly. He felt it had been important to address the Chief Executive's post as early as possible. An important element of the Chief Executive's role, during the coming year, would be to review existing office arrangements, to ensure they were fit for purpose. The Commissioner explained that he was confident that a review of the current office would reveal savings. He indicated that he would report back to the Panel on this matter.

The Commissioner explained that the 1 year secondment would give him the opportunity to identify exactly what skills and abilities a Chief Executive in his office needed to possess and, before the end of the secondment, he would advertise the post with that information in mind. The proposed appointee's salary would be paid by the Commissioner's Office.

The Commissioner confirmed that he would be publishing details of the meetings/events he had attended and would be attending on the PCC web site.

RESOLVED that the report and discussion be noted.

**PCP  
20/12**

### **Reciprocal Arrangements - Response from Durham and Darlington PCP**

The Panel was provided with an update report relating to the previous decision to invite Durham and Darlington Police and Crime Panel (DDPCP) to enter into reciprocal observer arrangements.

Subsequently, DDPCP was contacted and the following response had been received:

- the principle of collaboration was extremely important but our PCP needed to settle and embed in its role and function before it engaged with other PCPs;
- Durham and Darlington PCP planned to review its operation by the end



of March 2013 to refine its approach ;

- it would be worth considering an event under the auspice of the regional scrutiny network that could bring together a number of PCPs to share practice etc.

It was agreed that, in view of this response, it would not be possible to establish any reciprocal observer arrangements at this point in time. However, this Panel's support officers would monitor the work of neighbouring PCPs, via websites, and through informal discussions with colleague support officers and liaise with the Chairman and Vice Chairman, should any good practice/development opportunities come to light.

RESOLVED that the information be noted.

**PCP  
21/12**      **Public Involvement at Panel Meetings**

Members considered a report that provided options with regard to Public questions at meetings of the Panel.

The Panel agreed option 2, as detailed in the report and appendix, subject to a 1 minute time limit being applied in respect of each of the following elements of the process:

- the asking of the question;
- the response to the question;
- any supplementary question;
- the response to any supplementary question

RESOLVED that Option 2 be agreed for inclusion in the Panel's Rules of Procedure subject to the addition of the time allocation detailed above.

**PCP  
22/12**      **First Draft Performance Monitoring Report**

Members were provided with a draft monitoring report that covered police performance and a range of performance indicators from other criminal justice agencies.

The draft illustrated the range of performance information which could be made available to the Panel in future. It provided an opportunity to check whether members of the Panel found the format useful and clear and whether there were any parts they would wish to dispense with and/or additional information which they would wish to see.

It was anticipated that the Commissioner would wish to establish a quarterly performance monitoring regime in relation to the Police & Crime Plan, and it was proposed that the Panel should review the same quarterly monitoring reports during 2013/14. The main advantages of such an arrangement were that it was efficient, and that the Commissioner and the Panel would be looking at the same dashboard, and the potential disadvantage was that it could lead members of the Panel towards scrutinising the performance of Cleveland Police, which is not the Panel's responsibility, rather than scrutinising the

performance of the Commissioner.

The Commissioner explained that the format and content of the monitoring report was flexible and would be developed to reflect the needs of the Panel over time.

Members requested that the monitoring report be presented to each ordinary meeting of the Panel. It was noted that Panel meetings would be arranged to allow timely reviews following the end of each quarterly period.

RESOLVED that the draft report be agreed and reports be submitted to each ordinary meeting of the Panel on that basis.

**PCP  
23/12**

### **Precept Timetable**

The Panel considered a report that highlighted a letter from the Devon & Cornwall Police & Crime Panel to the Home Secretary that made representations about the timetable for consideration of the Commissioners' proposals on precept for 2014/15 and future years.

The letter has been circulated to all lead authorities for Police & Crime Panels with a request that Panels consider supporting the approach set out by Devon & Cornwall.

Members were provided with a flowchart detailing timescales associated with the Panel's involvement in the precept setting process for 2013/14.

The Panel agreed that it would be helpful to the Commissioner's Office and the Panel, if the timetable for future years were arranged so as to allow more time. It was recognised that the unhelpful timetable for the first year was a direct consequence of the Government's decision on the timing of PCC elections.

Members agreed that the Panel should write to the Home Secretary, raising concerns about the precept timetable for 2013/14 and suggesting that future years' timetables provided more time for the Commissioner to prepare and the Panel to consider proposed precepts.

RESOLVED that the Panel writes to the Home Secretary in the terms described above.

**PCP  
24/12**

### **Cleveland Police and Crime Logo**

Members were provided with a proposed logo for the Panel.

RESOLVED that the logo be adopted as Cleveland Police and Crime Panel's official logo.

**PCP  
25/12**

### **Forward Plan**

Members were provided with details of the Panel's Forward Plan.

It was explained that the Commissioner's office had recently indicated that

interviews for the position of Chief Constable would be taking place at the end of January 2013. It was therefore suggested that the confirmation of any proposed appointment should take place immediately following the Panel's scheduled meeting on 5 February 2013.

RESOLVED that the Forward Plan be noted, subject to the change referred to above.

**PCP  
26/12**      **Exclusion of Public**

RESOLVED that the public be excluded from the meeting room for the following item of business as it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Part 1 of schedule 12A of the Local Government Act 1972.

**PCP  
27/12**      **Complaints**

The Panel considered a report detailing a complaint against the Cleveland Police and Crime Commissioner.

The Panel considered that the complaint related to the Police and Crime Commissioner for Cleveland's decision concerning the appointment of a Chief Executive. The Panel did not consider that the complaint constituted a serious complaint or conduct matter that should be referred to the Independent Police Complaints Commission.

The Panel was advised of its options with regard to the complaint.

Members noted that consideration of the Commissioner's decisions had taken place earlier at the meeting, and that a confirmation hearing would follow which related to the appointment of the Chief Executive. At the conclusion of this the Panel agreed that the complaint could reasonably be regarded as having been dealt with and as having been concluded.

RESOLVED that the complaint be treated as concluded for the reasons detailed above and the Complainant and Commissioner be advised accordingly.

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# CLEVELAND FIRE AUTHORITY

## MINUTES OF ORDINARY MEETING

15 FEBRUARY 2013

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**PRESENT:**

**ACTING CHAIR:-**  
Cllr Briggs – Redcar & Cleveland Council

**MIDDLESBROUGH COUNCIL**  
Cllrs Biswas, Brunton, Clark, Hussain, Pearson, Sanderson

**REDCAR & CLEVELAND BOROUGH COUNCIL**  
Cllrs Cooney, Dunning, Hannon, Moses, Ovens

**STOCKTON ON TEES BOROUGH COUNCIL**  
Cllrs Corr, Cunningham, O'Donnell, Stoker, Woodhead, Walmsley

**AUTHORISED OFFICERS**  
Chief Fire Officer, Director of Corporate Services, Legal Adviser/Monitoring Officer, Treasurer

**APOLOGIES:** Cllrs James, Payne, Richardson, Wells - Hartlepool Borough Council  
Cllr Gardner - Stockton Borough Council

**111. DECLARATIONS OF MEMBERS INTEREST**

It was noted no Declarations of Interests were submitted to the meeting.

**112. MINUTES**

**RESOLVED – that the Minutes of the Cleveland Fire Authority Meeting on 14 December 2012 be confirmed.**

**113. MINUTES OF COMMITTEES**

**RESOLVED – that the Minutes of the Executive Committee held on 25 January 2013 and the Standards Committee held on 1 February 2013 be confirmed.**

**114. COMMUNICATIONS RECEIVED BY THE CHAIR**

The Chairman informed Members of the receipt of the following communications:  
Brandon Lewis - Appointment Of New Chief Fire And Rescue Adviser Peter Holland CBE  
Brandon Lewis - Council Tax Levels 2013-14  
Brandon Lewis - Capita Wins Bid for Fire Service College  
Sir Ken Knight - Honours and Awards  
Adrian Busby - New Chair, Buckinghamshire & Milton Keynes Fire & Rescue Authority

**RESOLVED - that the communications be noted.**

**115. REPORT OF THE DIRECTOR OF CORPORATE SERVICES**

**115.1 Cleveland Fire Authority Meetings 2013/14**

The Director of Corporate Services (DCM) referred to Appendix 1 of the report outlining the Authority's meeting schedule for 2013/14 and requested that Members considered the proposal to amalgamate the Standards Committee with the Audit and Governance Committee.

**115.1 Cleveland Fire Authority Meetings 2013/14**

The DCM reported that the benefits of the amalgamation would be increased transparency and accountability; reduction in the number of meetings requiring member and officer attendance and a reduction in the associated committee administration.

The Legal Adviser and Monitoring Officer (LAMO) noted that other local authorities were also amalgamating these two functions and the Localism Act required authorities to co-opt a minimum of one independent person to deal with the standards function, as and when required.

**RESOLVED:-**

- (i) That the amalgamation of the Standards and Audit & Governance Committees be approved.**
- (ii) That the meeting schedule for 2013/14 be approved.**

**116. REPORTS OF THE CHIEF FIRE OFFICER**

**116.1 Information Pack – February 2013**

- 116.1.1 Fire and Rescue Service Monthly Bulletins
- 116.1.2 Fire Brigade Long Service and Good Conduct Medal
- 116.1.3 DCLG Fire & Rescue Service Efficiency Review

**RESOLVED – that the information pack be noted.**

**116.2 Department of Communities and Local Government - Fire & Rescue Service Efficiencies Review**

The CFO reported that the Chief Fire & Rescue Adviser Sir Ken Knight visited the Brigade on 6 February 2013 as part of the DCLG Fire and Rescue Efficiencies Review giving consideration to the following areas:

- firefighter training
- flexible staffing and crewing arrangements
- the use of retained firefighters
- procurement
- shared services
- collaboration with emergency services and other organisations
- sickness management
- sharing of senior staff
- locally led mergers and operational collaborations
- new firefighting technology
- preventative approaches
- working with local businesses

He referred Members to Appendix 1 of the report: Cleveland Fire Authority 'Delivering More with Less' detailing the environment the Brigade operates in, the cost of running the service, the challenges it faces in making efficiencies and how it continues to deliver a high performing service with impressive outcomes across the key fire indicators. The CFO reported that the outcome of the review was expected by Spring 2013.

**116.2 Department of Communities and Local Government - Fire & Rescue Service  
Efficiencies Review continued**

Councillor Dunning requested that the Cleveland MPs be made aware of Appendix 1 before the Special CFA Meeting on 8 March 2013.

Councillor Biswas asked if the CFO could provide information for the Special CFA meeting in relation to the 'risk' aspect of Cleveland not being recognised in the current grant formula. The CFO confirmed that a report outlining all the factors that MPs were being asked to lobby for on behalf of the Authority was being produced.

Councillor Ovens thanked the CFO for producing an 'excellent piece of work' that would be useful for the Authority to present its case and agreed the Authority needed to rethink its lobbying strategy.

**RESOLVED:-**

**(i) Members noted the details of the Department for Communities and Local Government's Fire & Rescue Services Efficiency Review.**

**(ii) That Cleveland Fire Authority's efficiency report (Appendix 1) be noted.**

**116.3 Budget 2013/14-2014/15: Proposals to Meet the Budget Deficit**

The CFO updated Members on the Authority's current financial position and reported that since the CFA meeting on 14 December 2012, the Authority had received notification of the two-year grant settlement covering 2013/14 and 2014/15 and had also learnt that the £5.4m bid for the Fire Capital Grant 2013-2015 had been successful.

The CFO reported that these changes had impacted on the Authority's Medium Term Financial position (as outlined in detail at minute number 117.1) resulting in a revised budget deficit of £2.866m over the next two financial years.

The CFO reported that managing the Authority's risks and ensuring the safety of its communities remained the number one priority and reported that the agreed options were believed to have the least impact on the Brigade's staff, public services and the performance of the organisation.

The CFO outlined the nine preferred options that had been explored to meet the deficit, as agreed by Members at the Authority meeting on 14 December 2012.

These were:

Proposal 1: Service Transformation 2010/11 - £0.724m

Proposal 2: Inflation Over Provision 2012/13 - £0.250m

Proposal 3: Non-Pay Savings - £0.106m

Proposal 4: Capital Revenue Savings - £0.300m

Proposal 5: Smoke Alarm Budget - £0.100m

Proposal 6: reduce crewing levels on pumping appliances from five firefighters to four (32 firefighters) - £1.213m

Proposal 7: Further Organisational Review - £0.400m

Proposal 8: Introduce Alternative staffing Models - £0.400m

Proposal 9: Further Service Delivery Review - £0.300m

**116.3 Budget 2013/14-2014/15: Proposals to Meet the Budget Deficit continued**

He confirmed that at the Executive Committee meeting on 25 January 2013, Members recommended to the Authority that proposals 1 – 5 would be implemented during 2013/14 and further consideration would need to be given prior to implementing Options 7 – 9 for 2014/15, depending on the efficiencies achieved in the first year.

The CFO referred to Proposal 6 and noted the FBU's tabled response to the proposed changes in crewing levels on pumping appliances which confirmed their position that riding 5 personnel on water tender ladders was best practice and the most robust and suitable safe system of work with regard to Health & Safety of both the firefighter and the public.

The CFO reported that Proposal 6 had been subject to comprehensive consultation with the FBU resulting in: a revised proposal to reduce 24 firefighter posts (not 32 as originally proposed); a revised risk assessment and Safe Systems of Work that demonstrated the potential risk to both employee and public safety was 'low' (not 'no/limited impact') and that the implementation would be phased over Year 1 via natural wastage resulting in no firefighters being made compulsory redundant.

Councillor Bis was asked if there was enough natural wastage to achieve the anticipated reduction in 24 firefighter posts over two years. The CFO confirmed there were currently 13 firefighter vacancies and taking into account the retirement profile for the next 2 years there should be sufficient natural wastage to achieve this strategy and make the change without the need for compulsory redundancies.

Councillor Dunning asked if other Fire Authorities had opted for riding 4 + 4 and whether there was any intention of industrial action if the Authority agreed this option. The CFO confirmed that within the family group, most Authorities were already riding 4 + 4. The CFO noted that as a result of the implementation of the crewing level proposed, Local Agreement No. 12: Revision of Grey Book Duty System and Local Agreement No. 14A Disturbance Allowance (Addendum) were being reviewed and a joint Brigade Management and Representative Body Working Group would be established to consider improvements to the Grey Book Duty System.

Members reported that the Authority had always followed a policy of no compulsory redundancies and that the current level of natural wastage would allow efficiencies to be achieved, but only in the short term.

The Vice Chairman congratulated both management and the unions for their common sense approach to tackling the current financial issues faced by the Authority.

**RESOLVED:-**

- (i) That the Authority's resources for the next two financial years in respect of the annual revenue budget under the current government spending review be noted.**
- (ii) That the following Year 1 proposals be implemented on 1<sup>st</sup> April 2013, as recommended by the Executive Committee on 25<sup>th</sup> January 2013:**

**RESOLVED Continued**

- Proposal 1: Service Transformation 2010/11 - £0.724m**
- Proposal 2: Inflation Over Provision 2012/13 - £0.250m**
- Proposal 3: Non-Pay Savings - £0.106m**
- Proposal 4: Capital Revenue Savings - £0.300m**
- Proposal 5: Smoke Alarm Budget - £0.100m**

- (iii) That the Consultation that has taken place with the Fire Brigade's Union (FBU) on Proposal 6: reduce crewing levels on pumping appliances from five firefighters to four (removal of 32 firefighters posts saving £1.213m), be noted.**
- (iv) Following the above consultation:**
  - **That the revised Proposal 6, resulting in the reduction of 24 firefighter posts saving £0.910m (Appendix 1 gives full details), be approved.**
  - **That the revised risk assessment and Safe Systems of Work associated with implementation of the revised Proposal 6 demonstrated that the potential risk to both employee and public safety is LOW, be noted.**
  - **That the implementation of the proposal, which will be phased commencing in Year 1 with posts being removed when they become vacant (a 'natural wastage' approach meaning that no firefighters will be made compulsory redundant), be approved.**
  - **That the removal of the current 12 firefighter vacant posts from the Brigade's establishment on 1 April 2013, be approved.**
- (v) Members noted that the savings to be achieved in Year 2 will be clearly be dependent upon the achievement of the Year 1 proposals and the outcomes of the planned work during 2013/14, as detailed at proposals 7, 8, and 9 in the table at 5.3 be subject to further financial reports to the Authority during 2013/14.**

**117. JOINT REPORT OF THE CHIEF FIRE OFFICER AND TREASURER**

**117.1 Medium Term Financial Strategy 2013/14 – 15/16 and 2013/14 Council Tax**

The Treasurer outlined the detail contained within the Medium Term Financial Strategy 2013/14 – 2015/16 covering:

- Implications of the Local Government Settlement
- Forecast Outturn 2012/13
- Capital Programme
- Treasury Management Strategy 2013/14
- Revenue Budget 2013/14 and Indicative Forecasts for 2014/15 to 2015/16
- Inflation Non-Pay Expenditure
- Use of Reserves
- Formula Grant Reduction
- Annual Council Tax Increase
- 2012/13 Tax Base and Collection Fund
- Robustness of Budget Forecasts and Reserves



**117.1 Medium Term Financial Strategy 2013/14 – 15/16 and 2013/14 Council Tax cont.**

The Treasurer pointed out that a detailed review of the current years' budget had been completed indicating an underspend of around £1.5m. This variance is owing to the pay freeze implemented by the Government, vacant posts in the establishment and the long lead-in time for the capital programme that the Authority had planned to fund. This underspend was expected to increase the capital reserve and reduce the need for long term borrowing.

The Treasurer referred to the Provision for Pay Awards and other non-pay costs and noted that the Chancellor's Autumn Statement setting out the Government's position on pay awards states that for 2013 and 2014 the Government expects average public sector pay awards to be capped at 1%. For the purpose of future planning the Authority had made a provision of 2% pay inflation for 2012/13, then for 2013/14 onwards the forecast is based on a planning assumption of 1%. This adjustment was approved within the Budget 2013/14 - 2014/15: Proposal to Meet the Budget Deficits, as outlined at minute number 116.3.

Updated versions of Appendix A: Fire Brigade Best Value Budget 2013/14 – Best Value Format and Appendix B: Council Tax Resolution for 1.9% increase were tabled.

The Treasurer reported that a letter from Brandon Lewis MP on Council Tax Levels in 2013/14 had been circulated to all Members on behalf of the Chairman. He outlined the impact of accepting the Government's 1% Council Tax Freeze Grant should Members decide to keep the 2013/14 Council Tax at the current level and advised this option would have financial repercussions for the Authority in the future. The Treasurer reported that the Authority's proposed 1.9% increase, equivalent to 2.5pence per week at Band D, was considered value for money and was within the Council Tax referendum threshold of 2%.

The Treasurer concluded that austerity measures were expected to continue into 2017/18 and pressures on Council Tax Levels were expected to increase as local flexibility is reduced. Therefore, unearmarked reserves had been earmarked to help manage this risk.

**RESOLVED:-**

- (i) That the provisional 2013/14 Capital Investment Plans as set out in the report be approved;
- (ii) That the 2013/14 revenue budget as detailed in the new Appendix A, as circulated, be approved
- (iii) That a 1.9% rise in Council Tax for 2013/14, equating to Band D Council Tax of £67.76 and supporting statutory calculations as detailed in the new Appendix B, as circulated, be approved.
- (iv) That indicative Council Tax increases of 2% for 2014/15 and 2015/16 be approved.

**118. REPORT OF THE TREASURER**

**118.1 Treasury Management Strategy 2013/14**

The Treasurer outlined the Authority's Treasury Management Strategy for 2013/14, which included Prudential Indicators for 2013/14 – 2015/16 and confirmed that the strategy fulfilled the key legislative requirements, detailing the following issues:

**118.1 Treasury Management Strategy 2013/14 continued**

- Economic Background and Outlook for Interest Rates
- Prudential Indicators
- Capital Financing Requirement
- Borrowing Strategy
- Investment Strategy
- Treasury Management Limits on Activity
- Treasury Management Advisors

The Treasurer reported that the Strategy was subject to scrutiny by the Audit & Governance Committee on 22 February 2013, which would monitor it on behalf of Authority.

**RESOLVED:-**

- (i) That the Prudential Indicators and Limits relating to the Capital Expenditure for 2013/2014 to 2015/2016 as detailed in sections 5 and 6 of the report, be approved.**
- (ii) That the continuation of the netting down of investment and borrowing noting that specific loans will be taken out for schemes approved on the basis of individual business cases, be approved.**
- (iii) That the Treasury Prudential Indicators and the Minimum Revenue Provision (MRP) Statement in section 7 be approved.**
- (iv) That the Treasury Prudential Indicators in section 8 be approved.**
- (v) That the Investment Strategy Counterparty Criteria contained in section 8 be approved and the further restriction of operational limits be noted.**
- (vi) That the Treasury Management Limits on activity in section 9 be approved.**

- 119. LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION ORDER) 2006  
RESOLVED - "That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, on the grounds that it involves the likely disclosure of exempt information as defined in the paragraph below of Part 1 Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006".**

**Paragraph 4: namely information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.**

- 120. CONFIDENTIAL MINUTES  
RESOLVED – that the Confidential Minutes of the Cleveland Fire Authority Ordinary Meeting held on 14 December 2012 be confirmed.**

- 121. CONFIDENTIAL MINUTES OF COMMITTEES  
121.1 RESOLVED – that the Confidential Minutes of the Executive Committee meeting held on 25 January 2013 be confirmed.**

**COUNCILLOR BRIAN BRIGGS  
VICE-CHAIRMAN**

## COUNCIL REPORT

11 April 2013



**Report of:** THE CHIEF EXECUTIVE

**Subject:** Report of the Independent Remuneration Panel

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Attached at Appendix A is the Independent Remuneration Panel's (IRP) report on Members' Allowances. Council's view and instructions on the IRP recommendations are requested.

## Appendix A

### Report of Independent Remuneration Panel

Council – 11 April 2013

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#### 1. Purpose of the Report

To inform Council of the Panel's review of the Basic and Special Responsibility allowances and their recommendations for the Council's scheme.

#### 2. Background

The Independent Remuneration Panel was established to advise the Council on the level of Members Allowances under the Local Government Act 2000.

The Panel have made a number of reports to the Council over the years, reviewing various parts of the Members Allowances Scheme including Basic and Special responsibility allowances.

The Panel last reported to Council on 11<sup>th</sup> February 2010 and recommended annual indexation of the Basic and Special responsibility allowances in line with cost of living pay awards for Local Government Employees. This recommendation was approved by Council. As Members will be aware Local Government pay has been frozen since 1<sup>st</sup> April 2009, therefore the level of Basic and Special Responsibility Allowances currently being paid has remained unchanged since 1<sup>st</sup> April 2009.

In carrying out this review the Panel sought the views of the political parties.

#### 3. Basic Allowance

The Basic Allowance is paid to all members of the Council and was last reviewed in 2010 with inflation updates in accordance with the local government pay award. It is currently £5,767 and has been frozen at this level since 1<sup>st</sup> April 2009, in line with the pay freeze for Local Government employees.

The Panel have undertaken a detailed review of the Basic allowances to reflect the implications of reducing from 47 to 33 Councillors in May 2012. The Panel was interested to ascertain whether there had been any major changes in responsibility as a result of the reduction in the number of Councillors. The panel also considered the impact of changing from a Mayoral system to a Committee system on responsibilities and workloads of individual Councillors.

The Panel was interested in the level of Basic Allowance paid by the other eleven North East Councils, which are all comparative single tier authorities (i.e. either unitary authorities or metropolitan authorities). This analysis involved

comparing the Basic allowances paid by individual authorities and the population per Councillor (based on the Department of Communities and Local Government 2012 Local Government Finance Settlement population figures), as summarised in the following table:

Summary of Basic Allowances paid by North East Councils

| Authority                       | Number of Councillors | Number of Residents per Councillors | 2012/13 Basic Allowance |
|---------------------------------|-----------------------|-------------------------------------|-------------------------|
|                                 |                       |                                     | £                       |
| Durham                          | 126                   | 4,090                               | 13,300                  |
| Northumberland                  | 67                    | 4,686                               | 12,625                  |
| Gateshead                       | 66                    | 2,901                               | 10,120                  |
| Redcar & Cleveland              | 59                    | 2,332                               | 9,500                   |
| Stockton                        | 56                    | 3,460                               | 9,300                   |
| Newcastle                       | 78                    | 3,690                               | 9,210                   |
| Sunderland                      | 75                    | 3,756                               | 8,043                   |
| Darlington                      | 53                    | 1,927                               | 8,027                   |
| North Tyneside                  | 60                    | 3,353                               | 7,896                   |
| South Tyneside                  | 54                    | 2,834                               | 7,226                   |
| Middlesbrough                   | 49                    | 2,889                               | 6,130                   |
| Hartlepool                      | 33                    | 2,787                               | 5,767                   |
| Average for North East Councils | 65                    | 3,226                               | 8,929                   |

The Panel also considered the Basic Allowance paid by seventeen other unitary authorities, which ranged from £5,999 to £12,129, with an average of £8,578 and an average number of Residents per Councillor of 3,800.

The Panel noted that the comparative information on Basic Allowances, whilst interesting, was subject to variation and therefore was not conclusive and provides one component to support the current review. It did note that for its size and expanse of responsibilities the Council's Basic Allowances was the lowest in the North East.

The Panel considered the information submitted by the political groups and individual Councillors on the work load impact of the reduction in the number of Councillors and considered that this was inconclusive.

The Panel also considered the implications of the Basic Allowance in attracting people to become Councillors and increasing diversity, including working age people who need an adequate allowance to compensate them for loss of earnings where they need to take unpaid leave from work, or to offset a loss of income if they are self employed, while undertaking duties as a Councillor. Taking all these factors into account the Panel recommend that the Basic Allowance of £5,767 should be increased by £250 per year for three years, commencing from 1<sup>st</sup> April 2013. The resulting Basic Allowances are summarised below:

- £6,017 payable from 1<sup>st</sup> April 2013;
- £6,267 payable from 1<sup>st</sup> April 2014;

- £6,517 payable from 1<sup>st</sup> April 2015.

The Panel noted that the recommended Basic Allowance payable from 1st April 2015 would still be the second lowest Basic Allowance in the North East and significantly lower than the current average for North East Councils, based on other Councils not changing their existing Basic Allowances.

**4. Special Responsibility Allowances (SRA's)**

Special Responsibility Allowances are paid to a number of Councillors who hold positions that have varying degrees of additional duties. These allowances are paid in addition to the Basic Allowance and are determined as a proportion of the Basic Allowance. Only one Special Responsibility Allowance can be received by an individual Councillor, even if they hold more than one position with a Special Responsibility Allowance. The current number and amounts of Special Responsibility Allowances are detailed in the table below:

|                 |  | 2012/13 |                          |  |
|-----------------|--|---------|--------------------------|--|
|                 |  |         | Value of Basic allowance |  |
| Basic Allowance |  |         | £5,767                   |  |

|  | Number of Councillors receiving SRA | Value of Special Responsibility Allowance | SRA % |
|--|-------------------------------------|---|-------|
| <u>Special Responsibility Allowances</u> |                                     |   |       |
| Chair of Council                         | 1                                   | £4,614                                    | 80%   |
| Cabinet member *                         | 3                                   | £5,767                                    | 100%  |
| Chair of Scrutiny Coordinating           | 1                                   | £5,767                                    | 100%  |
| Chair of Scrutiny Forum                  | 4                                   | £3,461                                    | 60%   |
| Chair of Planning Committee              | 1                                   | £5,767                                    | 100%  |
| Chair of Neighbourhood Forum             | 3                                   | £3,461                                    | 60%   |
| Chair of Licensing Panel                 | 1                                   | £3,461                                    | 60%   |
| Chair of Audit Committee                 | 1                                   | £1,152                                    | 20%   |
| Majority Group Leader                    | 1                                   | £5,767                                    | 100%  |
| Principal Minority group                 | 1                                   | £3,461                                    | 60%   |
| Secondary Minority Group                 | 1                                   | £3,461                                    | 60%   |
| Elected Mayor                            | 1                                   | £58,135                                   |       |

\* This is the current number of Cabinet Members. In previous years 7 SRA's have typically been paid to reflect the size of the Cabinet.

In considering the level of Special Responsibility Allowances to be recommended under the new Governance arrangements the Panel were provided with an explanation of the new arrangements, the similarities and difference to the Mayor system and comparative information on Special Responsibility Allowance paid by the other North East Councils.

The Panel recommend that the existing system of determining Special Responsibility Allowances as a proportion of the Basic allowance should be retained and linked to the recommended Basic Allowance detailed in section 3.

The Panel noted that under the new Governance arrangements the number of positions where a Special Responsibility allowance is required will reduce.

The recommended Special Responsibility allowances and reasons for these recommendations are detailed below:

| Position   | Recommended SRA              | Basis for Recommendation  |
|--|------------------------------|---|
| <u>Policy Committee Chairs</u><br>Children Services<br>Adult Services<br>Regeneration Services<br>Neighbourhood Services | 100%<br>100%<br>100%<br>100% | The panel consider that the Chair of the Policy Committees will have a similar role to that previously discharged by Cabinet Portfolio holders. Therefore, an SRA of 100% is recommended. The panel also considered the level of SRA's paid for similar roles in the other North East Councils.   |
| Planning Committee   | 100%                         | No change in SRA as existing role continues and level of SRA is appropriate for responsibilities.   |
| Licensing Committee  | 60%                          | As above  |
| Chairs of Neighbourhood Forums (2 Chairs)  | 60%                          | As above  |
| Audit & Governance Committee   | 70%                          | The panel considered the remit of existing responsibilities of Scrutiny Committee Chairs (current SRA 60%) and the Audit Committee (current SRA 20%), compared to the remit of the new Committee. The Panel noted that the Scrutiny role is more defined than the current, but consider the Audit Committee role increases. The recommended SRA therefore reflects the combined roles.                        |
| Finance & Policy Committee   | 300%                         | The panel agreed this is a new role combining some aspects of the elected Mayor's role as Chair of Finance & Policy Committee and the role of the Leader of the Council. The panel considered the demands of this role and the need to recommend an SRA which reflects the responsibility of the role, opens the role to all Councillors and the level of SRA in other North East Councils for similar roles. |

|                        |      |   |
|------------------------|------|---|
| Majority Group Leader  | 0%   | The Panel noted that the Chair of the Finance and Policy Committee will be the Leader of the Majority Group Leader which removes the need to allocate the Majority Group Leader SRA of 100%.  |
| Principal Group Leader | 30%  | On the basis of confirmation of the statutory provisions regarding the payment of a SRA to at least one group leader other than the majority group the Panel consider that this allowance should be reduced from 60% to 30%.  |
| Secondary Group Leader | 0%   | The Panel also consider that the Secondary Group Leader allowance should not be paid. In the event of there being two opposition groups of the same size the Panel will review the position.  |
| Chairman of Council    | 100% | The Panel recognise that the Chairman of the Council will have an increased role representing the Council as a result of the change from a Mayoral system to a Committee system, as some responsibilities previously undertaken by the elected Mayor will be undertaken by the Chairman. In recognition of this position the Panel recommend increasing the existing SRA of 80% to 100% |



Based on the above recommended Special Responsibility Allowance proportions and linked to the recommended Basic Allowance the annual recommended SRA payments are summarised below:

|                 |  |  | 2013/14 | 2014/15 | 2015/16 |
|-----------------|--|--|---------|---------|---------|
|                 |  |  | £       | £       | £       |
| Basic Allowance |  |  | 6,017   | 6,267   | 6,517   |

|   | Number of Councillors receiving SRA | SRA % | 2013/14 SRA | 2014/15 SRA | 2015/16 SRA |
|---|-------------------------------------|-------|-------------|-------------|-------------|
|   |                                     |       | £           | £           | £           |
| Chair of Finance and Policy Committee   | 1                                   | 300%  | 18,051      | 18,801      | 19,551      |
| Chair of Council                        | 1                                   | 100%  | 6,017       | 6,267       | 6,517       |
| Chairs of Policy Committee              | 4                                   | 100%  | 6,017       | 6,267       | 6,517       |
| Chair of Planning Committee             | 1                                   | 100%  | 6,017       | 6,267       | 6,517       |
| Chairs of Neighbourhood Forum           | 2                                   | 60%   | 3,610       | 3,760       | 3,910       |
| Chair of Licensing Committee            | 1                                   | 60%   | 3,610       | 3,760       | 3,910       |
| Chair of Audit and Governance Committee | 1                                   | 70%   | 4,212       | 4,387       | 4,562       |
| Principal Minority group                | 1                                   | 30%   | 1,805       | 1,880       | 1,955       |

The Panel noted that owing to the significance of the changes in the Council's Governance arrangements that the Special Responsibility Allowances should be reviewed in 12 months to ensure they remain appropriate.

## 5. Financial Consideration – Advice of Chief Finance Officer

The Panel were advised that the recommended Basic and Special Responsibility Allowances would provide annual savings against the budget provision included in the Council's Medium Term Financial Strategy. The existing base budget was not reduced as part of 2013/14 budget proposals approved by Council in February 2013 as the Panel had not completed its review and therefore there was no agreed basis for reducing the budget.

The Panel requested that the Chief Finance Officer calculate the cost of the proposed Basic and Special Responsibility Allowances and include these details in this report. The following table summarises the annual savings against the existing base budget for Members Allowances, which covers the cost of Basic allowances, Special Responsibility allowances and employers national insurance contributions on these allowances. Individual Members pay tax and employees national insurance contributions on Basic and Special responsibility allowances.

|                         | 2013/14 | 2014/15 | 2015/16 |
|-------------------------|---------|---------|---------|
|                         | £'000   | £'000   | £'000   |
| Budget                  | 398     | 408     | 418     |
| Forecast full year cost | 275     | 287     | 298     |
| Budget Saving *         | 123*    | 121     | 120     |

\* This is the full year saving if the new Special Responsibility Allowances were paid for the full financial year. Assuming the Panel recommendations are approved the actual 2013/14 saving will be £118,000 after reflecting the payment of current SRA's until 6<sup>th</sup> May 2013 when the new Governance system becomes operational.

The Medium Term Financial Strategy noted that an in-year savings in the Members Allowances budget was anticipated to be achieved following the Panel's review. Full Council determined this amount should be used to repay the resources temporarily allocated from the 2012/13 outturn strategy to partly fund Ward Member 2013/14 budget allocations.

## 6. Recommendations

The Panel makes the following recommendations.

a) That the Basic Allowance be increased by £250 per year for three years commencing from 1<sup>st</sup> April 2013, the resulting Basic Allowances are summarised below:

- £6,017 payable from 1<sup>st</sup> April 2013;
- £6,267 payable from 1<sup>st</sup> April 2014;
- £6,517 payable from 1<sup>st</sup> April 2015.

b) That the Special Responsibility Allowances continue to be calculated as a proportion of the basic allowance and following amounts be approved as detailed Special Responsibility Allowances;

|   |  |       | 2013/14<br>£        | 2014/15<br>£        | 2015/16<br>£        |
|---|--|-------|---------------------|---------------------|---------------------|
|   |  |       | 6,017               | 6,267               | 6,517               |
|   | Number of<br>Councillors<br>receiving<br>SRA | SRA % | 2013/14<br>SRA<br>£ | 2014/15<br>SRA<br>£ | 2015/16<br>SRA<br>£ |
| Chair of Finance and Policy Committee   | 1  | 300%  | 18,051              | 18,801              | 19,551              |
| Chair of Council                        | 1  | 100%  | 6,017               | 6,267               | 6,517               |
| Chairs of Policy Committee              | 4  | 100%  | 6,017               | 6,267               | 6,517               |
| Chair of Planning Committee             | 1  | 100%  | 6,017               | 6,267               | 6,517               |
| Chairs of Neighbourhood Forum           | 2  | 60%   | 3,610               | 3,760               | 3,910               |
| Chair of Licensing Committee            | 1  | 60%   | 3,610               | 3,760               | 3,910               |
| Chair of Audit and Governance Committee | 1  | 70%   | 4,212               | 4,387               | 4,562               |
| Principal Minority group                | 1  | 30%   | 1,805               | 1,880               | 1,955               |

c) Note that the Special Responsibility Allowances will be reviewed by the Independent Remuneration Panel in 12 months.



**Report of:** THE EXECUTIVE

**Subject:** HARTLEPOOL HEALTH AND WELLBEING STRATEGY

**1. PURPOSE OF REPORT**

1.1 The purpose of this report is to present to Council the joint Hartlepool Health and Wellbeing Strategy (JHWS) for approval.

**2. BACKGROUND**

2.1 The Health and Social Care Act 2012, requires the Local Authority with partner agencies including the NHS to develop a joint Health and Wellbeing Strategy based on the Joint Strategic Needs Assessment (JSNA). The strategy should focus on not only protecting the health of the population but improving it through a range of evidence based interventions.

2.2 The strategy is based on the ‘Fair Society Health Lives: Strategic Review of Health Inequalities in England - Marmot Report (2010).

**3. STRATEGY DEVELOPMENT**

3.1 The consultation process to support the development of the strategy was launched at the Face the Public Event in July 2012. A prioritisation exercise undertaken across a range of venues and an online survey which aimed to establish priorities across each of the proposed strategic objectives. The prioritisation exercise was undertaken across a range of venues which included libraries, children’s centres, GP surgery waiting rooms and Youth Centres. Participants were given a notional £25 to spend across seven strategic themes within the Marmot Report these being;

- Give every child best start in life
- Enable all children and young people to maximise capabilities
- Enable all adults to maximise capabilities
- Create fair employment and good work for all
- Ensure a healthy standard of living for all
- Create and develop healthy and sustainable places
- Strengthen the role and impact of ill health prevention

A total of 465 participants took part in the exercise and 'giving every child the best start in life' was clearly the most popular priority amongst participants with almost 30% of the total budget allocated to this area.

The feedback from this process was presented to Cabinet on the 19<sup>th</sup> October 2012.

- 3.2 The Shadow Health and Wellbeing Board has also undertaken a prioritisation of the strategic objectives. This stage enabled prioritisation of the objectives according to a set of agreed criteria. A framework for prioritisation was discussed based on evidence of good practice at the Shadow Health and Wellbeing Board in November 2012. The framework covered a range of criteria e.g. evidence base, service user and public views, economic considerations and political considerations. Members of the Board took responsibility for reviewing the 7 Marmot policy areas and assimilating information from the Joint Strategic Needs Assessment, feedback from the public consultation and developed an action plan under each policy area. The draft action plan is appended to the strategy.
- 3.3 Other key partnerships including the Clinical Commissioning Group and the Neighbourhood Forums have also discussed the Health and Wellbeing Strategy and provided feedback to the Shadow Health and Wellbeing Board. Hartlepool LINK has also discussed the draft strategy and provided feedback.
- 3.4 Alongside the consultation process an Equality Impact Assessment has been completed on to support the strategy.

#### **4. RECOMMENDATIONS**

- 4.1 Council is asked to approve the Hartlepool Health and Wellbeing Strategy.

#### **5. APPENDICES AVAILABLE ON REQUEST, IN THE MEMBERS LIBRARY AND ON-LINE**

- 5.1 Equality Impact Assessment for the Hartlepool Health and Well Being Strategy.

#### **6. BACKGROUND PAPERS**

- 6.1 Report to Cabinet July 2012 regarding consultation process for Health and Well Being Strategy.

Report to Cabinet October 2012 regarding first draft of Health and Well Being Strategy.

Report to Cabinet January 2013 on second draft of Health and Well Being Strategy.

Report to Cabinet March 2013 on final draft of Health and Well Being Strategy.

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**HARTLEPOOL HEALTH AND WELLBEING STRATEGY  
2013-18**

|

DRAFT

## Foreword

Healthy people living longer, healthier lives is the aspiration of the Hartlepool Health and Wellbeing Board.

This newly created Board brings together a range of agencies, including the Council and the Clinical Commissioning Group for the NHS, with a joint ambition to support people to make healthier choices, maximise opportunities for wellbeing and ensure a healthy standard of living for all.

This Strategy sets out how the Health & Wellbeing Board for Hartlepool intends to achieve this ambition.

The Strategy is not all about treating illness, although high quality accessible services are vital when needed; it is also about helping people to make healthier choices. Detecting illness early and ensuring people get effective and timely treatment is essential. Equally important for health is the need for people to live in good quality, affordable housing, with education and employment opportunities to maximise control and capabilities, as well as achieving a good standard of living for all.

This Strategy intends to address the challenges of ill health and premature death in Hartlepool. In Hartlepool there is a 9 year gap between affluent and deprived communities in how long a man might expect to live. This life expectancy gap is 7 years for women. This is a great social injustice, which is unfair and needs tackling through all of the interventions and actions proposed through this Strategy.

This Strategy is based on what you, the people of Hartlepool, have told the Health & Wellbeing Board matters. The public consultation that was undertaken when developing this Strategy showed that the people of Hartlepool wanted their children to have the “best start in life”.

Through the energy, effort and drive of all involved in this Strategy, that is what we aim to do. Not only give the “best start in life”, but the best health and wellbeing throughout life and make Hartlepool a healthier, happy and vibrant town.

### **Partnership organisations**

To be added: Sign-up page with organisations' logos.

## 1. Vision

The vision of the Hartlepool Health & Wellbeing Strategy is to:

***Improve health and wellbeing and reduce health inequalities among the population of Hartlepool.***

This will be achieved through integrated working, focusing on outcomes and improving efficiency.

## 2. Purpose

The Joint Health and Wellbeing Strategy (JHWS) is a strategic document outlining how Hartlepool Borough Council, Hartlepool and Stockton Clinical Commissioning Group and other key organisations, through the Health and Wellbeing Board, will address the health and wellbeing needs of Hartlepool and help reduce health inequalities.

The Health and Social Care Act (2012) establishes Health and Wellbeing Boards as statutory bodies responsible for encouraging integrated working and developing a Joint Strategic Needs Assessment and Health and Wellbeing Strategy for their area<sup>1</sup>. The Strategy is underpinned by the Joint Strategic Needs Assessment (JSNA) and together they will provide a foundation for strategic, evidence-based, outcomes-focused commissioning and planning for Hartlepool<sup>2</sup>.

## 3. The case for improving health and wellbeing in Hartlepool

Health in Hartlepool is generally improving. There has been a fall in early deaths from heart disease and stroke; and the rate of road injuries and deaths is better than the England average<sup>3</sup>.

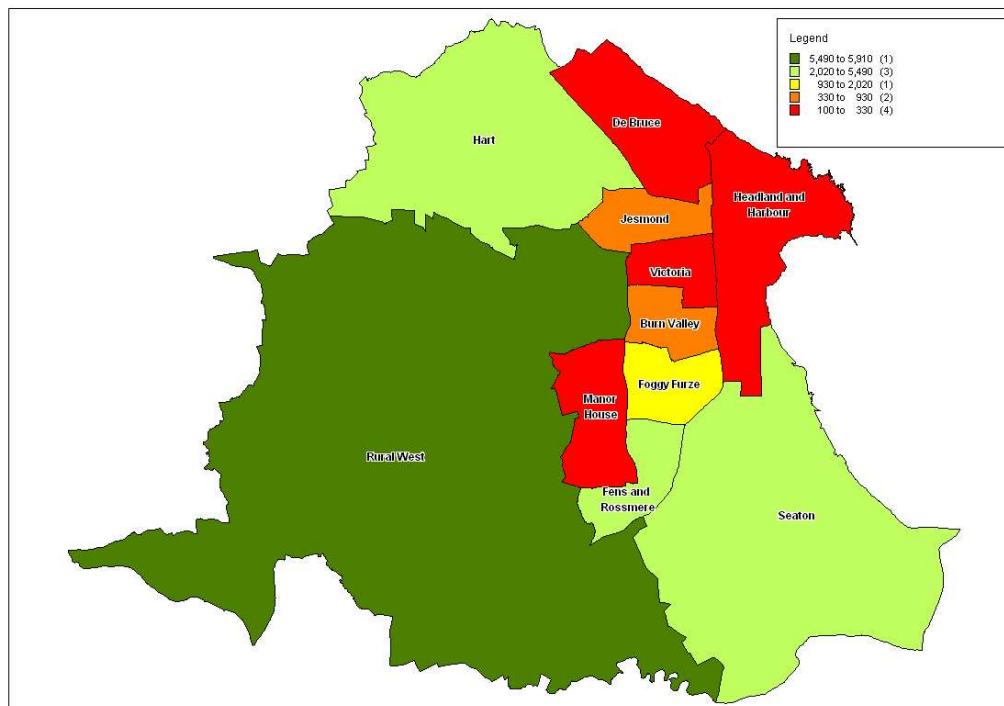
However, there is still much to do (**Box 1**). Health in Hartlepool is still worse than the national average. Levels of deprivation are higher and life expectancy is lower than the national average. **Figure 1** shows the levels of deprivation in Hartlepool and **Figure 2** shows the difference in Standard Morality Ratio (SMR) between the deprived and more affluent areas of the Borough.



**Box 1: At a glance: Health initiatives and challenges in Hartlepool<sup>3</sup>**

- Levels of deprivation are higher and life expectancy is lower than the England average.
- Inequalities exist: life expectancy is 9 years lower for men living in the most deprived areas, compared to least deprived areas. The difference is 7 years for women.
- Over the last 10 years, the death rate from all causes has fallen for men but has fluctuated for women.
- The early death rate from cancer has changed little over the last 10 years.
- Both the death rate from smoking and the percentage of mothers smoking in pregnancy are worse than the England average.
- Alcohol-related hospital admissions are higher than the national average.
- Childhood immunisations rates are significantly lower than the national average.
- 25% of Year 6 pupils are classed as obese, this is the highest in the Tees Valley.

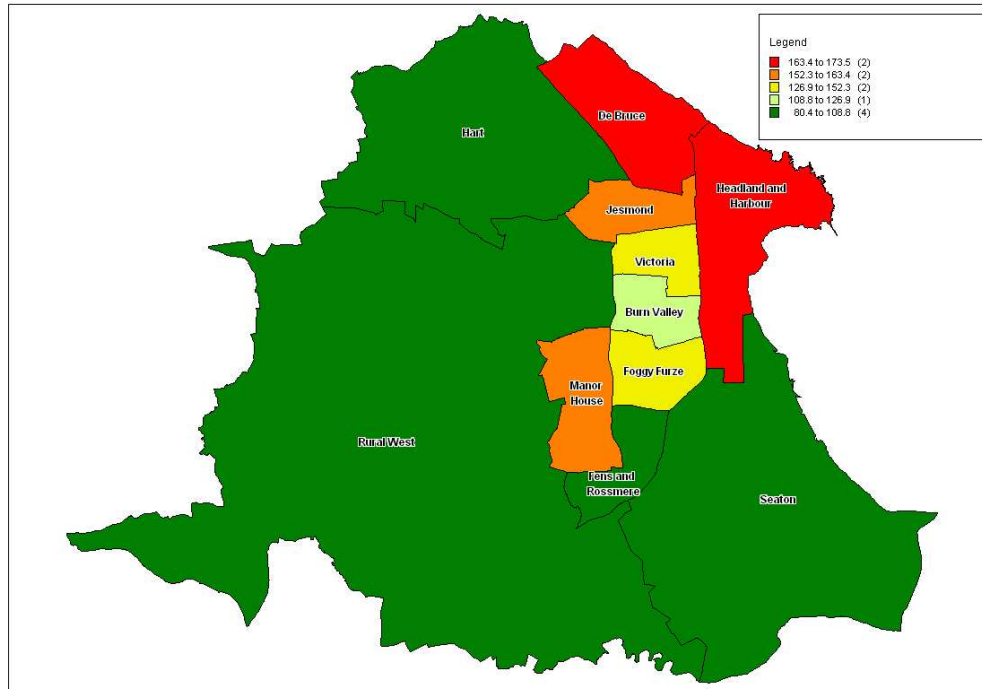
**Figure 1: Index of Multiple Deprivation at Ward level in Hartlepool**



The Index of Multiple Deprivation provides a relative measure of deprivation in small areas across England. They are based on the concept that deprivation consists of more than just poverty. Poverty is not having enough money to get by on whereas deprivation refers to general lack of resources and opportunities. The above map shows the levels of deprivation within Hartlepool by Ward. The IMD 2010, tells us that there are high levels of deprivation within six of Hartlepool's eleven wards; those being De Bruce, Headland and Harbour,

Victoria, Manor House, Jesmond and Burn Valley. There is a clear correlation between levels of deprivation and poor health. The lower a persons social position the more likely it is that his or her health will be worse.

**Figure 2: Standard Mortality Ratio in Hartlepool (Ages 0 – 64)**

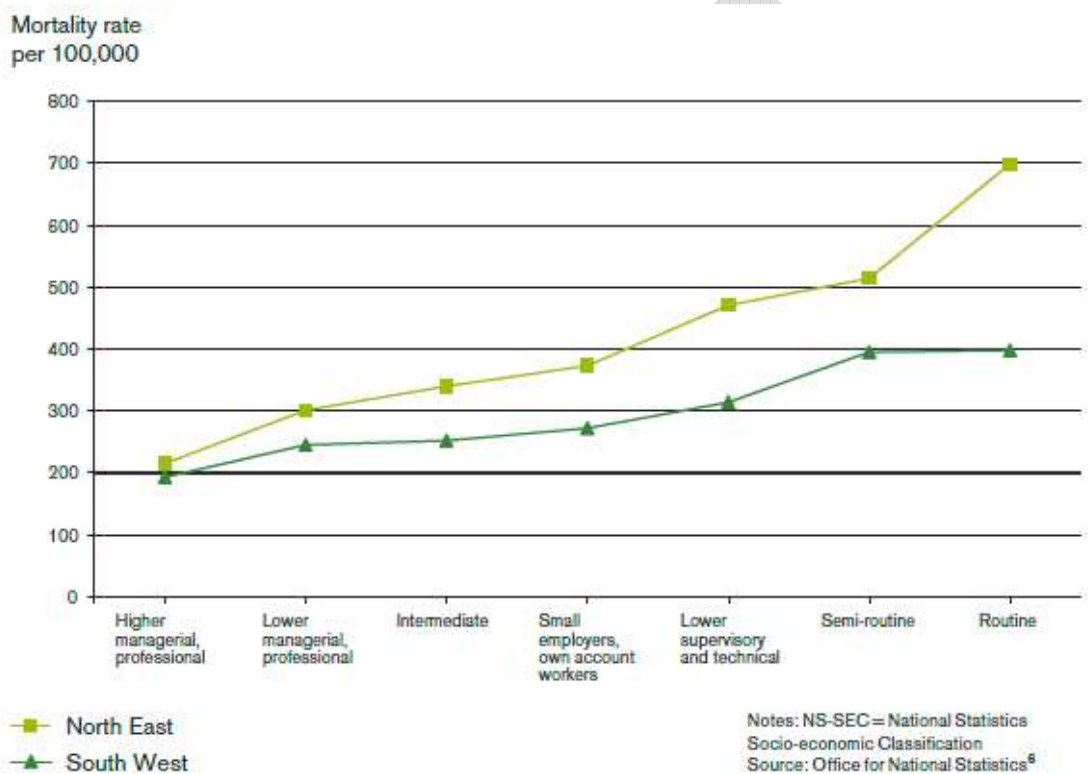


The Standard Mortality Ratio (SMR) compare local death rates with national ones. They are calculated by dividing the actual number of deaths in an area by the number that would be expected using National death rates by ages and sex of the population. The resulting number is multiplied by 100. If an area has an SMR of 100, this indicates that local death rates are similar to National rates. If they are greater than 100, this indicates higher death rates than the national average and vice versa. SMRs are often used as proxy indicators for illness and health within an area. Clearly there is a link between SMR and levels of deprivation with Hartlepool's most disadvantaged Wards having a significantly higher score than the national average.

There is a 9 year difference in male life expectancy between the most advantaged and the most disadvantaged wards in Hartlepool<sup>3,14</sup>. We know that socio-economic inequalities lead to inequalities in life expectancy and disability-free life expectancy. Furthermore, the relationship between these is finely graded – for every decrease in socio-economic conditions, both life expectancy and disability-free life expectancy drop. Social and economic inequalities are important causes of this relationship<sup>4</sup>. In his *Strategic Review of Health Inequalities in England (2010)*<sup>4</sup>, Prof. Sir Michael Marmot argues that fair distribution of health, wellbeing and sustainability will impact positively on the country's economic growth. To improve health and wellbeing, action is needed

across all social determinants of health to reduce health inequalities; and to make a difference, action to improve health and wellbeing should be across all socio-economic groups but tailored to a greater scale and intensity as the level of disadvantage increases<sup>4</sup>. As demonstrated in **Figure 3**, the effect of socioeconomic disadvantage on life expectancy is greater in more disadvantaged areas. However, the effect is also more pronounced in the North East compared to the South West, for all socioeconomic groups.

**Figure 3: Age-standardised mortality rates by socioeconomic classification (NS-SEC) in the North East and South West regions, men aged 25-64, 2001-2003<sup>4</sup>**



We also know that focusing on early years interventions – giving children the best start in life – helps deliver the greatest benefits in health inequalities and economic terms. Health and wellbeing improvements delivered during childhood can reap benefits both in early life and throughout the individual’s life-course<sup>4</sup>.

#### 4. What does this Strategy cover?

This Strategy outlines the strategic health and wellbeing priorities for Hartlepool. It builds on the good work already underway, whilst maximising the opportunity for better integration of services and closer partnership working presented by moving much of the NHS Public Health services, into Local Authorities. Working together with other areas in the North East will help achieve better outcomes and

value, for the 'big issues' in health and wellbeing<sup>5</sup>. The Strategy supports the ten themes of *Better Health, Fairer Health* (2008)<sup>5,6</sup> – the North East's vision and 25 year plan for improving Health and Wellbeing which is supported by other Local Authorities across the North East (**Box 2**).

**Box 2: *Better Health, Fairer Health* (2008)<sup>6</sup>**

- Economy, culture and environment
- Mental health, happiness and wellbeing
- Tobacco
- Obesity, diet and physical activity
- Alcohol
- Prevention, fair and early treatment
- Early life
- Mature and working life
- Later life
- A good death

'Health and Wellbeing' has a broad remit and it will be important for a range of partner organisations to work together, to deliver improvement. This Strategy focuses on areas of work impacting directly on health and wellbeing, or acting as clear 'wider determinants' of health and wellbeing.

The National Review of Health Inequalities, 'Fair Society, Healthy Lives', led by Prof. Sir Michael Marmot, drew on extensive global research into Health inequalities. Reflecting on inequalities in our society and health inequalities in particular, Prof. Sir Marmot stated: *'To reduce the steepness of the social gradient in health, actions must be universal, but with a scale and intensity that is proportionate to the level of disadvantage. Greater intensity of action is likely to be needed for those with a greater social and economic disadvantage. But focussing solely on the most disadvantaged will not reduce the health gradient, and will only tackle a small part of the problem'*.

The Marmot review identified six 'Areas for Action'. These are:

- Give every child the best start in life;
- Enable all children, young people and adults to maximise their capabilities and have control over their lives;
- Create fair employment and good work for all;
- Ensure a healthy standard of living for all;
- Create and develop healthy and sustainable places and communities;
- Strengthen the role and impact of ill health prevention.

To focus activity in these areas, the key outcomes within this strategy reflect these wider determinants.

Other elements of health and wellbeing (initially summarised by Dahlgren and Whitehead in their social model of health<sup>7</sup> - **Appendix 1**) will be outside the direct remit and influence of the Health and Wellbeing Board and its partner organisations. They will be delivered through associated strategies and work programmes within Hartlepool Borough Council, the NHS and associated partners. Communication and governance processes will ensure links between departments and strategies to limit duplication, further build joint working and integration and enable economies of scale. The action plan underpinning the Strategy will define the activities needed to deliver the outcomes in the Strategy, and the partners responsible. The work will take place in the context of local service provision, including the Momentum project, which focusses on redesigning services and providing care closer to home.

## **5. Our Values**

To work together successfully and achieve the vision set out in this Strategy, it is important that all organisations involved sign up to and work within, a set of shared values<sup>8,9</sup>. For Hartlepool, these values fit with the proposed operating principles for Boards<sup>8</sup> and the Board Terms of Reference. The values are:

- Partnership working and increased integration<sup>2,8</sup> across the NHS, social care and Public Health
- Focus on health and wellbeing outcomes
- Focus on prevention
- Focus on robust evidence of need and evidence of 'what works'
- Ensure the work encompasses and is embedded in the three 'domains' of Public Health practice: Health Protection, Health Services and Health Improvement<sup>10</sup>
- Shared decision-making and priority-setting, in consultation with CCGs and other key groups
- Maintain an oversight of and work within the budgets for health and wellbeing
- Support joint commissioning and pooled budget arrangements, where all parties agree this makes sense
- Maximise the process of democratic accountability and develop the Strategy and related plans in consultation with the public and service users

The Health and Wellbeing Board and the Health and Wellbeing Strategy provide the opportunity to maximise partnerships and evidence base, generating new ways of tackling health and wellbeing challenges. This includes recognising and mobilising the talents, skills and assets of local communities to maximise health and wellbeing<sup>11</sup>.

## 6. Identifying our key outcomes

The Strategy's key outcomes and objectives have been developed in consultation with stakeholders and with the following in mind:

- Services Hartlepool Borough Council will be mandated to provide from April 2013<sup>12</sup>. The services are listed in **Appendix 2**.
- Clinical Commissioning Group draft plans  
The Strategy has been developed in close liaison with the Clinical Commissioning Group for Hartlepool and Stockton-on-Tees, whose draft Clear and Credible plan<sup>13</sup> has highlighted key challenges: cardiovascular disease; cancer; smoking –related illness e.g. COPD; alcohol-related disease. These areas reflect the results of a 2010 public engagement campaign, which recorded the views of 1883 people regarding priorities for them and their families. See **Appendix 3** for an overview of the draft CCG commissioning plan.
- The Health and Wellbeing Strategy should be read in conjunction with the Joint Strategic Needs Assessment (JSNA). The JSNA is currently being refreshed through engaging partners and will outline the commissioning intentions for health and social care. The JSNA website address is <http://www.teesjsna.org.uk/hartlepool/>
- Hartlepool Public Health Transition Plan  
The transition plan outlines the proposed activity to be funded through the Public Health budget (**Appendix 4**).

### Stakeholder engagement and consultation

It is very important that this Strategy reflects both the evidence available about population health and wellbeing need; and the views and priorities of stakeholders. Stakeholders have been involved throughout the development of the Strategy, including the public, service users and partner organisations. The Shadow Health and Wellbeing Board membership which owned the Strategy included LINKS representation, democratically elected members, NHS organisations and Local Authority representation.

A full consultation process provided the opportunity to identify the public's priorities for health and wellbeing in Hartlepool; and the outcomes of the consultation have been reflected in the priorities for the Strategy. The consultation process and a summary of its outcomes is outlined in **Appendix 5**.

## 7. Strategic priorities and objectives

The outcomes outlined within the Strategy reflect the 'areas for action' identified by Marmot reflecting the wider determinants of health and wellbeing.

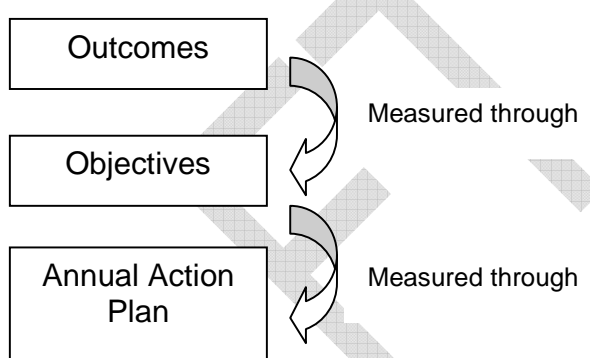
The key objectives that sit beneath each outcome are aligned with a number of key strategies being delivered across the Borough to ensure the effective coordination of delivery. The objectives show how the Health and Wellbeing Board for Hartlepool will deliver on the outcomes identified, and meet the challenge set out by Marmot's suggested 'areas for action'. The key objectives are:

|   |  |
|---|--|
| <b>Outcome 1: Give every child the best start in life</b>   |  |
| Objective A   | Reduce child poverty   |
| Objective B   | Deliver early intervention strategy  |
| <b>Outcome 2: Enable all children and young people to maximise their capabilities and have control over their lives</b> |  |
| Objective A   | Children and young people are empowered to make positive choices about their lives   |
| Objective B   | Develop and deliver new approaches to children and young people with special educational needs and disabilities.                 |
| <b>Outcome 3: Enable all adults to maximise their capabilities and have control over their lives</b>                    |  |
| Objective A   | Adults with health and social care needs are supported to maintain maximum independence.   |
| Objective B   | Vulnerable adults are safeguarded and supported while having choice and control about how their outcomes are achieved.           |
| Objective C   | Meet Specific Housing Needs  |
| <b>Outcome 4: Create fair employment and good work for all</b>  |  |
| Objective A   | To improve business growth and business infrastructure and enhance a culture of entrepreneurship                                 |
| Objective B   | To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy |
| <b>Outcome 5: Ensure healthy standard of living for all</b>   |  |
| Objective A   | Address the implications of Welfare Reform   |
| Objective B   | Mitigate against the impact of poverty and unemployment in the town  |
| <b>Outcome 6: Create and develop healthy and sustainable places and communities</b>                                     |  |
| Objective A   | Deliver new homes and improve existing homes, contributing to Sustainable Communities  |
| Objective B   | Create confident, cohesive and safe communities  |
| Objective C   | Local people have a greater influence over local decision making and delivery of services  |
| Objective D   | Prepare for the impacts of climate change and takes action to mitigate the effects   |
| Objective E   | Ensure safer and healthier travel  |
| <b>Outcome 7: Strengthen the role and impact of ill health prevention</b>   |  |

|             |  |
|-------------|--|
| Objective A | Reduce the numbers of people living with preventable ill health and people dying prematurely |
| Objective B | Narrow the gap of health inequalities between communities in Hartlepool                      |

Delivery on the objectives will be ensured through an annual action plan which supports this Strategy. The action plan specifies the detailed initiatives to deliver on the objectives and will also include, amongst others, the indicators identified in the Public Health Outcomes Framework<sup>15</sup>. **Figure 2** summarises the mechanism for ensuring delivery on the key outcomes.

**Figure 2:** Delivering on the key outcomes



Due to the broad nature of health and wellbeing, improvements will only be seen if the health and wellbeing agenda is also embedded in wider relevant Local Authority strategies and services. The action plan outlines how this is being done.

## 8. Strategy ownership and review

This Strategy is owned by the Health and Wellbeing Board. Although the Strategy is a 5 year document it will be reviewed by the Board every 3 years to ensure that it remains relevant and continues to reflect local priorities.

Each year the Board will agree an action plan setting out how the Strategy will be delivered. The action plan will set out agreed timescales for delivery and clear ownership for the actions. The action plan will also include a number of performance indicators which will be used to assess the progress being made. The key risks for implementing the Strategy will also be identified. The Board will monitor progress through quarterly performance reports and seek to maximise resources and secure new resources into the Borough.

The next review of the Health & Wellbeing Strategy will take place by April 2016.



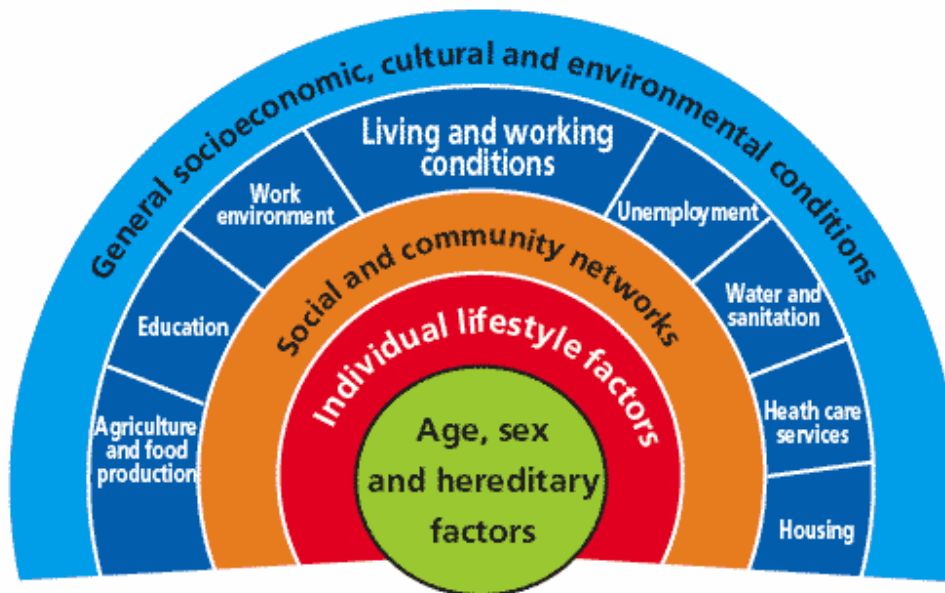
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## Appendices

### Appendix 1: Social model of health (Dahlgren and Whitehead, 1998)<sup>7</sup>



### Appendix 2:

#### Local Authority mandated services<sup>12</sup>

Under the coalition government's proposals for the new Public Health system, Local Authorities will be mandated to provide the following from April 2013:

- Appropriate access to sexual health services
- Steps to be taken to protect the health of the population, in particular, giving the Director of Public Health a duty to ensure there are plans in place to protect the health of the population
- Ensuring NHS commissioners receive the public health advice they need
- The National Child Measurement Programme
- NHS Health Check assessment

Consideration is also being given locally to the various additional services not covered by this list, which would be important to continue to provide e.g. stop smoking services.

# Appendix 3: NHS Hartlepool and Stockton-On-Tees CCG – Plan on a Page 2013/14

Vision (CCP page 7)      Strategic Aims (CCP page 12)      Transformational Work Streams & Cross cutting themes (CCP page 12)      Prioritised Initiatives (Commissioning Intentions) [link to outcome framework domains]      Outcome framework      Risks

|   |   |  |  |   |                                   |   |  |  |   |  |  |  |
|---|---|--|--|---|-----------------------------------|---|--|--|---|--|--|--|
| <p><i>To build 21<sup>st</sup> century health services for and with the Stockton-On-Tees and Hartlepool communities so that health inequalities reduce and wellbeing continuously improves.</i></p> | Bringing care closer to home  | Tackling Health Inequalities   | Caring for an aging population   | Addressing our priority health conditions | Improving quality in primary care | Ensuring quality and patient safety   | Improving patient experience   | Seeking best value for money within budget | <p><b>Health and Wellbeing</b></p> <p><i>Priority</i></p> <p>Maternal smoking at delivery</p> | <ul style="list-style-type: none"> <li>Commission sufficient capacity to meet the demand of the screening programmes</li> <li>Work with Primary Care Providers to increase uptake of bowel screening</li> <li>Reduce Hospital Admissions in relation to alcohol;                             <ul style="list-style-type: none"> <li>Signposting to support services offered to patients identified</li> <li>Collaborate with Public Health in relation to delivery of the alcohol strategy and determine future requirements for commissioned services</li> </ul> </li> <li>Reduce smoking prevalence;                             <ul style="list-style-type: none"> <li>Collaborate with Public Health to develop a joint strategy in relation to smoking cessation services to improve access and attendance and focus on improving the quit rate of women smoking at time of delivery</li> <li>Ensure the smoking cessation services are linked to the Community Renaissance Teams</li> </ul> </li> <li>Reduce COPD Admissions                             <ul style="list-style-type: none"> <li>Carry out a review of acute and community respiratory services</li> <li>Commission a range of preventative initiatives such self care packs and patient education</li> </ul> </li> </ul> | <p>Preventing people from dying prematurely</p> <p>Enhancing quality of life for people with long-term conditions.</p> <p>Helping people recover from episodes of ill health or following injury</p> <p>Ensuring that people have positive experience of care</p> <p>Treating and caring for people in a safe Environment and protecting them from harm:</p> | <p>Monitoring effective partnership and membership engagement</p> <p>Balancing capacity and demand to counter the financial pressures of an ageing and growing population and technological advances</p> <p>Contract Signature for 13/14</p> <p>Impact of transition of specialist commissioning to NHSCB</p> <p>Transition and pace of change</p> <p>Delay in implementing Momentum: Pathways to Healthcare</p> |
|   | Personalisation   | Cancers  | PPI  | Prevention                                | Innovation                        | <p><b>Out of Hospital Care</b></p> <p><i>Priority</i></p> <p>Emergency Readmissions within 30 days of discharge From hospital</p> | <ul style="list-style-type: none"> <li>Improve the Quality of Care within Residential and Nursing Homes                             <ul style="list-style-type: none"> <li>All residential/ nursing home patients will have a regularly reviewed Health Care Plan (HCP)</li> </ul> </li> <li>Triage and signpost patients who are not appropriate to be seen in A&amp;E to the relevant care provider in order to support the re-education programme</li> <li>Implement management plans for all patients identified by the LACE tool as being at high risk of readmission</li> <li>Review and audit of the new community services model</li> <li>Developing integrated health care facilities in Stockton, Billingham, Hartlepool and Yarm</li> <li>To improve the quality and capacity in Primary Care                             <ul style="list-style-type: none"> <li>Better understand capacity and demand within Primary Care to determine future commissioning intent</li> <li>Continue to support Primary Care in reducing variation in General Practice, both in terms of quality and financial spend</li> </ul> </li> <li>Reduction in readmissions</li> </ul> |  |   |  |  |  |
|   | Acute In-Hospital Care  | <p><b>Acute In-Hospital Care</b></p>   | <ul style="list-style-type: none"> <li>Continued Reduction in C2C Referrals</li> <li>Reduction in N:R ratio and review of Nurse delivered clinics</li> <li>Extend the Hartlepool plastics service to include access for Stockton patients</li> <li>Choose &amp; Book                             <ul style="list-style-type: none"> <li>Ensure letters are reviewed prior to clinics to ensure patients are attending correct clinics</li> <li>Ensure patients are redirected to most appropriate clinics where wrong referral has been made</li> <li>Ensure advice and guidance is available via Choose and Book</li> </ul> </li> <li>Implement revised MSK pathway                             <ul style="list-style-type: none"> <li>Pathway to include direct access to core Physiotherapy and direct access to MSK</li> <li>The CCG expects where referral is sent to incorrect, referral will automatically refer on to appropriate service without sending back to GP or requesting a re-referral</li> </ul> </li> <li>Work with providers to reduce the number of delayed discharges</li> <li>Review of Commissioner Requested Services (CRS) to establish any additional services the CCG required</li> <li>Work with Provider to ensure that routine services are offered 7 days a week</li> </ul> |   |                                   |   |  |  |   |  |  |  |
|   | <p><b>Mental Health, Learning Disabilities and Dementia</b></p> <p><i>Priority</i></p> <p>Estimated diagnosis Rate for people with Dementia</p> | <ul style="list-style-type: none"> <li>Robust and accurate registers of patients with Dementia</li> <li>Development of a pilot memory clinic within a primary care setting</li> <li>Perinatal Mental Health – to ensure compliance with NICE guidance including potential for specialist community service</li> <li>Continued development of Mental Health Payment by Results</li> <li>Ensure CAMHS services meet NICE requirements and improves assessment to diagnosis waiting times</li> <li>Review of 'Stepping Forward' model for vulnerable, high activity MH patients</li> <li>Out of Area specialist placements/rehab services - to identify potential opportunities for developing services for low volume/high cost cases closer to home</li> <li>TEVV Primary Care Therapy Services - align both the funding and contract management to the existing Any Qualified Provider</li> <li>Development of alternative rehabilitation and recovery services to support complex individual residents</li> <li>Review current commissioning arrangements for specialist sensory assessments and develop local pathway</li> <li>E-Communications                             <ul style="list-style-type: none"> <li>Implementation of e-discharge solution which transfers information directly into clinical system (inpatient and outpatients)</li> <li>Implementation of Choose and Book, including advice and guidance</li> </ul> </li> <li>Provide independent assessments of individuals with Learning Disabilities to establish to most appropriate packages of care that fulfils their needs</li> <li>Movement of patients from autism inpatient and assessment of treatment beds into community based settings</li> <li>Work collaboratively with Social Care Commissioners to deliver improved, joined up services to people whose needs are complex and whose behaviour is challenging to services</li> <li>Identify all young people that require a Health Action Plan</li> <li>Support Health funded individuals through bridging packages</li> <li>Support the use of quality checkers to advise on and highlight areas that may require reasonable adjustment</li> </ul> |  |   |                                   |   |  |  |   |  |  |  |
|   | <p><b>Medicines Optimisation</b></p>  | <ul style="list-style-type: none"> <li>Improve Costs in relation HCD spend                             <ul style="list-style-type: none"> <li>Commissioned services will continue to use defined and standard list of drugs and indications that will be accepted for pass-through payment</li> <li>Existing contracts held by providers will be reviewed, and the CCG will be consulted on these prior to entering or re-negotiating a contract, for the provision of specialist drugs via a third party provider</li> </ul> </li> <li>To improve the quality of discharge information and medication supply                             <ul style="list-style-type: none"> <li>Patients will be provided with at least 28 days supply of long-term medicines, appliances and nutritional supplements on discharge</li> <li>Patients will be supplied a "monitored dosage system" where this was in use prior to admission, or has been deemed necessary by valid assessment during the in-patient stay</li> <li>Patients will be supplied full treatment course for all drugs where a defined treatment course is indicated e.g. antibiotics, steroids</li> </ul> </li> <li>Self administration of medication in secondary care</li> </ul>   |  |   |                                   |   |  |  |   |  |  |  |

#### Appendix 4: Hartlepool Public Health Transition Plan: Proposed activity to be funded from the Public Health budget

**NB:** Subject to confirmation of the budgets available.

| Public health topic                                   | Proposed activity to be funded from Public Health budget   |
|---|--|
| Sexual health   | Testing and treatment of sexually transmitted infections, fully integrated termination of pregnancy services, all outreach and preventative work   |
| Immunisation against infectious disease               | School immunisation programmes, such as HPV.   |
| Seasonal mortality                                    | Local initiatives to reduce hospital admissions and seasonal excess deaths   |
| Accidental injury prevention                          | Local initiatives such as falls prevention and reducing childhood injuries   |
| Public mental health                                  | Mental health promotion, mental illness prevention and suicide prevention  |
| Nutrition   | Locally led initiatives  |
| Physical activity                                     | Local programmes to reduce inactivity; influencing town planning such as the design of built environment and physical activities role in the management / prevention of long term conditions |
| Obesity programmes                                    | Local programmes to prevent and treat obesity, e.g. delivering the National Child Measurement programme; commissioning of weight management services   |
| Drug misuse   | Drug misuse services, prevention and treatment   |
| Alcohol misuse  | Alcohol misuse services, prevention and treatment  |
| Tobacco control                                       | Tobacco control local activity, including stop smoking services, prevention activity, enforcement and awareness campaigns  |
| NHS Health check                                      | Assessment and lifestyle interventions   |
| Health at work  | Local initiatives on workplace health and responsibility deal  |
| Prevention and early presentation                     | Behavioural/ lifestyle campaigns/ services to prevent cancer, long term conditions, campaigns to prompt early diagnosis  |
| Children's public health 5-19                         | The Healthy Child Programme for school age children, school nurses, health promotion and prevention interventions by the multi professional team   |
| Community safety and violence prevention and response | Specialist domestic violence services that provide counselling and support services for victims of violence including sexual violence  |
| Social exclusion                                      | Support for families with multiple problems, such as intensive family based interventions  |
| Dental Public Health                                  | Targeting oral health promotion strategies to those in greatest need.  |

## **Appendix 5: Consultation process for identifying objectives**

The Strategy consultation ran from June – October 2012, in line with Local Authority consultation processes and statutory responsibilities. It consisted of:

### A 'Face the Public' event

Approximately 70 people attended, representing a range of organisations from the community, voluntary and statutory sector and elected members.

### A resource-allocation exercise

Set up in a range of venues including the shopping centre, the library, children's centres, GP surgeries and youth centres. The exercise asked members of the public to allocate £25 'virtual pounds' across the Marmot policy areas. 465 members of the public took part. 'Giving every child the best start in life' was the most popular priority amongst participants with almost 30% of the total budget allocated to this area.

When broken down by the type of venue, 'giving every child the best start in life' is the most popular priority across all venues, however this percentage is significantly less in the results obtained within libraries, where there was a more even spread across each priority area.

The next most popular was 'ensure a healthy standard of living for all' (16%).

### An online survey

Open to the general public, the survey asked respondents to prioritise a range of suggested interventions listed under each Marmot policy area. Respondents were asked to choose the 3 most important issues under each Marmot area. They were:

- Give every child the best start in life – levels of child poverty (60%) and better parenting (62%). Next most popular: early years education (up to age 5) 25%
- Enable all children and young people to maximise their capabilities and have control over their lives – employment and training (60%), educational attainment (48%), aspirations of young people
- Enable all adults to maximise their capabilities and have control over their lives – employment and training opportunities (81%), aspiration levels (58%), educational attainment (57%)
- Create fair employment and good work for all – access to good jobs (78%), access to good quality training (52%), young people not in education or training (46%)
- Ensure a healthy standard of living for all – job opportunities (63%), having the level of income needed for leading a healthy life (55%), unemployment levels (43%)
- Create and develop healthy and sustainable places – levels of anti-social behaviour (53%), access to good quality housing for all (48%), good quality transport (37%)

- Strengthen the role and impact of ill health prevention – levels of obesity (62%), smoking levels (56%), alcohol intake (48%)

Free-text comments generally fitted with the areas of work that were presented as options for responders in the rest of the survey.

Consultation was also carried out with existing members of the LINKS. The draft Strategy was also shared with the CCG, through discussion at the CCG locality meeting, and through CCG membership on the Health and Wellbeing Board.

DRAFT



**Report of:** The Executive

**Subject:** Council Plan 2013/14

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**1. PURPOSE OF REPORT**

1.1 To seek Council's approval of the 2013/14 Council Plan.

**2. BACKGROUND**

2.1 The Council Plan is the Council's top level plan and sets out the priorities and how the Council will help achieve the vision set in Hartlepool's Community Strategy: -

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

2.2 As in previous years, the Council Plan sets out a series of outcomes arranged around the eight Community Strategy themes. There is also a section dedicated to organisational development activities.

2.3 The Actions, Performance Indicators and Targets set out in the Council Plan will be regularly reviewed through the Council's Performance Management Framework. Progress will be reported quarterly to Finance and Policy Committee.

**3. DECISION MAKING ROUTE FOR THE PLAN**

3.1 The Council Plan is part of the Council's Budget and Policy Framework and therefore requires the involvement of Scrutiny and approval by full Council.

3.2 The plan was considered by Cabinet on 29 October 2012, 4 February 2013 and 18 March 2013. Scrutiny Coordinating Committee considered the Plan on 19 October, 25 January 2013 and 8 March 2013. In addition draft proposals were considered by all of the other Scrutiny Forums during January 2013.



**4. HARTLEPOOL'S APPROACH TO THE COUNCIL PLAN**

4.1 The Council Plan, attached at **Appendix A**, sets out how the Council propose to deliver the priority outcomes. The plan contains the key Performance Indicators and targets, where available, which will be used to monitor progress throughout 2013/14.

4.2 As in previous years the timetable for producing the Council Plan means that some target information for the Performance Indicators can not be included at this stage as the information is not yet available. However, a detailed year end performance report will be produced for Finance and Policy Committee later in the year which will include this information.

**5. RECOMMENDATIONS**

5.1 That Council approves the 2013/14 Council Plan.

**6. CONTACT OFFICER**

For more information on the Council Plan or the Council's Performance Management Framework, please contact:

Andrew Atkin  
Assistant Chief Executive  
Corporate Strategy Division

Tel: (01429) 523040  
E-mail: [Andrew.Atkin@hartlepool.gov.uk](mailto:Andrew.Atkin@hartlepool.gov.uk)



# Hartlepool Borough Council

## Council Plan 2013/14

## Contents

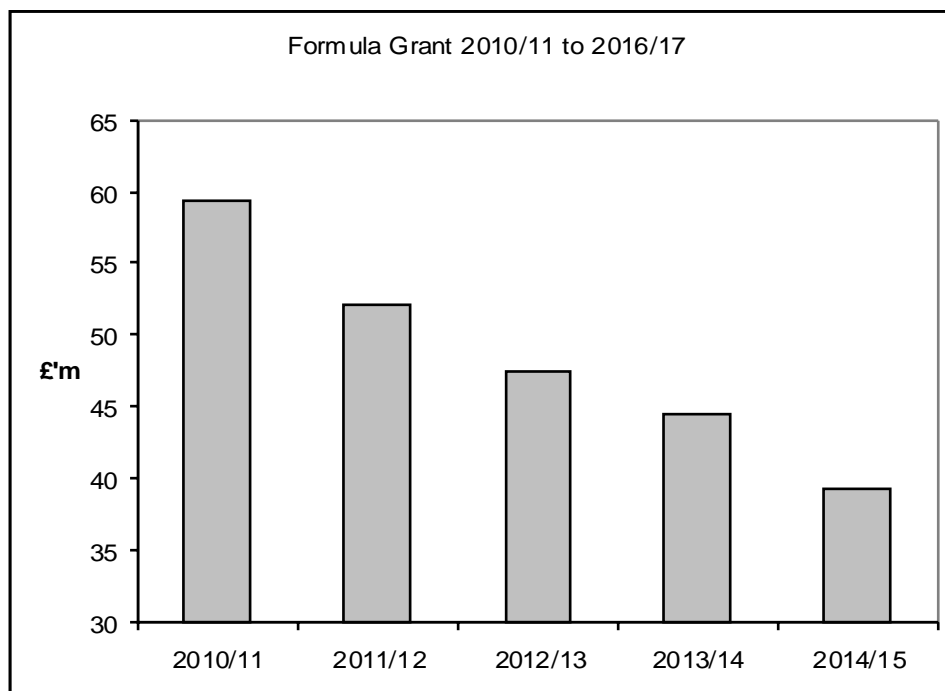
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## Introduction

This document is Hartlepool Borough Council's (HBC's) Council Plan for 2013/14. It sets out the Council's overall Service Planning arrangements. The Plan addresses the key priorities and issues facing the Council, and includes an action plan that covers all departments' key actions, performance indicators and identified risks.

The Plan has been prepared in parallel with development of the Council's 2013/14 budget. In 2010 the Government set out its plans for reducing public spending over the 4 years up to 2014/15. The Government indicated that funding for all councils would reduce over this period and originally said that the majority of this funding reduction would be made in the first two years. These plans have been revised by the Government and the cuts in Council funding for the next two years have increased. Individual councils found out on 19 December 2012 how much Government funding they will receive for the next two years.

The amount of 'formula grant' (the main Government grant paid to councils) that Hartlepool will receive next year (2013/14) will be 25% lower than it was two years ago (2010/11). By 2014/15 this grant will be £20m less than it was in 2010/11 which is a reduction of 34%. It is also anticipated that there will be further Government grant reductions in 2015/16 and 2016/17. The table below shows how Hartlepool Borough Council's Formula Grant is reducing:



Next year (2013/14) Hartlepool's funding cut is the joint highest in the North East of England and the third highest out of all 55 unitary councils. Therefore in order to balance next year's budget the Council needed to find savings of almost £6m. This has been achieved by identifying permanent budget savings of £3.7m and using reserves built up from previous year's managed budget underspends of £2.3m. The use of reserves doesn't provide a permanent solution and is designed to provide a longer lead time to identify and implement permanent cuts before the start of 2014/15.

In the future the Council expects it will need to make significant permanent ongoing budget cuts before the start of 2016/17. The Authority now knows that by the start of 2014/15 cuts of £12.2m will need to be made. By the start of 2016/17 total cuts of between £21m and £23m will need to be made, which is £2m more than originally forecast. To put these figures into context this means the Council's current budget (2012/13) will need reducing by around 25%.

The details of the Council's budget decisions are available the Council report on the Medium Term Financial Strategy (MTFS) from 23<sup>rd</sup> February 2013:

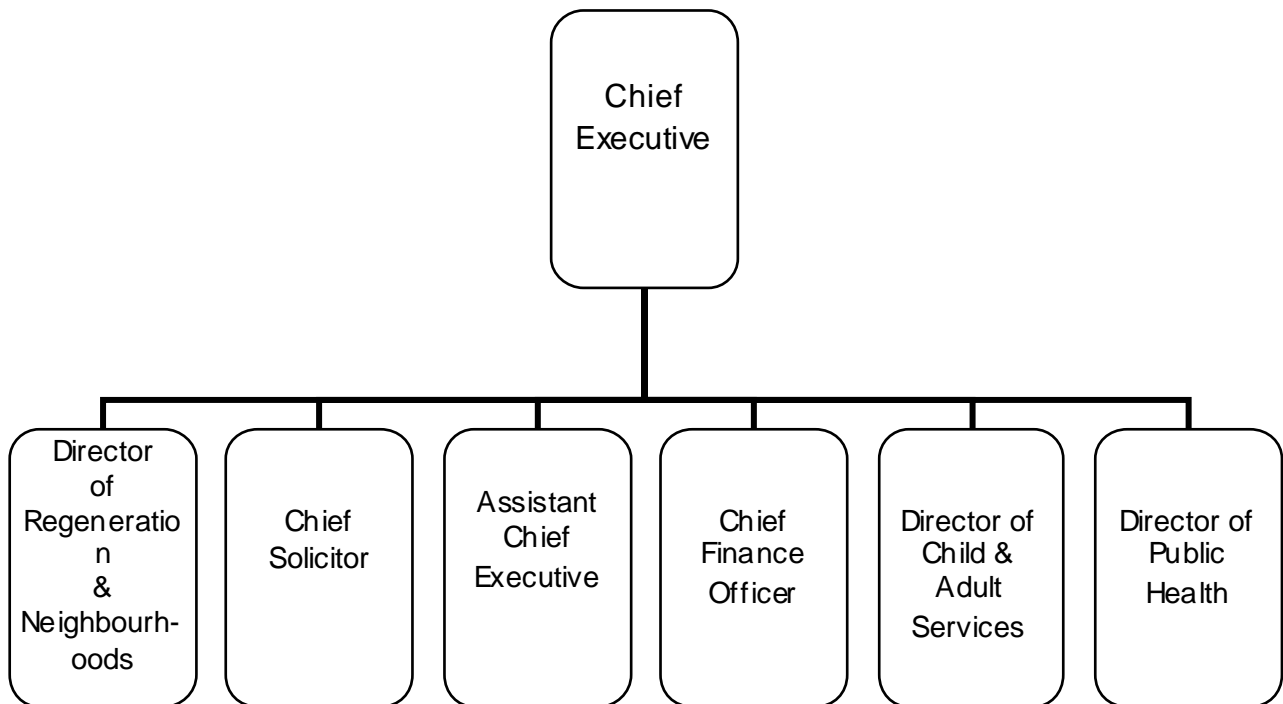
<http://www.hartlepool.gov.uk/meetings/meeting/2357/council>

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

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

## Organisational Structure

### Corporate Management Team



## Departmental Structures

### Chief Executives Department 2013/14

| Chief Finance Officer   | Chief Solicitor  | Assistant Chief Executive  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Financial Management (Corporate)</li> <li>• Audit and Governance</li> <li>• Accountancy</li> <li>• Financial Management</li> <li>• Benefits (inc fraud and control) and means tested services</li> <li>• Revenues Collection</li> <li>• Payments/Payroll</li> <li>• Insurances</li> <li>• Social Fund</li> </ul> | <ul style="list-style-type: none"> <li>• Legal</li> <li>• Elections</li> <li>• Land Charges</li> <li>• Members Services</li> </ul> | <ul style="list-style-type: none"> <li>• Public Relations</li> <li>• ICT</li> <li>• Policy/Performance/Partnerships</li> <li>• Complaints/Consultation</li> <li>• Scrutiny</li> <li>• Democratic Services</li> <li>• PA's</li> <li>• Workforce Development</li> <li>• Human Resource Business Partners and Human Resources Business Teams</li> <li>• Organisational Development</li> <li>• Customer Services/Hartlepool Connect</li> <li>• Registrars</li> <li>• Equality/Diversity</li> <li>• Departmental Administration Function</li> <li>• Health, Safety and Wellbeing</li> </ul> |
| Section 151 Officer   | Monitoring Officer   |  |

**Child and Adults Department 2013/14**

| <b>Director of Child &amp; Adult Services</b>   |  |  |   |
|---|--|--|---|
| <b>Assistant Director Children's Services</b>   | <b>Assistant Director Education</b>  | <b>Assistant Director Adult Services</b>   | <b>Assistant Director Community Services</b>  |
| <ul style="list-style-type: none"> <li>• Children's Social Care</li> <li>• Local Safeguarding Children Board</li> <li>• Children's Strategic Commissioning</li> <li>• Youth Support Services</li> <li>• Early Intervention and Prevention Services</li> <li>• Principal Social Worker (Child and Adults)</li> </ul> | <ul style="list-style-type: none"> <li>• School Improvement Service</li> <li>• Special Educational Needs</li> <li>• Educational Psychology</li> <li>• School Capital (in partnership with R&amp;N)</li> <li>• School Admissions and School Place Planning</li> <li>• Departmental Administration</li> <li>• Post 16 Further Education</li> </ul> | <ul style="list-style-type: none"> <li>• Adults Social Care</li> <li>• Adults Strategic Commissioning</li> <li>• Safeguarding Vulnerable Adults Board</li> <li>• Early Intervention and Reablement</li> <li>• Commissioned Services Team</li> <li>• Performance Management and Management Information</li> </ul> | <ul style="list-style-type: none"> <li>• Sport &amp; Recreation</li> <li>• Culture &amp; Information Services</li> <li>• Adult Education</li> <li>• Tees Archaeology</li> <li>• Workforce Development</li> <li>• Departmental Development &amp; Complaints</li> </ul> |



**Regeneration and Neighbourhoods Department 2013/14**

|   |  |   |  |
|---|--|---|--|
| <b>Director of Regeneration and Neighbourhoods</b>  |  | Neighbourhood Management /<br>Community Safety  |  |
| <b>Assistant Director<br/>(Resources)</b>   | <b>Assistant Director<br/>(Neighbourhoods)</b>   | <b>Assistant Director<br/>(Regeneration)</b>  |  |
| <ul style="list-style-type: none"> <li>• Support Services</li> <li>• Strategic Procurement and Reprographic</li> <li>• Logistics</li> <li>• Property Management</li> <li>• Building Design and Management</li> <li>• Facilities Management</li> </ul> | <ul style="list-style-type: none"> <li>• Integrated Transport Unit</li> <li>• Traffic &amp; Transportation</li> <li>• Highways &amp; Street Lighting</li> <li>• Highway Asset Management</li> <li>• Engineering Design and Management</li> <li>• Emergency Planning Unit</li> <li>• Business Continuity</li> <li>• Parks and Countryside</li> <li>• Waste and Environment</li> </ul> | <ul style="list-style-type: none"> <li>• Building Control</li> <li>• Economic Regeneration</li> <li>• Housing Services</li> <li>• Public Protection</li> <li>• Planning Services</li> <li>• Strategic Asset Management</li> </ul> |  |

## **Performance and Risk Monitoring and Reporting**

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

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

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

## Priorities

- **Overall Aim/Vision**

The Council's overall aim remains:

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

The Council's aim is based on the long term vision of the Community Strategy which was agreed by the Council and its partners in July 2008:

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

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

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

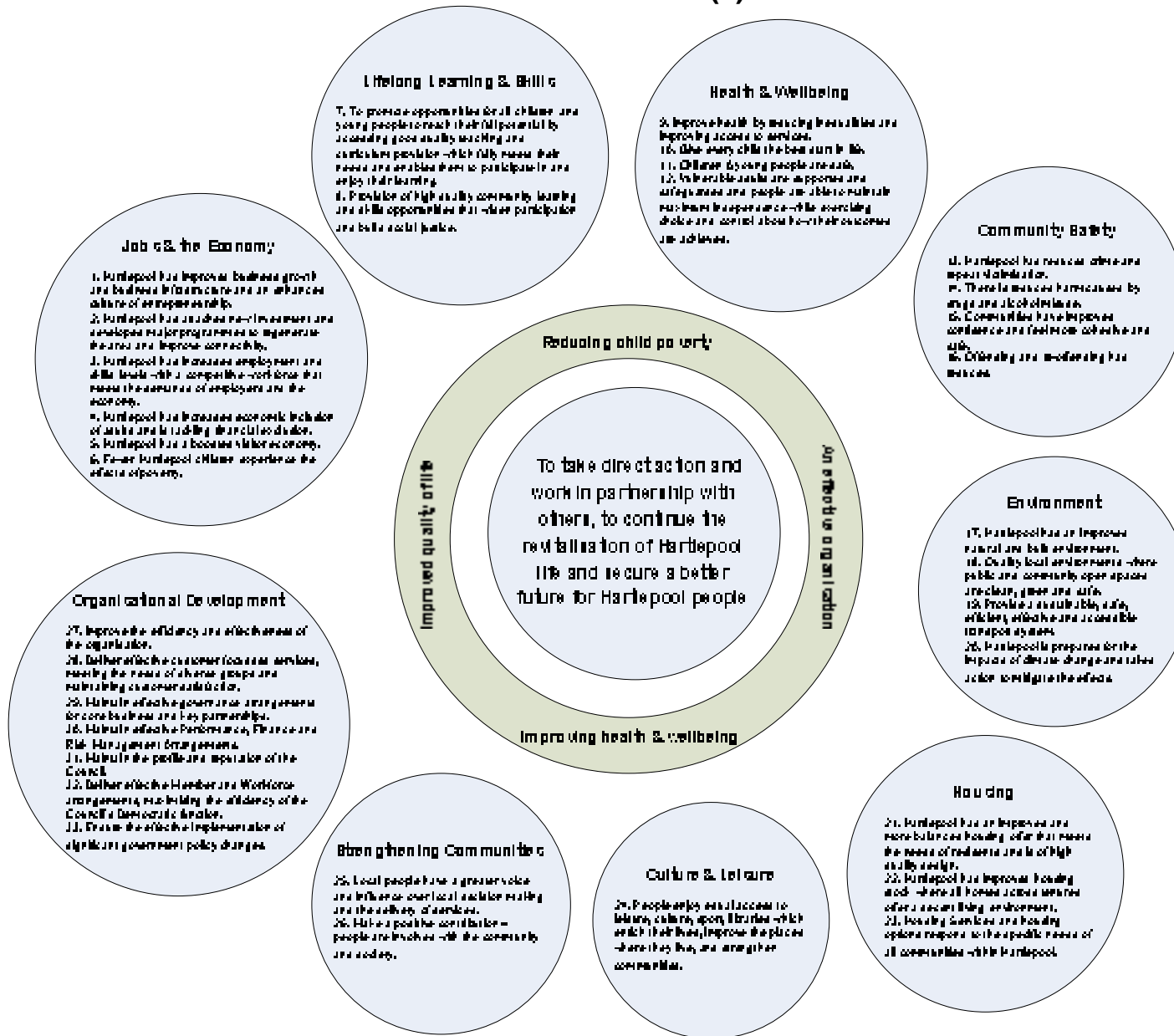
The Council has a ninth theme, which covers what the Council is doing to sustain its capacity to deliver excellent, value for money services in the future:

- Organisational Development

- **Council Priorities**

The Council has identified a number of key outcomes that it will contribute towards in 2013/14. These outcomes work towards delivering the Council's overall aim through the nine themes. This group of outcomes also support the Council's ongoing work to tackle family poverty and the interrelationships between the various outcomes. The following chart demonstrates how the proposed outcomes contribute to the Council's overall aims:

13a (ii)



- **Annual Action Plan**

The annual action plan is attached below, providing details on how the Council will be working towards achieving the outcomes set out above, using the key actions and performance indicators identified across all departments of the Council.

**SECTION 1 OUTCOME DETAILS**

|                 |  |               |                      |
|-----------------|--|---------------|----------------------|
| <b>Outcome:</b> | 1. Hartlepool has improved business growth and business infrastructure and an enhanced culture of entrepreneurship | <b>Theme:</b> | Jobs and the Economy |
|-----------------|--|---------------|----------------------|

|                   |                                 |                            |  |
|-------------------|---------------------------------|----------------------------|--|
| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
|-------------------|---------------------------------|----------------------------|--|

**SECTION 2 ACTIONS**

| Action  | Due Date | Assignee     | Dept |
|---|----------|--------------|------|
| Engage with existing and potential landlords, agents and developers to respond to issues raised in the property audit. (ERS1.5)   | Mar 14   | Mick Emerson | RND  |
| Deliver Business Advice and Brokerage – programme of targeted account management with key businesses. Develop and maintain relationships with individual businesses (ERS1.8)      | Mar 14   | Mick Emerson | RND  |
| Increase the awareness of opportunities for businesses to become involved in providing products and services to HBC and the wider public sector (ERS 1.9)                         | Mar 14   | Mick Emerson | RND  |
| Continued provision of Incubation support service including mentoring, pre-start support (Enterprise Coaching), financial assistance, brokerage and other initiatives. (ERS 1.12) | Mar 14   | Mick Emerson | RND  |
| Engage with schools and colleges to increase awareness of self-employment and entrepreneurship by undertaking visits by businesses to schools and visa versa. (ERS 1.13)          | Mar 14   | Mick Emerson | RND  |
| Engage with DWP Providers to offer unemployed individuals a wider package of support where appropriate to enter into self-employment. (ERS 1.15)                                  | Mar 14   | Mick Emerson | RND  |

**SECTION 3 PERFORMANCE INDICATORS & TARGETS**

| <b>Code</b> | <b>Indicator</b>   | <b>Assignee</b> | <b>Targeted or Monitor</b> | <b>Collection Period (e.g. Financial/academic)</b> | <b>2012/13 Target</b> | <b>2013/14 Target</b> | <b>2014/15 Target</b> | <b>Dept</b> |
|-------------|--|-----------------|----------------------------|--|-----------------------|-----------------------|-----------------------|-------------|
| NI 171      | New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+) | Mick Emerson    | Monitor                    | Financial  | Not required          |                       |                       | RND         |
| RND P060    | Number of jobs created   | Mick Emerson    | Monitor                    | Financial  | Not required          |                       |                       | RND         |
| RND P056    | Percentage occupancy levels of Hartlepool business premises  | Mick Emerson    | Monitor                    | Financial  | Not required          |                       |                       | RND         |
| RND P085    | Business stock (businesses units in Hartlepool)  | Mick Emerson    | Monitor                    | Financial  | Not required          |                       |                       | RND         |

**SECTION 4 RISKS**

| <b>Code</b> | <b>Risk</b>                    | <b>Assignee</b>  | <b>Dept</b> |
|-------------|--------------------------------|------------------|-------------|
| RND R050    | Continued economic uncertainty | Antony Steinberg | RND         |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |                      |
|-----------------|---|---------------|----------------------|
| <b>Outcome:</b> | 2. Hartlepool has attracted new investment and developed major programmes to regenerate the area and improve connectivity | <b>Theme:</b> | Jobs and the Economy |
|-----------------|---|---------------|----------------------|

|                   |                                 |                            |  |
|-------------------|---------------------------------|----------------------------|--|
| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
|-------------------|---------------------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action   | Due Date | Assignee         | Dept |
|--|----------|------------------|------|
| Research emerging funding opportunities and prepare bid submissions to secure financial resources (ERS 2.20)         | Mar 14   | Gemma Day        | RND  |
| Develop the Innovation and Skills Quarter (ISQ) to assist with the regeneration of the town centre (ERS 2.21)        | Mar 14   | Rob Smith        | RND  |
| Develop the tourism infrastructure and visitor offer through the delivery of the Seaton Carew Master Plan (ERS 2.23) | Mar 14   | Andrew Golightly | RND  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code   | Indicator  | Assignee     | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|--------|--|--------------|---------------------|---|----------------|----------------|----------------|------|
| NI 171 | New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+) | Mick Emerson | Monitor             | Financial                                   | Not required   |                |                | RND  |
| NEW    | Value of income from external funding sources  | Mick Emerson | Monitor             | Financial                                   | Not required   |                |                | RND  |



**SECTION 4 RISKS**

| <b>Code</b> | <b>Risk</b>   | <b>Assignee</b>  | <b>Dept</b> |
|-------------|---|------------------|-------------|
| RND<br>R029 | Inability to achieve external funding to support the delivery of long term regeneration targets.                    | Antony Steinberg | RND         |
| RND<br>R050 | Continued economic uncertainty  | Antony Steinberg | RND         |
| RND<br>R060 | Failure to deliver current regeneration programmes  | Antony Steinberg | RND         |
| RND<br>R071 | Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners. | Antony Steinberg | RND         |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |                      |
|-----------------|---|---------------|----------------------|
| <b>Outcome:</b> | 3. Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy | <b>Theme:</b> | Jobs and the Economy |
|-----------------|---|---------------|----------------------|

|                   |                                 |                            |                                     |
|-------------------|---------------------------------|----------------------------|-------------------------------------|
| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> | Child and Adult Services Department |
|-------------------|---------------------------------|----------------------------|-------------------------------------|

### SECTION 2 ACTIONS

| Action  | Due Date | Assignee                | Dept |
|---|----------|-------------------------|------|
| Complete research into skills gaps in Hartlepool (ERS 3.50)   | Mar 14   | Patrick Wilson          | RND  |
| Implement the Going Forward Together model to target young people classified as the most 'high risk' of becoming NEET (Not in Employment, Education or Training).     | Mar 14   | Patrick Wilson          | RND  |
| Reduce the level of young people who are Not in Employment, Education or Training (NEET) by implementing NEET Strategy.   | Mar 14   | Mark Smith              | CAD  |
| Re-write the Hartlepool 11-19 Strategy.   | Mar 14   | Tom Argument            | CAD  |
| Provide support for vulnerable young people to enable them to be economically active.   | Mar 14   | Tom Argument/Mark Smith | CAD  |
| Ensure access to high quality learning opportunities that increase the skills and qualifications of local residents via implementing the Adult Education Service Plan | Jul 14   | Maggie Heaps            | CAD  |
| Increase the take up of Apprenticeships by liaising with local employers to increase opportunities  | Jul 14   | Maggie Heaps            | CAD  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code   | Indicator  | Assignee   | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|--------|--|------------|---------------------|---|----------------|----------------|----------------|------|
| NI 117 | Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) | Mark Smith | Targeted            | Financial                                   | 7.2%           | 6.8%           | 6.6%           | CAD  |

|        |  |                 |          |                |              |       |       |     |
|--------|--|-----------------|----------|----------------|--------------|-------|-------|-----|
| NI 79  | Percentage of young people achieving a Level 2 qualification by the age of 19  | Tom Argument    | Targeted | Financial Year | 82.0%        | 83.0% | 84.0% | CAD |
| NI 80  | Percentage of young people achieving a Level 3 qualification by the age of 19  | Tom Argument    | Targeted | Financial Year | 49%          | 49.5% | 50%   | CAD |
| NI 81  | Percentage gap in the achievement of a Level 3 qualification by the age of 19 between those claiming free schools meals at academic age 15 and those that were not | Tom Argument    | Targeted | Financial Year | 22.5%        | 22.5% | 21%   | CAD |
| NI 82  | Percentage of young people who were in receipt of free school meals at academic age 15 who attained Level 2 Qualifications by the age of 19                        | Tom Argument    | Targeted | Financial Year | 65.4%        | 67.4% | 68.4% | CAD |
| NI 91  | Percentage of 17 year-olds in education or training  | Tom Argument    | Targeted | Financial Year | 86%          | 88%   | 90%   | CAD |
| NI 106 | Percentage gap between those young people from low income backgrounds and those that are not progressing to higher education                                       | Kelly Armstrong | Targeted | Financial Year | 21%          | 20%   | 20%   | CAD |
| NEW    | Number of apprenticeships offered by the council to care leavers   | Jane Young      | Monitor  | Financial      | Not required |       |       | CAD |

#### SECTION 4 RISKS

| Code     | Risk  | Assignee         | Dept |
|----------|---|------------------|------|
| RND R071 | Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners.   | Antony Steinberg | RND  |
| CAD R027 | Failure to meet statutory duties and functions in relation to the post 16 cohort and raising of the participation age | Mark Smith       | CAD  |

### SECTION 1 OUTCOME DETAILS

|                 |  |               |                      |
|-----------------|--|---------------|----------------------|
| <b>Outcome:</b> | 4. Hartlepool has increased economic inclusion of adults and is tackling financial exclusion | <b>Theme:</b> | Jobs and the Economy |
|-----------------|--|---------------|----------------------|

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| <b>Lead Dept:</b> | Chief Executives | <b>Other Contributors:</b> |  |
|-------------------|------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action   | Due Date | Assignee      | Dept |
|--|----------|---------------|------|
| Implement and review Discretionary Council Tax Support Framework   | Dec 13   | Julie Pullman | CED  |
| Respond to Welfare Reform changes by engaging and supporting affected households                                   | Mar 14   | Julie Pullman | CED  |
| Implement a programme of Benefits and Free School Meals take up initiatives  | Mar 14   | Julie Pullman | CED  |
| Develop referral channels for adults to access financial advice services and financial products                    | Mar 14   | John Morton   | CED  |
| Implement and Review Communication and Customer Handling Strategies linked to new Local Council Tax Support Scheme | Sep 13   | John Morton   | CED  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code      | Indicator   | Assignee    | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|-----------|---|-------------|---------------------|---|----------------|----------------|----------------|------|
| CEDFIP026 | Number of Credit Union accounts opened by adults. | John Morton | Targeted            | Financial Year                              | 200            | 300            | 400            | CED  |

| SECTION 4 RISKS |      |          |      |
|-----------------|------|----------|------|
| Code            | Risk | Assignee | Dept |
| None Identified |      |          |      |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |                      |
|-----------------|---|---------------|----------------------|
| <b>Outcome:</b> | 5. Hartlepool has a boosted visitor economy | <b>Theme:</b> | Jobs and the Economy |
|-----------------|---|---------------|----------------------|

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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
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### SECTION 2 ACTIONS

| Action  | Due Date | Assignee | Dept |
|---|----------|----------|------|
| Develop and implement a 2 year marketing and communication plan to raise the profile as a place to invest and visit, utilising appropriate research data (ERS 5.65) | Mar 14   | Jo Cole  | RND  |
| Review and improve visitor information links between visitor locations to improve connectivity in Hartlepool. (ERS 5.66)  | Mar 14   | Jo Cole  | RND  |
| Develop Destination Hartlepool / Invest in Hartlepool websites and social media activity. (ERS 5.67)  | Mar 14   | Jo Cole  | RND  |
| Develop and deliver bespoke training courses, including the 'Discover Hartlepool' and 'My Hartlepool' projects. (ERS 5.68)  | Mar 14   | Jo Cole  | RND  |
| Engage with schools and colleges to raise the profile of the visitor economy to the potential new workforce through bespoke awareness raising events. (ERS 5.72)    | Mar 14   | Jo Cole  | RND  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code     | Indicator   | Assignee         | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|----------|---|------------------|---------------------|---|----------------|----------------|----------------|------|
| RND P092 | Visitor numbers   | Andrew Golightly | Monitor             | Financial                                   | Not required   |                |                | RND  |
| RND P093 | Value of visitor economy                                    | Andrew Golightly | Monitor             | Financial                                   | Not required   |                |                | RND  |
| RND P094 | Number of unique visitors to destination Hartlepool website | Andrew Golightly | Targeted            | Financial                                   | Not required   | 30,000         | TBC            | RND  |

|          |  |                  |          |           |              |       |     |     |
|----------|--|------------------|----------|-----------|--------------|-------|-----|-----|
| RND P095 | Number of social media followers   | Andrew Golightly | Targeted | Financial | Not required | 1,500 | TBC | RND |
| NI 151   | Overall Employment rate (proportion of people of working age population who are in employment) | Antony Steinberg | Monitor  | Financial | Not required |       |     | RND |

#### SECTION 4 RISKS

| Code     | Risk  | Assignee         | Dept |
|----------|---|------------------|------|
| RND R071 | Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners. | Antony Steinberg | RND  |
| RND R050 | Continued economic uncertainty  | Antony Steinberg | RND  |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |                      |
|-----------------|---|---------------|----------------------|
| <b>Outcome:</b> | 6. Few er Hartlepool children experience the effects of poverty | <b>Theme:</b> | Jobs and the Economy |
|-----------------|---|---------------|----------------------|

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| <b>Lead Dept:</b> | Child and Adult Services | <b>Other Contributors:</b> |  |
|-------------------|--------------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action  | Due Date | Assignee           | Dept |
|---|----------|--------------------|------|
| Develop training package for family workforce to identify poverty issues and support parents in poverty                   | Mar 14   | Danielle Swainston | CAD  |
| Develop partnership outreach process to ensure that families understand and plan for Welfare Reform                       | Mar 14   | Danielle Swainston | CAD  |
| Support workforce to identify risk factors re: child poverty/welfare reform and implement appropriate packages of support | Mar 14   | Danielle Swainston | CAD  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code    | Indicator   | Assignee           | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target   | 2013/14 Target | 2014/15 Target | Dept |
|---------|---|--------------------|---------------------|---|--|----------------|----------------|------|
| NI 116  | Proportion of children in poverty   | Danielle Swainston | Targeted            | Financial Year                              | Not required   | 28%            | TBC            | CAD  |
| New     | Proportion of children living in workless households  | Danielle Swainston | Targeted            | Financial Year                              | TBC  | TBC            | TBC            | CAD  |
| NI 117  | Percentage of 16-18 year olds who are Not in Education, Employment or Training (NEET)   | Mark Smith         | Targeted            | Financial Year                              | 7.2%   | 6.8%           | 6.6%           | CAD  |
| NI 102a | Percentage gap between pupils eligible for free school meals and their peers achieving at least level 4 in English and Mathematics at Key Stage 2 | Mark Patton        | Targeted            | Academic Year                               | National Average (Figures to be inserted when available) |                |                | CAD  |



|         |   |              |          |               |  |     |
|---------|---|--------------|----------|---------------|--|-----|
| NI 102b | Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4 | Tom Argument | Targeted | Academic Year | National Average (Figures to be inserted when available) | CAD |
|---------|---|--------------|----------|---------------|--|-----|

| SECTION 4 RISKS |      |          |      |
|-----------------|------|----------|------|
| Code            | Risk | Assignee | Dept |
| None Identified |      |          |      |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |                              |
|-----------------|---|---------------|------------------------------|
| <b>Outcome:</b> | 7. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning | <b>Theme:</b> | Lifelong Learning and Skills |
|-----------------|---|---------------|------------------------------|

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|-------------------|--------------------------|----------------------------|--|
| <b>Lead Dept:</b> | Child and Adult Services | <b>Other Contributors:</b> |  |
|-------------------|--------------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action  | Due Date | Assignee     | Dept |
|---|----------|--------------|------|
| Analyse Early Years Foundation Stage Profile (EYFSP) data and challenge schools with anomalies. Provide support and Continuous Professional Development (CPD) to identified schools. Monitor impact through Foundation Stage Profile software.  | Sept 14  | Mark Patton  | CAD  |
| Work with schools to ensure that all pupils are making progress that is in-line with or exceeds national expectations in order to achieve a secure Level 2b in reading, writing and mathematics at Key Stage 1 and provide additional support and challenge to those schools where this standard is not or is unlikely to be met. | Sept 14  | Mark Patton  | CAD  |
| Analyse Key Stage 2 data in English and mathematics. Identify schools below the government floor standard in combined English and mathematics and with below average progress in English and mathematics separately.  | Mar 14   | Mark Patton  | CAD  |
| Analyse Key Stage 4 data. Identify schools below the government floor standard for 5A*-C (including English and mathematics) and report to Portfolio Holder under Council's schools causing concern.  | Mar 14   | Tom Argument | CAD  |
| Implement appropriate actions from Children and Young Person's Plan and 14-19 strategy  | Mar 14   | Dean Jackson | CAD  |
| Provide challenge, intervention and support in inverse proportion to school success.  | Sept 14  | Dean Jackson | CAD  |
| Implement all actions identified in the Learning Difficulties & Disabilities (LDD) action plan  | Mar 14   | Zoe Westley  | CAD  |
| Challenge all schools to reduce the existing achievement gap in English and mathematics between pupils in receipt of free school meals and all other pupils by accelerating the attainment and progress of these vulnerable learners  | Mar 14   | Dean Jackson | CAD  |

|  |        |              |     |
|--|--------|--------------|-----|
| Monitor the impact on attainment of the additional Pupil Premium funding in all schools and encourage Governing Bodies to hold their schools to account for its use. | Mar 14 | Dean Jackson | CAD |
|--|--------|--------------|-----|

| SECTION 3 PERFORMANCE INDICATORS & TARGETS |  |             |                     |   |  |                |                |      |
|--|--|-------------|---------------------|---|--|----------------|----------------|------|
| Code                                       | Indicator  | Assignee    | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target   | 2013/14 Target | 2014/15 Target | Dept |
| New  | Increase the number of pupils meeting the Year 1 Phonics standard  | Mark Patton | Monitor             | Academic Year                               | Not required   |                |                | CAD  |
| NI 73                                      | Percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2   | Mark Patton | Targeted            | Academic Year                               | National Average (Figures to be inserted when available) |                |                | CAD  |
| NI 93                                      | Percentage of pupils progressing by 2 levels in English between Key Stage 1 and Key Stage 2  | Mark Patton | Targeted            | Academic Year                               | National Average (Figures to be inserted when available) |                |                | CAD  |
| NI 94                                      | Percentage of pupils progressing by 2 levels in Maths between Key Stage 1 and Key Stage 2  | Mark Patton | Targeted            | Academic Year                               | National Average (Figures to be inserted when available) |                |                | CAD  |
| NI 99                                      | Percentage of looked after children reaching level 4 in English at Key Stage 2   | Zoe Westley | Targeted            | Academic Year                               | National Average (Figures to be inserted when available) |                |                | CAD  |
| NI 100                                     | Percentage of looked after children reaching level 4 in mathematics at Key Stage 2   | Zoe Westley | Targeted            | Academic Year                               | National Average (Figures to be inserted when available) |                |                | CAD  |
| NI 102a                                    | Percentage gap between pupils eligible for free school meals and their peers achieving at least level 4 in English and Maths at Key Stage 2                            | Mark Patton | Targeted            | Academic Year                               | National Average (Figures to be inserted when available) |                |                | CAD  |
| NI 104                                     | Percentage gap between pupils identified as having Special Educational Needs (SEN) and their peers achieving level 4 or above in both English and Maths at Key Stage 2 | Zoe Westley | Monitor             | Academic Year                               | Not required   |                |                | CAD  |
| CSD  | Number of primary schools below the  | Mark Patton | Monitor             | Academic Year                               | Not required   |                |                | CAD  |

|          |  |              |          |               |  |     |
|----------|--|--------------|----------|---------------|--|-----|
| P046     | government floor standard at Key Stage 2   |              |          |               |  |     |
| CSD P048 | Number of primary schools with more than 15 pupils in the 15% persistent absence category for autumn and spring term combined  | Jackie Webb  | Monitor  | Academic Year | Not required   | CAD |
| NI 75    | Percentage of pupils achieving 5 or more A*- C grades at GCSE or equivalent including English and Maths  | Tom Argument | Targeted | Academic Year | National Average (Figures to be inserted when available) | CAD |
| NI 101   | Percentage of looked after children achieving 5 A*- C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)   | Zoe Westley  | Targeted | Academic Year | National Average (Figures to be inserted when available) | CAD |
| NI 102b  | Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*- C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4 | Tom Argument | Targeted | Academic Year | National Average (Figures to be inserted when available) | CAD |
| NI 105   | Percentage gap between pupils identified as having Special Educational Needs (SEN) and their peers achieving 5 A*- C grades or equivalent including English and Maths at Key Stage 4 | Zoe Westley  | Monitor  | Academic Year | Not required   | CAD |
| CSD P040 | Percentage of pupils achieving the English Baccalaureate   | Tom Argument | Monitor  | Academic Year | Not required   | CAD |
| CSD P041 | Percentage of pupils achieving 5 or more A*- C grades at GCSE or equivalent  | Tom Argument | Monitor  | Academic Year | Not required   | CAD |
| New      | Number of secondary schools below the government floor standard at Key Stage 4   | Tom Argument | Monitor  | Academic Year | Not required   | CAD |
| NI 87    | Percentage of Secondary school pupils who are persistently absent  | Jackie Webb  | Monitor  | Academic Year | Not required   | CAD |
| New      | Number of schools with attendance above the national average for autumn and spring term combined   | Jackie Webb  | Monitor  | Academic Year | Not required   | CAD |
| ACS P096 | Percentage of primary schools identified as causing concern (High and Medium/High Risk)  | Dean Jackson | Monitor  | Academic Year | Not required   | CAD |

|          |   |              |         |               |              |     |
|----------|---|--------------|---------|---------------|--------------|-----|
| ACS P097 | Percentage of secondary schools identified as causing concern (High and Medium/High Risk) | Dean Jackson | Monitor | Academic Year | Not required | CAD |
|----------|---|--------------|---------|---------------|--------------|-----|

| SECTION 4 RISKS |  |                |      |
|-----------------|--|----------------|------|
| Code            | Risk   | Assignee       | Dept |
| CAD R001        | Service issue as a result of insufficient budget allocation or changes in national funding/grants (Actively Managed)           | Jill Harrison  | CAD  |
| CAD R004        | An increase in the number of schools falling below Performance Achievement Standard (Actively Managed)                         | Dean Jackson   | CAD  |
| CAD R005        | Failure to meet the statutory duties and requirements vested within the Child and Adult Services department (Actively Managed) | Dean Jackson   | CAD  |
| CAD R012        | Failure to plan school provision appropriately   | Peter McIntosh | CAD  |
| CAD R015        | Failure to carry out specific duties and/or comply with regulatory codes of practice   | Dean Jackson   | CAD  |
| CAD R031        | Failure to recruit and retain staff in educational support services (Actively Managed)   | Dean Jackson   | CAD  |
| CAD R032        | Increase in the number of schools falling below national average for pupil attendance (Actively Managed)                       | Dean Jackson   | CAD  |

### SECTION 1 OUTCOME DETAILS

|                 |  |               |                              |
|-----------------|--|---------------|------------------------------|
| <b>Outcome:</b> | 8. Provision of high quality community learning and skills opportunities that widen participation and build social justice | <b>Theme:</b> | Lifelong Learning and Skills |
|-----------------|--|---------------|------------------------------|

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|-------------------|--------------------------|----------------------------|--|
| <b>Lead Dept:</b> | Child and Adult Services | <b>Other Contributors:</b> |  |
|-------------------|--------------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action  | Due Date | Assignee     | Dept |
|---|----------|--------------|------|
| Ensure a wide range of learning opportunities are available which encourage participation in Lifelong Learning via implementation of the Adult Education Service Plan | Jul 14   | Maggie Heaps | CAD  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code     | Indicator  | Assignee     | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|----------|--|--------------|---------------------|---|----------------|----------------|----------------|------|
| ACS P053 | Number of learners participating in Adult Education Programmes | Maggie Heaps | Monitor             | Academic Year                               | Not required   |                |                | CAD  |

### SECTION 4 RISKS

| Code     | Risk   | Assignee     | Dept |
|----------|--|--------------|------|
| CAD R047 | Failure to fulfil the targets for recruitment set by the SFA leading to loss of income (Actively Managed)    | John Mennear | CAD  |
| CAD R048 | Failure to reach the minimum levels of performance for the SFA or Ofsted (Actively Managed)                  | John Mennear | CAD  |
| CAD R049 | Failure of MIS and IT systems preventing return of electronic data for funding purposes (Actively Managed)   | John Mennear | CAD  |
| CAD      | Failure to recruit or retrain sufficient staff in key areas of a changing programme offer (Actively Managed) | John Mennear | CAD  |

|             |   |              |     |
|-------------|---|--------------|-----|
| R050        |   |              |     |
| CAD<br>R051 | Failure of partnerships resulting in insufficient venues to deliver training (Actively Managed) | John Mennear | CAD |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |                      |
|-----------------|---|---------------|----------------------|
| <b>Outcome:</b> | 9. Improve health by reducing inequalities and improving access to services | <b>Theme:</b> | Health and Wellbeing |
|-----------------|---|---------------|----------------------|

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| <b>Lead Dept:</b> | Child and Adult Services | <b>Other Contributors:</b> | Regeneration and Neighbourhoods<br>Chief Executives |
|-------------------|--------------------------|----------------------------|---|

### SECTION 2 ACTIONS

| Action   | Due Date | Assignee       | Dept |
|--|----------|----------------|------|
| Develop a corporate approach to measuring excessive winter deaths  | Sep 13   | Louise Wallace | CAD  |
| Be an active lead partner in the delivery of the physical activities workstream for Public Health  | Mar 14   | Pat Usher      | CAD  |
| Ensure implementation of the NHS health check programme  | Mar 14   | Louise Wallace | CAD  |
| Implement the early detection and awareness of cancer programme across Hartlepool  | Mar 14   | Louise Wallace | CAD  |
| Ensure that the department has procedures in place to meet the requirements of the Equality Act 2010 by co-ordinating activities across the department to contribute to the items included in the Equality & Diversity Action Plan | Mar 14   | Leigh Keeble   | CAD  |
| Ensure all eligible people (particularly in high risk groups) take up the opportunity to be vaccinated especially in relation to flu   | Mar 14   | Louise Wallace | CAD  |
| Ensure all eligible groups for respective screening programmes are aware and able to access screening  | Mar 14   | Louise Wallace | CAD  |
| Ensure implementation of the Health and Wellbeing Strategy   | Mar 14   | Louise Wallace | CAD  |
| Review Joint Strategic Needs Assessment (JSNA) through the Health and Wellbeing board  | Mar 14   | Louise Wallace | CAD  |
| Influence the commissioning of effective based Stop Smoking and work collaboratively through the Smoke Free alliance to reduce illicit tobacco across the town   | Mar 14   | Louise Wallace | CAD  |



|  |        |                 |     |
|--|--------|-----------------|-----|
| Ensure the development of a comprehensive plan to protect the health of the population   | Mar 14 | Louise Wallace  | CAD |
| Ensure the delivery of comprehensive sexual health services  | Mar 14 | Louise Wallace  | CAD |
| Work with colleagues to improve Public Health through the Health Protection and Improvement elements of the Core Public Health Strategy. | Mar 14 | Sylvia Pinkney  | RND |
| Co-ordinate town wide workplace health promotion campaigns involving partner organisations and other businesses.                         | Mar 14 | Stuart Langston | CED |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code         | Indicator   | Assignee       | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|--------------|---|----------------|---------------------|---|----------------|----------------|----------------|------|
| NI 39        | Alcohol related hospital admissions   | Louise Wallace | Targeted            | Financial Year                              | 2494           | TBC            | TBC            | CAD  |
| NI 123       | Stopping smoking  | Carole Johnson | Targeted            | Financial Year                              | 1929           | 1929           | 1929           | CAD  |
| NI 123 (NRA) | Stopping smoking (Neighbourhood Renewal Area narrowing the gap indicator)   | Carole Johnson | Targeted            | Financial Year                              | 700            | 800            | 800            | CAD  |
| P081         | GP Referrals - The number of participants completing a 10 week programme of referred activity                         | Pat Usher      | Targeted            | Financial Year                              | 325            | 300            | TBC            | CAD  |
| P035         | GP Referrals – of those participants completing a 10-week programme for the percentage going onto mainstream activity | Pat Usher      | Targeted            | Financial Year                              | 50%            | 70%            | TBC            | CAD  |
| P080         | Vascular Risk Register (Vital Signs)  | Louise Wallace | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| NI 120a      | All-age all cause mortality rate - Females  | Louise Wallace | Monitor             | Calendar Year                               | Not required   |                |                | CAD  |

|         |   |                |          |               |              |     |     |     |
|---------|---|----------------|----------|---------------|--------------|-----|-----|-----|
| NI 120b | All-age all cause mortality rate - Males  | Louise Wallace | Monitor  | Calendar Year | Not required |     |     | CAD |
| NI 121  | Mortality rate from all circulatory diseases at ages under 75                                     | Louise Wallace | Monitor  | Calendar Year | Not required |     |     | CAD |
| NI 122  | Mortality for all cancers aged under 75   | Louise Wallace | Monitor  | Calendar Year | Not required |     |     | CAD |
| NI 184  | Percentage of food establishments in the area which are broadly compliant with food hygiene law . | Sylvia Pinkney | Targeted | Financial     | 89%          | 90% | 90% | RND |

**SECTION 4 RISKS**

| <b>Code</b> | <b>Risk</b>  | <b>Assignee</b>                   | <b>Dept</b> |
|-------------|--|-----------------------------------|-------------|
| CAD R014    | Failure to make significant inroads in Health Impact | Carole Johnson;<br>Louise Wallace | CAD         |

**SECTION 1 OUTCOME DETAILS**

|                 |   |               |                      |
|-----------------|---|---------------|----------------------|
| <b>Outcome:</b> | 10. Give every child the best start in life | <b>Theme:</b> | Health and Wellbeing |
|-----------------|---|---------------|----------------------|

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|-------------------|--------------------------|----------------------------|---------------------------------|
| <b>Lead Dept:</b> | Child and Adult Services | <b>Other Contributors:</b> | Regeneration and Neighbourhoods |
|-------------------|--------------------------|----------------------------|---------------------------------|

**SECTION 2 ACTIONS**

| Action  | Due Date | Assignee           | Dept |
|---|----------|--------------------|------|
| Review and update local breastfeeding annual action plan  | Mar 14   | Carole Johnson     | CAD  |
| Implement Child Measurement Programme   | Mar 14   | Deborah Gibbin     | CAD  |
| Ensure a range of Physical Activity opportunities are available for children & young people (up to age 25)    | Mar 14   | Pat Usher          | CAD  |
| Review , update and implement Smoking in Pregnancy Action Plan  | Mar 14   | Carole Johnson     | CAD  |
| Work with partner agencies, young people, schools and families to tackle substance misuse (including alcohol) | Mar 14   | John Robinson      | CAD  |
| Review the Substance Misuse Service for young people and future commissioning options                         | Jun 13   | Ian Merritt        | CAD  |
| Implement the British Heart Foundation Younger Wiser Programme  | Mar 14   | Deborah Gibbin     | CAD  |
| Review the process of Public Health Transition and ensure the transition is complete                          | Mar 14   | Louise Wallace     | CAD  |
| Increase the uptake of child vaccinations   | Mar 14   | Deborah Gibbin     | CAD  |
| Implement the Child Poverty Action Plan   | Mar 14   | Danielle Swainston | CAD  |
| Develop a Children & Young People obesity pathway   | Mar 14   | Deborah Gibbin     | CAD  |

|   |        |                    |     |
|---|--------|--------------------|-----|
| Implement the Early Intervention Strategy   | Mar 15 | Danielle Swainston | CAD |
| Embed common assessment as a means to identify and respond to need  | Oct 13 | Danielle Swainston | CAD |
| Implement the Early Years Pathway delivering targeted support to children pre birth to five                                 | Sep 13 | John Robinson      | CAD |
| Implement findings of the education catering consultation exercise undertaken in primary schools.                           | Dec 13 | Karen Oliver       | RND |
| Undertake consultation in secondary schools to identify improvements and increase the uptake of pupils taking schools meals | Mar 14 | Karen Oliver       | RND |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code        | Indicator  | Assignee                      | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|-------------|--|-------------------------------|---------------------|---|----------------|----------------|----------------|------|
| LAA HW P001 | Percentage of women smoking at time of delivery  | Carole Johnson                | Targeted            | Financial Year                              | 20%            | 19%            | 18%            | CAD  |
| NI 53a      | Prevalence of breastfeeding at 6- 8 wks from birth - Percentage of infants being breastfed at 6- 8 weeks | Deborah Gibbin/Carole Johnson | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| CSD P049a   | Measles, Mumps and Rubella (MMR) immunisation rate – children aged 2 (1st dose)                          | Deborah Gibbin                | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| CSD P049b   | Measles, Mumps and Rubella (MMR) immunisation rate – children aged 5 (2nd dose)                          | Deborah Gibbin                | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| New         | Uptake of Diphtheria, Tetanus, Polio, Pertussis, Hib immunisations (by age 2 years)                      | Deborah Gibbin                | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| NI 55(iv)   | The percentage of children in Reception who are obese  | Deborah Gibbin                | Monitor             | Financial Year                              | Not required   |                |                | CAD  |

|           |  |                           |          |                |  |      |      |     |
|-----------|--|---------------------------|----------|----------------|--|------|------|-----|
| NI 56(ix) | The percentage of children in Year 6 who are obese   | Deborah Gibbin            | Monitor  | Financial Year | Not required   |      |      | CAD |
| NI 112    | The change in the rate of under 18 conceptions per 1,000 girls aged 15- 17, as compared with the 1998 rate | Deborah Gibbin            | Monitor  | Financial Year | Not required   |      |      | CAD |
| New       | Children achieving a good level of development at age 5  | Danielle Swainston        | Monitor  | Academic Year  | Not required   |      |      | CAD |
| NI 117    | Percentage of 16 to 18 year olds who are Not in Education, Employment or Training (NEET)                   | James Sinclair/Mark Smith | Targeted | Financial Year | 7.2%   | 6.8% | 6.6% | CAD |
| NI 75     | Percentage of pupils achieving 5 or more A*-C grades at GCSE or equivalent including English and Maths     | Tom Argument              | Targeted | Academic Year  | National Average (Figures to be inserted when available) |      |      | CAD |
| New       | Number of children defined as a Child in Need, rate per 10,000 population under 18                         | Sally Robinson            | Monitor  | Financial Year | Not required   |      |      | CAD |
| NI 52a    | Percentage uptake of school meals – Primary Schools  | Lynne Bell                | Targeted | Financial      | 62%  | 63%  | 65%  | RND |
| NI 52b    | Percentage uptake of school meals – Secondary schools  | Lynne Bell                | Targeted | Financial      | 54%  | 54%  | 55%  | RND |
| NSD P064  | Percentage uptake of free school meals - Primary schools   | Lynne Bell                | Targeted | Financial      | 88%  | 95%  | 95%  | RND |
| NSD P065  | Percentage uptake of free school meals – Secondary schools   | Lynne Bell                | Targeted | Financial      | 60%  | 75%  | 75%  | RND |

**SECTION 4 RISKS**

| <b>Code</b> | <b>Risk</b>   | <b>Assignee</b>    | <b>Dept</b> |
|-------------|---|--------------------|-------------|
| CAD<br>R025 | Failure to meet statutory duties and functions in relation to childcare sufficiency | Danielle Swainston | CAD         |
| CAD<br>R026 | Failure to deliver Early Intervention Strategy                                      | Sally Robinson     | CAD         |
| RND<br>R088 | Failure to achieve sufficient uptake of school meals                                | Karen Oliver       | RND         |

### SECTION 1 OUTCOME DETAILS

|                 |                                      |               |                      |
|-----------------|--------------------------------------|---------------|----------------------|
| <b>Outcome:</b> | 11. Children & young people are safe | <b>Theme:</b> | Health and Wellbeing |
|-----------------|--------------------------------------|---------------|----------------------|

|                   |                          |                            |  |
|-------------------|--------------------------|----------------------------|--|
| <b>Lead Dept:</b> | Child and Adult Services | <b>Other Contributors:</b> |  |
|-------------------|--------------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action  | Due Date | Assignee           | Dept |
|---|----------|--------------------|------|
| Implement the 2013-14 Youth Justice strategic plan  | Mar 14   | Mark Smith         | CAD  |
| Implement the learning from inspection and sector lead improvement  | Mar 14   | Sally Robinson     | CAD  |
| Develop and deliver Looked After Children (LAC) strategy 2013 – 2016  | Mar 16   | Jane Young         | CAD  |
| Develop and deliver Looked After Children (LAC) strategy Year 1 action plan                                 | Mar 14   | Jane Young         | CAD  |
| Deliver the work of the Local Safeguarding Children Board via the annual business plan                      | Mar 14   | Jim Murdoch        | CAD  |
| Implement the Early Intervention strategy   | Mar 15   | Sally Robinson     | CAD  |
| Embed common assessment as a means to identify and respond to need  | Oct 13   | Danielle Swainston | CAD  |
| Implement the Early Years Pathway delivering targeted support to children pre birth to five                 | Sep 13   | John Robinson      | CAD  |
| Implement the recommendations of the Munro review   | Mar 14   | Wendy Rudd         | CAD  |
| Embed the voice of the child and the child's journey in front line practice                                 | Mar 14   | Wendy Rudd         | CAD  |
| Develop a commissioning strategy for Children in Need; Looked After Children and Children with a Disability | Apr 13   | Ian Merritt        | CAD  |

**SECTION 3 PERFORMANCE INDICATORS & TARGETS**

| <b>Code</b> | <b>Indicator</b>   | <b>Assignee</b>  | <b>Targeted or Monitor</b> | <b>Collection Period (e.g. Financial/academic)</b> | <b>2012/13 Target</b> | <b>2013/14 Target</b> | <b>2014/15 Target</b> | <b>Dept</b> |
|-------------|--|------------------|----------------------------|--|-----------------------|-----------------------|-----------------------|-------------|
| CSD P035    | Children who became the subject of a Child Protection (CP) plan, or were registered per 10,000 population under 18 | Sally Robinson   | Targeted                   | Financial Year                                     | 40                    | 40                    | 40                    | CAD         |
| NI 59       | Initial assessments for children's social care carried out within ten working days of referral                     | Wendy Rudd       | Targeted                   | Financial Year                                     | 80%                   | 80%                   | 80%                   | CAD         |
| NI 60       | Core assessments for children's social care that were carried out within 35 working days of their commencement     | Wendy Rudd       | Targeted                   | Financial Year                                     | 70%                   | 75%                   | 75%                   | CAD         |
| NI 62       | Stability of placements of looked after children: number of moves  | Jane Young       | Targeted                   | Financial Year                                     | 10%                   | 10%                   | 10%                   | CAD         |
| NI 63       | Stability of placements of looked after children: length of placement  | Jane Young       | Targeted                   | Financial Year                                     | 70%                   | 70%                   | 75%                   | CAD         |
| NI 64       | Child protection plans lasting two years or more   | Maureen McEnaney | Targeted                   | Financial Year                                     | 8%                    | 8%                    | 8%                    | CAD         |
| NI 65       | Children becoming the subject of a Child Protection Plan for a second or subsequent time                           | Maureen McEnaney | Targeted                   | Financial Year                                     | 10%                   | 10%                   | 10%                   | CAD         |
| NI 66       | Looked after children cases which were reviewed within required timescales   | Maureen McEnaney | Targeted                   | Financial Year                                     | 95%                   | 90%                   | 90%                   | CAD         |
| NI 67       | Child protection cases which were reviewed within required timescales  | Maureen McEnaney | Targeted                   | Financial Year                                     | 100%                  | 90%                   | 90%                   | CAD         |
| NI 43       | Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody          | Sally Robinson   | Monitor                    | Financial Year                                     | Not required          |                       |                       | CAD         |
| NI 19       | Rate of proven re-offending by young offenders   | Sally Robinson   | Monitor                    | Financial Year                                     | Not required          |                       |                       | CAD         |



|        |  |                    |         |                |              |     |
|--------|--|--------------------|---------|----------------|--------------|-----|
| NI 111 | Number of first time entrants to the Youth Justice System aged 10-17 per 100,000 population (aged 10-17)         | Sally Robinson     | Monitor | Financial Year | Not required | CAD |
| New    | Rate of assessments per 10,000 of the CYP population   | Wendy Rudd         | Monitor | Financial Year | Not required | CAD |
| New    | Rate of section 47 enquiries per 10,000 of the CYP population  | Wendy Rudd         | Monitor | Financial Year | Not required | CAD |
| New    | Percentage of referrals leading to the provision of a social care service (as defined by the child becoming CIN) | Danielle Swainston | Monitor | Financial Year | Not required | CAD |
| New    | Percentage of referrals to children's social care from different agencies  | Danielle Swainston | Monitor | Financial Year | Not required | CAD |
| New    | Percentage of referrals to children's social care that result in No Further Action following referral            | Danielle Swainston | Monitor | Financial Year | Not required | CAD |
| New    | Percentage of referrals to children's social care that result in No Further Action following assessment          | Danielle Swainston | Monitor | Financial Year | Not required | CAD |
| New    | Rate of violent and sexual offences against 0-17 per 10,000 CYP population                                       | Police – TBC       | Monitor | Financial Year | Not required | CAD |
| New    | Rate of children becoming subjects of a child protection plan for physical abuse                                 | Maureen McEnaney   | Monitor | Financial Year | Not required | CAD |
| New    | Rate of children becoming subjects of a child protection plan for emotional abuse                                | Maureen McEnaney   | Monitor | Financial Year | Not required | CAD |
| New    | Rate of children becoming subjects of a child protection plan for sexual abuse                                   | Maureen McEnaney   | Monitor | Financial Year | Not required | CAD |
| New    | Rate of children becoming subjects of a child protection plan for neglect  | Maureen McEnaney   | Monitor | Financial Year | Not required | CAD |
| New    | Rate of Initial Child Protection Conferences per 10,000 population   | Maureen McEnaney   | Monitor | Financial Year | Not required | CAD |
| New    | Length of time a child is considered to be a   | Wendy Rudd         | Monitor | Financial Year | Not required | CAD |

|     |  |                  |         |                |              |     |
|-----|--|------------------|---------|----------------|--------------|-----|
|     | child in need at 31 March and for episodes of need that have ended during the year                     |                  |         |                |              |     |
| New | Percentage of children becoming subject to a CP plan for a second or subsequent time (w ithin 2 years) | Maureen McEnaney | Monitor | Financial Year | Not required | CAD |
| New | Percentage of child in need cases that close with 6 months of the CPP end date                         | Wendy Rudd       | Monitor | Financial Year | Not required | CAD |
| New | Percentage of child in need cases that close with 6 months of ceasing to be looked after               | Wendy Rudd       | Monitor | Financial Year | Not required | CAD |

#### SECTION 4 RISKS

| Code     | Risk   | Assignee                 | Dept |
|----------|--|--------------------------|------|
| CAD R017 | Failure to recruit & retain suitable staff in childrens services (Actively Managed)  | Sally Robinson           | CAD  |
| CAD R019 | Failure to plan for future need and ensure sufficient placement provision to meet demand (Actively Managed)  | Sally Robinson           | CAD  |
| CAD R020 | Insufficient capacity in the independent sector to meet placement demand (Actively Managed)  | Ian Merritt              | CAD  |
| CAD R021 | Increased demand on services due to socio-economic pressures (Actively Managed)  | Sally Robinson           | CAD  |
| CAD R022 | Failure to provide statutory services to safeguard children and protect their well-being (Actively Managed)  | Sally Robinson           | CAD  |
| CAD R023 | Impact of change to funding arrangements across Children's Services (Actively Managed)   | Sally Robinson           | CAD  |
| CAD R024 | Failure to meet statutory duties and functions in relation to the Youth Offending Service (Actively Managed)   | Mark Smith               | CAD  |
| CAD R029 | Failure to effectively manage risks exhibited by young people and families (Actively Managed)  | Sally Robinson           | CAD  |
| CAD R030 | Failure to deal w ith sensitive, personal or confidential information in a secure w ay, resulting in loss of data w ith associated fines, loss of public confidence and/or damage to reputation. | Kay Forgie, Trevor Smith | CAD  |

|             |   |              |     |
|-------------|---|--------------|-----|
| CAD<br>R054 | Failure to ensure awareness and training of staff regarding safeguarding (Actively Managed) | John Mennear | CAD |
|-------------|---|--------------|-----|

### SECTION 1 OUTCOME DETAILS

|                 |  |               |                      |
|-----------------|--|---------------|----------------------|
| <b>Outcome:</b> | 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 | <b>Theme:</b> | Health and Wellbeing |
|-----------------|--|---------------|----------------------|

|                   |                          |                            |  |
|-------------------|--------------------------|----------------------------|--|
| <b>Lead Dept:</b> | Child and Adult Services | <b>Other Contributors:</b> |  |
|-------------------|--------------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action  | Due Date | Assignee         | Dept |
|---|----------|------------------|------|
| Increase the number of people using assistive technology as a means to remain independent.  | Mar 14   | Geraldine Martin | CAD  |
| Continue to increase the number of people accessing personal budgets through focused work in mental health services, developing personal budgets for carers and continued work with health partners.  | Mar 14   | Geraldine Martin | CAD  |
| Further develop local arrangements to safeguard vulnerable adults, ensuring the engagement of all strategic partners and an appropriate and timely response to any new legislation that is introduced.  | Mar 14   | John Lovatt      | CAD  |
| Implement the recommendations from the Hearing Loss Strategy, as well as supporting people with a disability into employment.   | Mar 14   | Neil Harrison    | CAD  |
| Develop services to provide information and support to carers with a focus on short breaks and access to employment opportunities.  | Mar 14   | Geraldine Martin | CAD  |
| Work collaboratively with partners to implement the National Dementia Strategy in Hartlepool.   | Mar 14   | Geraldine Martin | CAD  |
| Continue to work in partnership with health partners to develop robust reablement services that promote maximum independence, facilitate people living in their own homes, avoid unnecessary admissions to hospital and enable timely and safe hospital discharges. | Mar 14   | Geraldine Martin | CAD  |
| Continue to promote independence and facilitate recovery for people with mental health needs by increasing the numbers of personal budgets and direct payments, promoting independence and increasing volunteering and employment opportunities.                    | Mar 14   | Geraldine Martin | CAD  |
| Continue to explore ways to improve efficiency and effectiveness of all services through benchmarking, new delivery models and collaborative working with other local authorities and strategic partners where appropriate, in order to                             | Mar 14   | Jill Harrison    | CAD  |

|  |        |               |     |
|--|--------|---------------|-----|
| deliver savings within adult social care that minimise impact on people using services.  |        |               |     |
| Improve the transitions process to ensure every child and young person in transition (aged 14-25) with a disability has a person centred outcome focused plan for adulthood. | Mar 14 | Neil Harrison | CAD |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code    | Indicator   | Assignee         | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|---------|---|------------------|---------------------|---|----------------|----------------|----------------|------|
| NI 125  | Achieving independence for older people through rehabilitation / intermediate care                    | John Lovatt      | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| NI 130b | Social care clients receiving Self Directed Support   | Geraldine Martin | Targeted            | Financial Year                              | 70%            | 80%            | 90%            | CAD  |
| NI 131  | Delayed Transfers of Care (attributable to social care)   | John Lovatt      | Targeted            | Financial Year                              | 0              | 0              | 0              | CAD  |
| NI 132  | Timeliness of social care assessment (all adults)   | John Lovatt      | Targeted            | Financial Year                              | 85%            | 85%            | 85%            | CAD  |
| NI 135  | Carers receiving needs assessment or review and a specific carer's service, or advice and information | Geraldine Martin | Targeted            | Financial Year                              | 25%            | 30%            | 35%            | CAD  |
| NI 136  | People supported to live independently through social services (all adults)                           | John Lovatt      | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| NI 145  | Adults with learning disabilities in settled accommodation  | Neil Harrison    | Targeted            | Financial Year                              | 73%            | 73%            | 80%            | CAD  |
| NI 146  | Adults with learning disabilities in employment   | Neil Harrison    | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| NI 149  | Adults in contact with secondary Mental Health in settled accommodation                               | Geraldine Martin | Targeted            | Financial Year                              | 70%            | 70%            | 70%            | CAD  |
| NI 150  | Adults in contact with secondary mental health services in employment                                 | Geraldine Martin | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| P050    | Access to equipment; percentage equipment delivered in 7 days.  | Geraldine Martin | Targeted            | Financial Year                              | 91%            | 91%            | 91%            | CAD  |

|      |   |                  |          |                |              |      |      |     |
|------|---|------------------|----------|----------------|--------------|------|------|-----|
| P051 | Access to equipment and telecare: users with telecare equipment   | Geraldine Martin | Targeted | Financial Year | 1000         | 1250 | 1500 | CAD |
| P066 | Admissions to residential care – age 65+  | John Lovatt      | Targeted | Financial Year | 90%          | 90%  | TBC  | CAD |
| P072 | Clients receiving a review  | John Lovatt      | Targeted | Financial Year | 75%          | 75%  | 75%  | CAD |
| P079 | Number of Safeguarding Referrals  | John Lovatt      | Monitor  | Financial Year | Not required |      |      | CAD |
| P085 | Proportion of people provided with a reablement package in the period per 1000 population of adults (over 18)                                   | Trevor Smith     | Monitor  | Financial Year | Not required |      |      | CAD |
| P086 | % of people provided with a reablement package in the period as a % of clients referred for community care assessments in the period            | Trevor Smith     | Targeted | Financial Year | Not Required | TBC  | TBC  | CAD |
| P087 | % of reablement goals (user perspective) met by the end of a reablement package/episode (in the period)   | Trevor Smith     | Targeted | Financial Year | Not Required | TBC  | TBC  | CAD |
| P088 | % of people who received intermediate care or reablement package on discharge from hospital who remain at home 91 days after discharge (NI 125) | Trevor Smith     | Targeted | Financial Year | Not Required | TBC  | TBC  | CAD |
| P089 | % of people who have <u>no</u> ongoing care needs following provision of a completed reablement package   | Trevor Smith     | Monitor  | Financial Year | Not required |      |      | CAD |
| P090 | % of people not completing a reablement package as a total of those starting a reablement package in the period                                 | Trevor Smith     | Monitor  | Financial Year | Not required |      |      | CAD |
| P091 | % of people whose need for home care intervention has reduced through the provision of a reablement package                                     | Trevor Smith     | Monitor  | Financial Year | Not required |      |      | CAD |

| SECTION 4 RISKS |   |                          |      |
|-----------------|---|--------------------------|------|
| Code            | Risk  | Assignee                 | Dept |
| CAD R011        | Failure to work in effective partnerships with NHS, including risk of cost shunting. (Actively Managed)   | Jill Harrison            | CAD  |
| 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. | Kay Forgie, Trevor Smith | CAD  |
| CAD R033        | Failure to plan for future need and ensure sufficient placement provision to meet demand within adult social care. (Actively Managed)   | Jill Harrison            | CAD  |
| CAD R034        | Insufficient capacity in the independent sector to meet placement demand within adult social care. (Actively Managed)   | Geraldine Martin         | CAD  |
| CAD R035        | Increased demand on adult social care services due to demographic pressures. (Actively Managed)   | Jill Harrison            | CAD  |
| CAD R037        | Failure to achieve targets in relation to assessments within 28 days and annual reviews, due to increased pressures on services. (Actively Managed)   | John Lovatt              | CAD  |
| CAD R038        | Failure to provide statutory services to safeguard vulnerable adult. (Actively Managed)   | Jill Harrison            | CAD  |
| CAD R039        | Impact of change to funding arrangements across adult social care services. (Actively Managed)  | Jill Harrison            | CAD  |
| CAD R040        | Failure to deliver the Reablement Strategy. (Actively Managed)  | Jill Harrison            | CAD  |
| CAD R041        | Failure to recruit & retain suitable staff in adult social care. (Actively Managed)   | Jill Harrison            | CAD  |
| CAD R043        | Delayed transfers of care from hospital due to reduced capacity and changing working arrangements for hospital discharge. (Actively Managed)  | John Lovatt              | CAD  |
| CAD R054        | Failure to ensure awareness and training of staff regarding safeguarding (Actively Managed)   | John Mennear             | CAD  |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |                  |
|-----------------|---|---------------|------------------|
| <b>Outcome:</b> | 13. Hartlepool has reduced crime and repeat victimisation | <b>Theme:</b> | Community Safety |
|-----------------|---|---------------|------------------|

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|-------------------|---------------------------------|----------------------------|--|
| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
|-------------------|---------------------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action   | Due Date | Assignee       | Dept |
|--|----------|----------------|------|
| Deliver in conjunction with partners a strategic assessment which is monitored through the Safer Hartlepool Partnership executive. | Dec 13   | Lisa Oldroyd   | RND  |
| Deliver the Domestic Violence strategy action plan.  | Mar 14   | Sally Forth    | RND  |
| Ensure a co-ordinated approach to meeting the needs of victims of crime & disorder taking a victim centred approach                | Mar 14   | Sally Forth    | RND  |
| Implement CCTV Action Plan   | Mar 14   | Nicholas Stone | RND  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code      | Indicator  | Assignee   | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|-----------|--|------------|---------------------|---|----------------|----------------|----------------|------|
| RPD P029a | Number of Domestic Burglaries  | Ian Worthy | Monitor             | Financial                                   | Not required   |                |                | RND  |
| RPD P028a | Number of reported crimes in Hartlepool  | Ian Worthy | Monitor             | Financial                                   | Not required   |                |                | RND  |
| RPD P031a | Number of incidents of local violence (assault with injury & assault without injury) | Ian Worthy | Monitor             | Financial                                   | Not required   |                |                | RND  |
| RND       | Number of repeat victims of crime  | Ian Worthy | Monitor             | Financial                                   | Not required   |                |                | RND  |



|         |  |            |         |           |              |     |
|---------|--|------------|---------|-----------|--------------|-----|
| P065    |  |            |         |           |              |     |
| NI 32   | Number of repeat incidents of domestic violence        | Ian Worthy | Monitor | Financial | Not required | RND |
| RNDP047 | Percentage of domestic related successful prosecutions | Ian Worthy | Monitor | Financial | Not required | RND |

| SECTION 4 RISKS |  |             |      |
|-----------------|--|-------------|------|
| Code            | Risk   | Assignee    | Dept |
| RND R031        | Failure to maintain co-operation of partners in CCTV operation   | Sally Forth | RND  |
| RND R032        | Failure of officers to fully embrace their responsibilities under the terms of Section 17, Crime and Disorder Act 1998 | Sally Forth | RND  |

### SECTION 1 OUTCOME DETAILS

|                 |  |               |                  |
|-----------------|--|---------------|------------------|
| <b>Outcome:</b> | 14. There is reduced harm caused by drugs and alcohol misuse | <b>Theme:</b> | Community Safety |
|-----------------|--|---------------|------------------|

|                   |                          |                            |                                 |
|-------------------|--------------------------|----------------------------|---------------------------------|
| <b>Lead Dept:</b> | Child and Adult Services | <b>Other Contributors:</b> | Regeneration and Neighbourhoods |
|-------------------|--------------------------|----------------------------|---------------------------------|

### SECTION 2 ACTIONS

| Action   | Due Date | Assignee    | Dept |
|--|----------|-------------|------|
| Ensure effective integrated treatment of Drug and Alcohol services   | Mar 14   | Chris Hart  | CAD  |
| Ensure effective criminal justice initiatives following appointment of the Police Crime Commissioner (PCC) | Mar 14   | Chris Hart  | CAD  |
| Strengthen safeguarding and address Hidden Harm issues within substance misuse services                    | Mar 14   | Karen Clark | CAD  |
| Monitor Substance Misuse Action Plan as a key element of the Community Safety Plan                         | Mar 14   | Sally Forth | RND  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code     | Indicator  | Assignee   | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|----------|--|------------|---------------------|---|----------------|----------------|----------------|------|
| NI 30    | Re-offending rate of prolific and other priority offenders.                    | Chris Hart | Targeted            | Financial Year                              | Not Required   | TBC            | TBC            | CAD  |
| ACS P098 | Number of substance misusers going into effective treatment – opiate           | Chris Hart | Targeted            | Financial Year                              | 711            | 732            | 754            | CAD  |
| ACS P099 | Proportion of substance misusers that successfully complete treatment – Opiate | Chris Hart | Targeted            | Financial Year                              | 10%            | 12%            | TBC            | CAD  |
| ACS P100 | Proportion of substance misusers who successfully complete treatment and re-   | Chris Hart | Targeted            | Financial Year                              | 10%            | 10%            | TBC            | CAD  |

|          |   |              |          |                |              |                           |     |     |
|----------|---|--------------|----------|----------------|--------------|---------------------------|-----|-----|
|          | present back into treatment w ithin 6 months of leaving treatment |              |          |                |              |                           |     |     |
| NI 39    | Reduce alcohol related hospital admissions                        | Chris Hart   | Targeted | Financial Year | Not Required | 2% reduction year on year | TBC | CAD |
| RND P073 | Incidents of drug dealing and supply                              | Lisa Oldroyd | Monitor  | Financial      | Not required |                           |     | RND |
| RND P074 | Number of young people found in possession of alcohol             | Lisa Oldroyd | Monitor  | Financial      | Not required |                           |     | RND |
| NEW      | Perceptions of people using or dealing drugs in the community     | Lisa Oldroyd | Monitor  | Financial      | Not required |                           |     | RND |

#### SECTION 4 RISKS

| Code     | Risk   | Assignee                        | Dept |
|----------|--|---------------------------------|------|
| CAD R006 | Alcohol investment does not enable the provision of sufficient services to meet the increased level of need. (Actively Managed)  | Michelle Chester;<br>Chris Hart | CAD  |
| 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) | Michelle Chester;<br>Chris Hart | CAD  |
| CAD R018 | Government reduces grant allocations i.e. Pooled Treatment and DIP (Drug Intervention Programme)   | Michelle Chester;<br>Chris Hart | CAD  |

### SECTION 1 OUTCOME DETAILS

|                 |  |               |                  |
|-----------------|--|---------------|------------------|
| <b>Outcome:</b> | 15. Communities have improved confidence and feel more cohesive and safe | <b>Theme:</b> | Community Safety |
|-----------------|--|---------------|------------------|

|                   |                                 |                            |                  |
|-------------------|---------------------------------|----------------------------|------------------|
| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> | Chief Executives |
|-------------------|---------------------------------|----------------------------|------------------|

### SECTION 2 ACTIONS

| Action  | Due Date | Assignee       | Dept |
|---|----------|----------------|------|
| Implement the PREVENT action plan as guided by the Silver group.  | Mar 14   | Sally Forth    | RND  |
| Develop new Anti-Social Behaviour Strategy and action plan in line with Government policy   | Mar 14   | Sally Forth    | RND  |
| Monitor the implementation of the community cohesion framework action plan  | Mar 14   | Adele Wilson   | RND  |
| In conjunction with partners improve reporting, recording, and responses/interventions to vulnerable victims and victims of hate crime. | Mar 14   | Nicholas Stone | RND  |
| Introduce restorative practice across Safer Hartlepool partners to give victims a greater voice in the criminal justice system.         | Mar 14   | Sally Forth    | RND  |
| Assist the implementation of the Safer Hartlepool Partnership Communications Action Plan to improve public reassurance                  | Mar 14   | Alastair Rae   | CED  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code     | Indicator                                | Assignee      | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|----------|--|---------------|---------------------|---|----------------|----------------|----------------|------|
| RPD P035 | Number of criminal damage to dwellings   | Rachel Parker | Monitor             | Financial                                   |                | Not required   |                | RND  |
| RPD      | Number of deliberate fires in Hartlepool | Rachel        | Monitor             | Financial                                   |                | Not required   |                | RND  |

|      |  |               |          |           |              |     |     |     |
|------|--|---------------|----------|-----------|--------------|-----|-----|-----|
| P034 |  | Parker        |          |           |              |     |     |     |
| NEW  | Number of individuals attending WRA P workshops                  | Sally Forth   | Targeted | Financial | 225          | 300 | TBC | RND |
| NEW  | Number of Anti-social Behaviour Incidents reported to the Police | Rachel Parker | Monitor  | Financial | Not required |     |     | RND |
| NEW  | Perceptions of drunk or row dy behaviour as a problem            | Rachel Parker | Monitor  | Financial | Not required |     |     | RND |
| NEW  | Number of reported Hate Incidents                                | Rachel Parker | Monitor  | Financial | Not required |     |     | RND |
| NEW  | Number of partners trained in restorative practice               | Sally Forth   | Targeted | Financial | Not required | 300 | TBC | RND |

**SECTION 4 RISKS**

| <b>Code</b> | <b>Risk</b>  | <b>Assignee</b> | <b>Dept</b> |
|-------------|--|-----------------|-------------|
| RND<br>R032 | Failure of officers to fully embrace their responsibilities under the terms of Section 17, Crime and Disorder Act 1998 | Sally Forth     | RND         |

### SECTION 1 OUTCOME DETAILS

|                 |  |               |                  |
|-----------------|--|---------------|------------------|
| <b>Outcome:</b> | 16. Offending and re-offending has reduced | <b>Theme:</b> | Community Safety |
|-----------------|--|---------------|------------------|

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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
|-------------------|---------------------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action  | Due Date | Assignee       | Dept |
|---|----------|----------------|------|
| Monitor delivery of the offending and re-offending action plan  | Mar 14   | Sally Forth    | RND  |
| Work with the Probation service to implement Fast Forward – a tenancy awareness course aimed at preparing their client group to sustain a tenancy with a view to meeting the requirements of the Good Tenant Scheme.  | Mar 14   | Nicholas Stone | RND  |
| Embed the Think Families, Think Communities (TF/TC) approach to reducing crime and anti-social behaviour, improving educational attendance and reducing worklessness, resulting in reduced costs to the public purse. | Mar 14   | Lisa Oldroyd   | RND  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code     | Indicator   | Assignee       | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|----------|---|----------------|---------------------|---|----------------|----------------|----------------|------|
| RND P067 | Re-offending rates of High Crime Causers (HCCs) (adults)  | Lisa Oldroyd   | Targeted            | Financial                                   | 7.8            | TBC            | TBC            | RND  |
| NEW      | Number of Families Engaged through Think Families / Think Communities (TF/TC) Programme             | Lisa Oldroyd   | Targeted            | Financial                                   | 97             | 229            | TBC            | RND  |
| NEW      | Number of families where results have been claimed through Think Families/Think Communities (TF/TC) | Lisa Oldroyd   | Targeted            | Financial                                   | Not required   | 86             | TBC            | RND  |
| NEW      | Number of successful tenancies sustained through Fast Forward Programme                             | Nicholas Stone | Monitor             | Financial                                   | Not required   |                |                | RND  |

| SECTION 4 RISKS |  |             |      |
|-----------------|--|-------------|------|
| Code            | Risk   | Assignee    | Dept |
| RND<br>R032     | Failure of officers to fully embrace their responsibilities under the terms of Section 17, Crime and Disorder Act 1998 | Sally Forth | RND  |

**SECTION 1 OUTCOME DETAILS**

|                   |  |                            |             |
|-------------------|--|----------------------------|-------------|
| <b>Outcome:</b>   | 17. Hartlepool has an improved natural and built environment | <b>Theme:</b>              | Environment |
| <b>Lead Dept:</b> | Regeneration and Neighbourhoods                              | <b>Other Contributors:</b> |             |

**SECTION 2 ACTIONS**

| Action  | Due Date | Assignee   | Dept |
|---|----------|------------|------|
| Adopt the Hartlepool Local Plan which sets out the spatial vision, strategic objectives and core policies for the Borough for the next 15 years           | Aug 13   | Chris Pipe | RND  |
| Adopt a Green Infrastructure SPD (Supplementary Planning Document) which will safeguard and improve the built and natural environment within the Borough. | Mar 14   | Chris Pipe | RND  |

**SECTION 3 PERFORMANCE INDICATORS & TARGETS**

| Code            | Indicator | Assignee | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|-----------------|-----------|----------|---------------------|---|----------------|----------------|----------------|------|
| None Identified |           |          |                     |   |                |                |                |      |

**SECTION 4 RISKS**

| Code     | Risk  | Assignee       | Dept |
|----------|---|----------------|------|
| RND R059 | Failure to provide a 'sound' Planning Policy Framework leading to a lack of clear planning guidance | Christine Pipe | RND  |



**SECTION 1 OUTCOME DETAILS**

|                 |   |               |             |
|-----------------|---|---------------|-------------|
| <b>Outcome:</b> | 18. Quality local environments where public and community open spaces are clean, green and safe | <b>Theme:</b> | Environment |
|-----------------|---|---------------|-------------|

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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
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**SECTION 2 ACTIONS**

| Action   | Due Date | Assignee          | Dept |
|--|----------|-------------------|------|
| Encourage volunteer and community input into local green space management.   | Mar 14   | Deborah Jefferson | RND  |
| Investigate funding opportunities for the development of green space areas across the town.  | Mar 14   | Chris Wenlock     | RND  |
| Consult, develop and deliver year 1 projects of capital improvements to allotment sites.   | Mar 14   | Helen Beaman      | RND  |
| Develop and deliver a more integrated approach to environmental enforcement with key stakeholders.   | Mar 14   | Alison Carberry   | RND  |
| Undertake a review of service delivery and implement changes in street cleansing, grounds maintenance and highways to reflect the proposed revisions to refuse rounds                  | Dec 13   | Jon Wright        | RND  |
| Work in conjunction with partners to develop local environmental work placement opportunities that add value to the existing service by improving the quality of the local environment | Mar 14   | Jon Wright        | RND  |
| Monitor identified Contaminated Land sites, taking action as identified.   | Mar 14   | David Wilson      | RND  |

**SECTION 3 PERFORMANCE INDICATORS & TARGETS**

| <b>Code</b> | <b>Indicator</b>  | <b>Assignee</b>   | <b>Targeted or Monitor</b> | <b>Collection Period (e.g. Financial/academic)</b> | <b>2012/13 Target</b> | <b>2013/14 Target</b> | <b>2014/15 Target</b> | <b>Dept</b> |
|-------------|---|-------------------|----------------------------|--|-----------------------|-----------------------|-----------------------|-------------|
| RND P070    | No. of Volunteer days spent working on local green space management initiatives | Deborah Jefferson | Monitor                    | Financial  | Not required          |                       |                       | RND         |
| RND P061    | Achieve Quality Coast Award for Seaton Carew beach                              | Debbie Kershaw    | Targeted                   | Financial  | Yes                   | Yes                   | Yes                   | RND         |
| RND P050    | Percentage of streets that fall below an acceptable level of cleanliness        | Jon Wright        | Targeted                   | Financial  | 12.5                  | 12.5                  | TBC                   | RND         |
| NEW         | Number of individuals gaining work experience and accredited qualifications     | Jon Wright        | Monitor                    | Financial  | Not required          |                       |                       | RND         |

**SECTION 4 RISKS**

| <b>Code</b> | <b>Risk</b>   | <b>Assignee</b> | <b>Dept</b> |
|-------------|---|-----------------|-------------|
| RND R075    | Financial and environmental implications of addressing contaminated land issues | David Wilson    | RND         |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |             |
|-----------------|---|---------------|-------------|
| <b>Outcome:</b> | 19. Provide a sustainable, safe, efficient, effective and accessible transport system | <b>Theme:</b> | Environment |
|-----------------|---|---------------|-------------|

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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
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### SECTION 2 ACTIONS

| Action   | Due Date | Assignee    | Dept |
|--|----------|-------------|------|
| Seek funding for highway improvements in the A689/ Wynyard area, particularly through developer contributions. (ERS 2.30)        | Mar 14   | Mike Blair  | RND  |
| Deliver year 3 schemes as identified in the Local Transport Plan 2011 -15  | Mar 14   | Peter Frost | RND  |
| Develop the Integrated Transport Unit through partnership, collaboration and income related strategies, sustaining core services | Mar 14   | Paul Robson | RND  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code   | Indicator  | Assignee    | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|--------|--|-------------|---------------------|---|----------------|----------------|----------------|------|
| NI 167 | Congestion – average journey time per mile during the morning peak   | Peter Frost | Monitor             | Financial                                   | Not required   |                |                | RND  |
| NI 47  | The % change in the number of people killed or seriously injured in road traffic accidents during the calendar year compared to the average of the previous 3 years. | Peter Frost | Targeted            | Calendar                                    | 33             | 31             | TBC            | RND  |
| NI 48  | The % change in the number of Children killed or seriously injured in road traffic accidents during the calendar year compared to the                                | Peter Frost | Targeted            | Calendar                                    | 6              | 6              | TBC            | RND  |

|        |   |            |          |           |    |     |     |     |
|--------|---|------------|----------|-----------|----|-----|-----|-----|
|        | average of the previous 3 years.  |            |          |           |    |     |     |     |
| NI 168 | The percentage of principal roads where maintenance should be considered      | Mike Blair | Targeted | Financial | 4% | 12% | TBC | RND |
| NI 169 | The percentage of non-classified roads where maintenance should be considered | Mike Blair | Targeted | Financial | 4% | 12% | TBC | RND |

**SECTION 4 RISKS**

| <b>Code</b> | <b>Risk</b>  | <b>Assignee</b> | <b>Dept</b> |
|-------------|--|-----------------|-------------|
| RND R054    | Failure to maintain infrastructure to acceptable standard resulting in additional cost implications through insurance claims | Mike Blair      | RND         |
| RND R078    | Failure to develop an integrated transport strategy  | Paul Robson     | RND         |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |             |
|-----------------|---|---------------|-------------|
| <b>Outcome:</b> | 20. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects | <b>Theme:</b> | Environment |
|-----------------|---|---------------|-------------|

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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
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### SECTION 2 ACTIONS

| Action   | Due Date | Assignee       | Dept |
|--|----------|----------------|------|
| Undertake tender process for the development of a wind generation scheme at Brenda Road.   | Sep 13   | Paul Hurwood   | RND  |
| Implement actions of the Joint Strategic Needs Assessment (JSNA) Scrutiny review with regard to the environment.   | Mar 14   | Paul Hurwood   | RND  |
| Deliver the carbon reduction strategy and associated action plans  | Mar 14   | Paul Hurwood   | RND  |
| Develop and deliver a programme of community 'energy efficiency' and climate change adaption promotions  | Mar 14   | Paul Hurwood   | RND  |
| Engage with Hartlepool Chamber of Commerce to disseminate information on climate change adaptation.  | Mar 14   | Paul Hurwood   | RND  |
| Consult and promote a community 'Collective Energy Switching' programme throughout the Borough   | Mar 14   | Dave Hammond   | RND  |
| Implement changes to Waste Management Service including changes to kerbside collections; route optimisation and provision of 4 day working week for refuse operatives. | Jul 13   | Craig Thelwell | RND  |
| Secure approval and implement wave over topping protection works at the Town Wall  | Mar 14   | David Wilson   | RND  |
| Undertake phase 2 of the Seaton Carew sea defence works  | Mar 14   | David Wilson   | RND  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code   | Indicator   | Assignee     | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|--------|---|--------------|---------------------|---|----------------|----------------|----------------|------|
| NI 185 | Percentage CO2 reduction from local authority operations                | Paul Hurwood | Monitor             | Financial                                   | Not required   |                |                | RND  |
| NI 186 | Percentage per capita reduction in CO2 emissions in the LA area         | Paul Hurwood | Monitor             | Financial                                   | Not required   |                |                | RND  |
| NI 191 | Number of kilograms of residual household waste collected per household | Fiona Srogi  | Targeted            | Financial                                   | 710            | 705            | 700            | RND  |
| NI 192 | Percentage of household waste sent for reuse, recycling or composting   | Fiona Srogi  | Targeted            | Financial                                   | 45%            | 47%            | 49%            | RND  |
| NI 193 | Percentage of municipal waste land filled                               | Fiona Srogi  | Targeted            | Financial                                   | 5%             | 5%             | 5%             | RND  |

### SECTION 4 RISKS

| Code     | Risk   | Assignee     | Dept |
|----------|--|--------------|------|
| RND R067 | Failure to achieve recycling targets resulting in loss of income and additional costs.                                   | Fiona Srogi  | RND  |
| RND R076 | Consequences of climate change through the failure of the Council to tackle climate issues locally                       | Paul Hurwood | RND  |
| RND R087 | Income fluctuations in the market for recyclable materials resulting in difficulties in budget planning and forecasting. | Fiona Srogi  | RND  |

### SECTION 1 OUTCOME DETAILS

|                 |  |               |         |
|-----------------|--|---------------|---------|
| <b>Outcome:</b> | 21. Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design | <b>Theme:</b> | Housing |
|-----------------|--|---------------|---------|

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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
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### SECTION 2 ACTIONS

| Action   | Due Date | Assignee      | Dept |
|--|----------|---------------|------|
| Collate information about the distribution of all registered provider tenure types across the town and use this to assess the impact of new products on tenure choice across the borough. (Housing Strategy 1A7) | Mar 2014 | Nigel Johnson | RND  |
| Continue to achieve improvements in the number of private sector homes constructed to lifetime home standards and relevant government energy efficiency levels. (Housing Strategy 1B1)                           | Mar 2014 | Chris Pipe    | RND  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code       | Indicator  | Assignee      | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|------------|--|---------------|---------------------|---|----------------|----------------|----------------|------|
| NI 155     | Number of affordable homes delivered (gross)     | Nigel Johnson | Targeted            | Financial                                   | 80             | 50             | TBC            | RND  |
| LAA H P002 | Sustainable homes constructed (Housing Strategy) | Chris Pipe    | Targeted            | Financial                                   | 50             | TBC            | TBC            | RND  |

### SECTION 4 RISKS

| Code     | Risk  | Assignee      | Dept |
|----------|---|---------------|------|
| RND R057 | Reduction in funding for housing investment | Nigel Johnson | RND  |

|             |   |               |     |
|-------------|---|---------------|-----|
| RND<br>R061 | Inability to meet very high levels of local housing needs including affordable housing  | Nigel Johnson | RND |
| RND<br>R062 | Effective delivery of housing market renewal affected by external decisions and funding | Nigel Johnson | RND |



### SECTION 1 OUTCOME DETAILS

|                 |   |               |         |
|-----------------|---|---------------|---------|
| <b>Outcome:</b> | 22. Hartlepool has improved housing stock w here all homes across tenures offer a decent living environment | <b>Theme:</b> | Housing |
|-----------------|---|---------------|---------|

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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
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### SECTION 2 ACTIONS

| Action  | Due Date | Assignee      | Dept |
|---|----------|---------------|------|
| Work w ith landlords to prevent homes from becoming long-term empty through early intervention.   | Mar 14   | Amy Waller    | RND  |
| Implement actions follow ing the outcome of the consultation and evaluation of the selective licensing review .   | Mar 14   | Lynda Igoe    | RND  |
| Registered providers to improve their stock to 'decent homes plus' standard (Housing Strategy 2B2)  | Mar 14   | Nigel Johnson | RND  |
| Support landlords to carry out energy efficiency works to deal w ith excess cold hazards through education and promotion of the benefits (Housing Strategy 2E2) | Mar 14   | Nigel Johnson | RND  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code             | Indicator  | Assignee      | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|------------------|--|---------------|---------------------|---|----------------|----------------|----------------|------|
| LAA<br>H<br>P001 | Number of long term (over 6 months) empty homes brought back into use. | Nigel Johnson | Targeted            | Financial                                   | 57             | TBC            | TBC            | RND  |

**SECTION 4 RISKS**

| <b>Code</b> | <b>Risk</b>   | <b>Assignee</b> | <b>Dept</b> |
|-------------|---|-----------------|-------------|
| RND<br>R015 | Failure to secure funding for delivery of empty homes strategy                          | Nigel Johnson   | RND         |
| RND<br>R061 | Inability to meet very high levels of local housing needs including affordable housing  | Nigel Johnson   | RND         |
| RND<br>R062 | Effective delivery of housing market renewal affected by external decisions and funding | Nigel Johnson   | RND         |
| RND<br>R053 | Failure to respond to and implement changes to selective licensing                      | Nigel Johnson   | RND         |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |         |
|-----------------|---|---------------|---------|
| <b>Outcome:</b> | 23. Housing Services and housing options respond to the specific needs of all communities within Hartlepool | <b>Theme:</b> | Housing |
|-----------------|---|---------------|---------|

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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> |  |
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### SECTION 2 ACTIONS

| Action   | Due Date | Assignee    | Dept |
|--|----------|-------------|------|
| Review and monitor the impact of welfare and social housing reforms on tenancy sustainability, homelessness, tenancy satisfaction and vulnerable people on the housing waiting list. | Mar 14   | Karen Kelly | RND  |
| Implement changes to the Choice Based Letting (CBL) scheme (Common Allocations Policy) following the review in 2012  | Mar 14   | Karen Kelly | RND  |
| Assist people to maintain independent living through the provision of minor adaptations.   | Mar 14   | Karen Kelly | RND  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code     | Indicator   | Assignee    | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|----------|---|-------------|---------------------|---|----------------|----------------|----------------|------|
| RND P051 | Number of households where homelessness has been prevented through Local Authority action | Lynda Igoe  | Targeted            | Financial                                   | 12             | 9              | 9              | RND  |
| RPD P107 | Average waiting time for a Disabled Facility Grant to be completed                        | Karen Kelly | Targeted            | Financial                                   | Not required   | 95 days        | TBC            | RND  |

| SECTION 4 RISKS |  |            |      |
|-----------------|--|------------|------|
| Code            | Risk   | Assignee   | Dept |
| RND<br>R070     | Failure to provide correct housing advice to the public. | Lynda Igoe | RND  |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |                     |
|-----------------|---|---------------|---------------------|
| <b>Outcome:</b> | 24. People enjoy equal access to leisure, culture, sport, libraries which enrich their lives, improve the places where they live, and strengthen communities. | <b>Theme:</b> | Culture and Leisure |
|-----------------|---|---------------|---------------------|

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|-------------------|--------------------------|----------------------------|--|
| <b>Lead Dept:</b> | Child and Adult Services | <b>Other Contributors:</b> |  |
|-------------------|--------------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action   | Due Date | Assignee                      | Dept |
|--|----------|-------------------------------|------|
| Achieve Service Accreditation as required across community services.   | Mar 14   | John Mennear                  | CAD  |
| Develop on-line booking services across community services, including sports & culture   | Mar 14   | David Worthington / Pat Usher | CAD  |
| Work closely with key partners and groups to deliver programmes of activity to meet the sport and physical activity needs of the Hartlepool community, increasing participation opportunities. | Mar 14   | Pat Usher                     | CAD  |
| Undertake a strategic lead for the delivery of Sport and physical activity through the Community Activities Network  | Mar 14   | Pat Usher                     | CAD  |
| Improve access to Culture & Information services and develop new audiences.  | Mar 14   | David Worthington             | CAD  |
| Implement Olympic Legacy Action Plan   | Mar 14   | Pat Usher                     | CAD  |
| Implement revised sport & physical activity strategy action plan   | Mar 14   | Pat Usher                     | CAD  |
| Implement outcome of the agreed scrutiny report into the museum collections action plan  | Mar 14   | David Worthington             | CAD  |
| Implement reviewed archaeology delivery arrangements to safeguard the service  | Mar 14   | Robin Daniels                 | CAD  |
| Identify, determine and evaluate alternative management arrangements for community services  | Mar 14   | John Mennear                  | CAD  |
| Revision and adoption of the Indoor Sports Facilities Strategy   | May 13   | Pat Usher                     | CAD  |

|  |        |                   |     |
|--|--------|-------------------|-----|
| Conduct twice yearly review of the Playing Pitch Strategy (2012)   | Mar 14 | Pat Usher         | CAD |
| Review implications of Income generation, funding, savings, charging strategies on service provision   | Mar 14 | John Mennear      | CAD |
| Plan and deliver a number of events, in partnership with other Cultural organisations in the Tees Valley, in relation to the festival of the North East and the centenary of beginning of World War I. | Mar 14 | David Worthington | CAD |
| To review the provision of Children's holiday craft/arts workshops across Community Services to ensure the most effective delivery and marketing methods.  | Mar 14 | David Worthington | CAD |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code              | Indicator   | Assignee          | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|-------------------|---|-------------------|---------------------|---|----------------|----------------|----------------|------|
| NI 9              | Use of public libraries   | David Worthington | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| NI 10             | Visits to museums and galleries   | David Worthington | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| LAA CL P001       | Number of people from vulnerable groups engaged in culture, leisure activities and sport  | Leigh Keeble      | Targeted            | Financial Year                              | 1,115          | 1,115          | 1,115          | CAD  |
| P059 (LAA CL 003) | Overall average attendance at Mill House, Brierton and Headland Leisure Centres   | Pat Usher         | Targeted            | Financial Year                              | 410,000        | TBC            | TBC            | CAD  |
| P062              | Number of housebound people receiving a home visit from the home library service once every 3 weeks, for as long as they require the service. | David Worthington | Targeted            | Financial Year                              | 567            | 567            | TBC            | CAD  |
| PO84              | Maintain & enhance the Historic Environment Record (HER) via % reviewed, edited and added.  | Robin Daniels     | Monitor             | Financial Year                              | Not required   |                |                | CAD  |

|      |   |                   |         |                |              |     |
|------|---|-------------------|---------|----------------|--------------|-----|
| P011 | People in organised school trips to museums / galleries   | David Worthington | Monitor | Financial Year | Not required | CAD |
| New  | No of volunteers actively engaged for 1 hour p/w on Sport & Physical Activity delivery                          | Pat Usher         | Monitor | Financial Year | Not required | CAD |
| New  | Level of external partnership funding attracted to deliver new initiatives/commissioned work in Sport & Culture | Pat Usher         | Monitor | Financial Year | Not required | CAD |

#### SECTION 4 RISKS

| Code     | Risk  | Assignee     | Dept |
|----------|---|--------------|------|
| CAD R013 | Failure to achieve required customer and visitor income levels  | John Mennear | CAD  |
| CAD R044 | Failure to retain suitably skilled staff in the Museum Service (Actively Managed)   | John Mennear | CAD  |
| CAD R045 | Failure to deliver statutory elements of the Library Service (Actively Managed)   | John Mennear | CAD  |
| CAD R046 | Failure to provide statutory service of archaeological planning advice and Historic Environment Record (Actively Managed)   | John Mennear | CAD  |
| CAD R052 | Failure to meet the licensing requirements of the Adventurous Activity Licensing Authority (Actively Managed)   | John Mennear | CAD  |
| CAD R053 | Failure to adhere to the recommended standards regarding pool safety management (Actively Managed)  | John Mennear | CAD  |
| 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)                            | John Mennear | CAD  |
| CAD R056 | Lack of adequate investment in public buildings affecting ability to income generate (Actively Managed)   | John Mennear | CAD  |
| 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) | John Mennear | CAD  |
| CAD R058 | Failure to adhere to recommendations of the Playing Pitch Strategy (Actively Managed)   | John Mennear | CAD  |

**SECTION 1 OUTCOME DETAILS**

|                 |   |               |                           |
|-----------------|---|---------------|---------------------------|
| <b>Outcome:</b> | 25. Local people have a greater voice and influence over local decision making and the delivery of services | <b>Theme:</b> | Strengthening Communities |
|-----------------|---|---------------|---------------------------|

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| <b>Lead Dept:</b> | Regeneration and Neighbourhoods | <b>Other Contributors:</b> | Chief Executives |
|-------------------|---------------------------------|----------------------------|------------------|

**SECTION 2 ACTIONS**

| Action   | Due Date | Assignee           | Dept |
|--|----------|--------------------|------|
| Support the development of the Voluntary & Community Sector (VCS) Strategy Action Plan   | Mar 14   | Fiona Stanforth    | RND  |
| Deliver the Community Pool Funding Programme   | Mar 14   | Fiona Stanforth    | RND  |
| Develop a Neighbourhood Plan for the Rural Area of Hartlepool in line with Neighbourhood Planning policy under the Localism Act 2011 | Mar 14   | Adele Wilson       | RND  |
| Develop a Neighbourhood Plan for The Headland in line with Neighbourhood Planning policy under the Localism Act 2011                 | Mar 14   | Adele Wilson       | RND  |
| Refresh the Neighbourhood Management and Empowerment Strategy Action Plan.   | Mar 14   | Adele Wilson       | RND  |
| Monitor the progress of priorities outlined in the eleven Ward Profiles developed across the town.                                   | Mar 14   | Adele Wilson       | RND  |
| Support the delivery of Face the Public Events by the Strategic Partners Group and Theme Groups                                      | Mar 14   | Catherine Grimwood | CED  |



### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code     | Indicator  | Assignee     | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|----------|--|--------------|---------------------|---|----------------|----------------|----------------|------|
| NEW      | Percentage of residents feeling that they can influence decisions that affect their local area | Adele Wilson | Targeted            | Financial                                   | Not required   | 25%            | TBC            | RND  |
| RND P052 | Number of voluntary and community groups supported   | Adele Wilson | Targeted            | Financial                                   | Not required   | 40             | TBC            | RND  |
| NEW      | Number of neighbourhood plans ratified   | Adele Wilson | Targeted            | Financial                                   | Not required   | 2              | TBC            | RND  |

### SECTION 4 RISKS

| Code     | Risk   | Assignee    | Dept |
|----------|--|-------------|------|
| RND R056 | Failure of service providers to focus resources on neighbourhood renewal areas | Clare Clark | RND  |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |                           |
|-----------------|---|---------------|---------------------------|
| <b>Outcome:</b> | 26. Make a positive contribution – people are involved with the community and society | <b>Theme:</b> | Strengthening Communities |
|-----------------|---|---------------|---------------------------|

|                   |                          |                            |  |
|-------------------|--------------------------|----------------------------|--|
| <b>Lead Dept:</b> | Child and Adult Services | <b>Other Contributors:</b> |  |
|-------------------|--------------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action   | Due Date | Assignee       | Dept |
|--|----------|----------------|------|
| Work in partnership with Parents Forum – 1 Hart (One Heart, One Mind, One Future) to design services   | Mar 14   | Tracy Liverase | CAD  |
| Implement the participation strategy   | Mar 14   | Mark Smith     | CAD  |
| Work in partnership with the Children in Care Council to influence and shape corporate parenting   | Mar 14   | Jane Young     | CAD  |
| Provide and evaluate the impact of positive activities for children and young people   | Jul 13   | Mark Smith     | CAD  |
| Ensure a wide range of learning opportunities are available which encourage community involvement via implementation of the Adult Education Service Plan | Jul 14   | Maggie Heaps   | CAD  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code   | Indicator   | Assignee       | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|--------|---|----------------|---------------------|---|----------------|----------------|----------------|------|
| NI 110 | Young people's participation in positive activities | Beth Storey    | Monitor             | Financial Year                              | Not required   |                |                | CAD  |
| New    | Participation in Looked After Children reviews      | Sally Robinson | Monitor             | Financial Year                              | Not required   |                |                | CAD  |

| SECTION 4 RISKS |  |            |      |
|-----------------|--|------------|------|
| Code            | Risk   | Assignee   | Dept |
| CAD<br>R028     | Failure to provide reasonable access to safe and appropriate out of school activities for young people | Mark Smith | CAD  |

### SECTION 1 OUTCOME DETAILS

|                 |  |               |                            |
|-----------------|--|---------------|----------------------------|
| <b>Outcome:</b> | 27. Improve the efficiency and effectiveness of the organisation | <b>Theme:</b> | Organisational Development |
|-----------------|--|---------------|----------------------------|

|                   |                  |                            |   |
|-------------------|------------------|----------------------------|---|
| <b>Lead Dept:</b> | Chief Executives | <b>Other Contributors:</b> | Regeneration and Neighbourhoods<br>Child and Adult Services |
|-------------------|------------------|----------------------------|---|

### SECTION 2 ACTIONS

| Action   | Due Date | Assignee                       | Dept |
|--|----------|--------------------------------|------|
| Develop and implement the workforce plan to support the Councils corporate efficiency programme  | Mar 14   | Rachel Clark                   | CED  |
| Review and update Medium Term Financial Strategy (MTFS)  | Mar 14   | Chris Little                   | CED  |
| Determine and implement a revised programme to deliver the savings required in light of MTFS and budget settlement for 2013/14 and 2014/15.                                    | Mar 14   | Andrew Atkin /<br>Chris Little | CED  |
| Develop proposals for consideration by members in respect of collaboration for Corporate Services.   | Dec 13   | Andrew Atkin /<br>Chris Little | CED  |
| Review contract arrangements for the corporate performance management system.  | Mar 14   | Catherine Grimwood             | CED  |
| Review of Corporate ICT Strategy to ensure it continues to support Corporate Objectives including opportunities to use ICT to generate efficiency savings across the Authority | Mar 14   | Joan Chapman                   | CED  |
| Delivery of key projects identified in ICT Strategy  | Mar 14   | Joan Chapman                   | CED  |
| Improve awareness of information security requirements and individual responsibilities through training and online communication   | Mar 14   | Paul Diaz                      | CED  |
| Implement HR Insight corporate toolset to improve employee establishment and organisational data   | Jun 13   | Kevin Shears                   | CED  |
| Implement HR Insight Leave Management module   | Dec 13   | Kevin                          | CED  |

|   |        |              |     |
|---|--------|--------------|-----|
|   |        | Shears       |     |
| Financially model Local Council Tax Support Scheme costs and underlying assumptions | Sep 13 | John Morton  | CED |
| Review the Council's Commissioning and Procurement Strategy                         | Mar 14 | David Hart   | RND |
| Deliver the accommodation strategy including the vacation of Bryan Hanson House     | Mar 14 | Dale Clarke  | RND |
| Deliver capital receipts in line with programme                                     | Mar 14 | Dale Clarke  | RND |
| Develop a Facilities Management strategy  | Jul 13 | Karen Oliver | RND |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code       | Indicator   | Assignee                    | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target                       | Dept |
|------------|---|-----------------------------|---------------------|---|----------------|----------------|--------------------------------------|------|
| CEDCS P042 | Actual savings from efficiency and savings Programme              | Andrew Atkin / Chris Little | Targeted            | Financial Year                              | £6.6m          | £5.4m          | £5.5m (initial planning assumptions) | CED  |
| ICT PI 4   | Percentage of ICT incidents resolved within agreed service levels | John Bulman                 | Targeted            | Financial Year                              | 96%            | 96%            | 96%                                  | CED  |
| ICT SI 3   | Unavailability of ICT services to users                           | John Bulman                 | Targeted            | Financial Year                              | 4.25%          | 4.25%          | 4.25%                                | CED  |
| CEDCS P017 | Number of website hits – unique visitors                          | Paul Diaz                   | Targeted            | Financial Year                              | 325,000        | + 5%           | + 5%                                 | CED  |
| CEDFI P001 | Percentage of Invoices paid in 30 days                            | Kevin Shears                | Targeted            | Financial Year                              | 94%            | 95%            | 96%                                  | CED  |
| CEDFI P030 | Percentage of Local Supplier Invoices paid in 10 days             | Kevin Shears                | Targeted            | Financial Year                              | 85%            | 85%            | 85%                                  | CED  |
| CEDFI      | Percentage of Council Tax Collected                               | Roy                         | Targeted            | Financial Year                              | 97%            | 95%            | 95%                                  | CED  |

|               |  |                 |          |                |     |     |     |     |
|---------------|--|-----------------|----------|----------------|-----|-----|-----|-----|
| P002          |  | Horseman        |          |                |     |     |     |     |
| CEDFI<br>P003 | Percentage of Business Rates Collected | Roy<br>Horseman | Targeted | Financial Year | 98% | 98% | 98% | CED |

#### SECTION 4 RISKS

| Code        | Risk   | Assignee  | Dept |
|-------------|--|---|------|
| CED<br>R073 | Maintain skill and know ledge of appropriate employees across the Council in relation to PM, risk, consultation, complaints and data quality procedures through the Efficiency and Savings Programme | Catherine<br>Grimw ood  | CED  |
| CED<br>R089 | Experiencing failure or lack of access to Critical ICT systems (Actively Managed)  | Andrew Atkin  | CED  |
| CED<br>R091 | Failure to have corporately adequate arrangements in place to manage and deliver the budget strategy and the savings programme   | Andrew Atkin;<br>Chris Little                                     | CED  |
| CED<br>R042 | The Council is targeted by individuals / organisations in order to launder money from criminal activity  | Chris Little  | CED  |
| CED<br>R043 | Treasury management decisions on borrow ing and investment fail to optimise benefit for council  | Chris Little  | CED  |
| CED<br>R053 | Poor workforce planning and development may lead to poor service delivery / behaviour by employees   | Wally Stagg   | CED  |
| CED<br>R054 | A major health and safety accident or incident may occur as a result of employees actions or inactions   | Stuart Langston   | CED  |
| CED<br>R056 | Failure of external occupational health etc suppliers / providers to consistently provide services, leading to HR not delivering services to departments.  | Stuart Langston   | CED  |
| CED<br>R057 | Failure to achieve external income leading to budget reductions resulting in a reduction of staff.   | Wally Stagg   | CED  |
| CED<br>R068 | Failure to carry out a statutory process   | Peter Devlin  | CED  |
| CED<br>R069 | Failure to support the HR aspects of the savings programme leading to a detrimental impact on services   | Rachel Clark,<br>Gillian Laight, Wally<br>Stagg, Alison<br>Sw ann | CED  |
| CED         | The Council becomes a target for fraudulent activities   | Noel Adamson  | CED  |

|             |  |                |     |
|-------------|--|----------------|-----|
| R072        |  |                |     |
| CED<br>R083 | Failure to provide council services during emergency conditions  | John Morton    | CED |
| CAD<br>R008 | Damage / Disruption due to violence to staff , health & safety incidents or poor working conditions (Actively Managed)   | Peter McIntosh | CAD |
| CAD<br>R016 | Failure to safeguard physical assets and ensure contingencies in place   | Peter McIntosh | CAD |
| RND<br>R085 | Failure to achieve the Council's Capital Receipts target because of the difficult economic climate and market conditions | Dale Clarke    | RND |
| RND<br>R047 | Failure to execute procurement activities within the guidelines leading to challenges to contract award decisions.       | David Hart     | RND |

### SECTION 1 OUTCOME DETAILS

|                 |   |               |                            |
|-----------------|---|---------------|----------------------------|
| <b>Outcome:</b> | 28. Deliver effective customer focussed services, meeting the needs of diverse groups and maintaining customer satisfaction | <b>Theme:</b> | Organisational Development |
|-----------------|---|---------------|----------------------------|

|                   |                  |                            |                                 |
|-------------------|------------------|----------------------------|---------------------------------|
| <b>Lead Dept:</b> | Chief Executives | <b>Other Contributors:</b> | Regeneration and Neighbourhoods |
|-------------------|------------------|----------------------------|---------------------------------|

### SECTION 2 ACTIONS

| Action  | Due Date | Assignee            | Dept |
|---|----------|---------------------|------|
| Replace contact centre telephony solution   | Mar 14   | Christine Armstrong | CED  |
| Enhance booking system capabilities   | Mar 14   | Christine Armstrong | CED  |
| Improve on-line facilities for customers  | Mar 14   | Christine Armstrong | CED  |
| Deliver contact centre roll-in and service development programme  | Mar 14   | Christine Armstrong | CED  |
| Ensure that the Council has procedures in place to meet the requirements of the Equality Act 2010 by co-ordinating activities across departments to meet the items included in the Equality & Diversity Action Plan | Mar 14   | Christine Armstrong | CED  |
| Coordinate corporate complaints process and responses to Local Government Ombudsman complaints  | Mar 14   | Catherine Grimwood  | CED  |
| Provide training and support to ensure appropriate consultation mechanisms are employed by council employees  | Mar 14   | Catherine Grimwood  | CED  |
| Complete View point surveys 40, 41 and 42   | Mar 14   | Catherine Grimwood  | CED  |
| Promote and disseminate the results of the Hartlepool Household Survey  | Oct 13   | Catherine Grimwood  | CED  |
| Review DWP Funded Discretionary Housing Payment Policy Framework  | Sep 13   | Julie Pullman       | CED  |



|  |        |                     |     |
|--|--------|---------------------|-----|
| Develop Engagement Strategy for DWP Universal Credit Roll out  | Sep 13 | Julie Pullman       | CED |
| Enhance monitoring arrangements for Registration Service performance management framework  | Mar 14 | Christine Armstrong | CED |
| Undertake a review of the advice and guidance services provided by the council to the public with a view to determining their most effective delivery and as part of this a review of the current provision of services through the contact centre | Aug 13 | Graham Frankland    | RND |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code          | Indicator  | Assignee      | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|---------------|--|---------------|---------------------|---|----------------|----------------|----------------|------|
| CEDCAWS P001  | Average wait in seconds for telephone calls to be answered                         | Julie Howard  | Targeted            | Financial Year                              | 30 secs        | 30 secs        | 30 secs        | CED  |
| CEDCAWS P002  | Average wait in minutes for face to face customers without an appointment          | Julie Howard  | Targeted            | Financial Year                              | 15 mins        | 15 mins        | 15 mins        | CED  |
| CEDCAWS P003  | % of Contact Centre emails handled the same day                                    | Julie Howard  | Targeted            | Financial Year                              | 90%            | 90%            | 90%            | CED  |
| CEDCAWS P004  | % of Contact Centre enquires handled at the first point of contact                 | Julie Howard  | Targeted            | Financial Year                              | 85%            | 85%            | 85%            | CED  |
| New           | % of customers satisfied with Contact Centre service delivery                      | Julie Howard  | Targeted            | Financial Year                              | 90%            | 90%            | 90%            | CED  |
| CEDCS P062    | Total Complaints investigated by LGO Investigative Team (including Reports Issued) | David Hunt    | Monitor             | Financial Year                              | Not required   |                |                | CED  |
| CEDCS P063    | Number of Complaint Reports Issued by LGO Investigative Team                       | David Hunt    | Monitor             | Financial Year                              | Not required   |                |                | CED  |
| COMPLAINTS P3 | Total Number of Corporate Complaints Upheld or Partly Upheld                       | David Hunt    | Monitor             | Financial Year                              | Not required   |                |                | CED  |
| New           | Average number of View Point Questionnaire responses                               | Lisa Anderson | Monitor             | Financial Year                              | Not required   |                |                | CED  |

|               |  |               |          |                |              |         |         |     |
|---------------|--|---------------|----------|----------------|--------------|---------|---------|-----|
| CEDCS P057    | Percentage of View Point Questionnaire responses made online                                     | Lisa Anderson | Monitor  | Financial Year | Not required |         |         | CED |
| CEDFIP004     | Average time to process new Housing Benefit / Council Tax Support claims                         | Julie Pullman | Targeted | Financial Year | 20 days      | 20 days | 20 days | CED |
| CEDFI P005    | Average time to process Housing Benefit / Council Tax Support changes in circumstances           | Julie Pullman | Targeted | Financial Year | 9 days       | 9 days  | 9 days  | CED |
| Reg1(i)       | % births registered w ithin 42 days  | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg1(ii)      | % still-births registered w ithin 42 days  | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg1(iii)     | % deaths registered w ithin 7 days, excluding registrations follow ing post mortems and inquests | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg1(iv)      | % deaths after post mortem registered within 7 days  | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg2.A.1(i)   | % birth registration/declaration appointments offered w ithin 7 days                             | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg2.A.1(ii)  | % still-birth registration/declaration appointments offered w ithin 2 w orking days              | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg2.A.1(iii) | % death registration/declaration appointments offered w ithin 2 w orking days                    | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg2.A.1(iv)  | % notice of marriage/civil partnership appointments offered w ithin 7 days                       | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg2.A.2      | % of registration customers seen w ithin 10 minutes of appointment time                          | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg3          | % registration certificate applications processed within 7 days of receipt                       | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg4          | % of satisfied customers for registration service  | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |
| Reg5          | Number of formal complaints received   | Elaine Cook   | Monitor  | Financial Year | Not required |         |         | CED |

|  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
|  | (actual and as % of all registrations) |  |  |  |  |  |
|--|--|--|--|--|--|--|

| SECTION 4 RISKS |   |                     |      |
|-----------------|---|---------------------|------|
| Code            | Risk  | Assignee            | Dept |
| 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) | Andrew Atkin        | CED  |
| CED R052        | Failure of Contact Centre to improve service delivery   | Christine Armstrong | CED  |
| CED R028        | Failure to provide Statutory Registration duties (including IT system)  | Christine Armstrong | CED  |

**SECTION 1 OUTCOME DETAILS**

|                 |   |               |                            |
|-----------------|---|---------------|----------------------------|
| <b>Outcome:</b> | 29. Maintain effective governance arrangements for core business and key partnerships | <b>Theme:</b> | Organisational Development |
|-----------------|---|---------------|----------------------------|

|                   |                  |                            |  |
|-------------------|------------------|----------------------------|--|
| <b>Lead Dept:</b> | Chief Executives | <b>Other Contributors:</b> |  |
|-------------------|------------------|----------------------------|--|

**SECTION 2 ACTIONS**

| Action  | Due Date | Assignee                         | Dept |
|---|----------|----------------------------------|------|
| Provide full opinion on Governance arrangements to the Audit and Governance Committee   | May 2014 | Noel Adamson                     | CED  |
| Support of the development and updating of the Constitution   | Mar 14   | Peter Devlin/<br>Amanda Whitaker | CED  |
| Support of Council's Governance structure   | Mar 14   | Amanda Whitaker                  | CED  |
| Implement findings of Peer Review Action Plan   | TBC      | Corporate Management Team        | CED  |
| Evaluate the effectiveness of partnership arrangements in the Borough including the Strategic Partners Group and Theme Groups and ensure that appropriate governance arrangements are in place. | Dec 13   | Catherine Grimwood               | CED  |
| Award new ICT contract  | Oct 13   | Joan Chapman                     | CED  |
| Ensure lawfulness and fairness of decisions   | Mar 14   | Peter Devlin                     | CED  |
| Maintain and promote Councils whistle blowing policy  | Mar 14   | Peter Devlin                     | CED  |
| Promote and maintain high standards of conduct by members and co-opted members  | Mar 14   | Peter Devlin                     | CED  |

**SECTION 3 PERFORMANCE INDICATORS & TARGETS**

| Code            | Indicator | Assignee | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|-----------------|-----------|----------|---------------------|---|----------------|----------------|----------------|------|
| None Identified |           |          |                     |   |                |                |                |      |

**SECTION 4 RISKS**

| Code     | Risk   | Assignee                   | Dept |
|----------|--|----------------------------|------|
| CED R037 | Failure to embed risk management framework leads to service/governance failures resulting in reputation/financial loss                     | Catherine Grimwood         | CED  |
| CED R094 | Failure to deliver a new ICT contract  | Andrew Atkin               | CED  |
| CED R095 | Failure to have in place effective governance arrangements   | Andrew Atkin; Peter Devlin | CED  |
| CED R007 | Decision making meetings not taking place due to a loss of council facilities or serious problems preventing Councillors / staff attending | Amanda Whitaker            | CED  |
| CED R060 | Failure to deliver an effective Corporate Legal Service  | Alyson Carmen              | CED  |
| CED R079 | Full opinion on governance arrangements not provided   | Noel Adamson               | CED  |

**SECTION 1 OUTCOME DETAILS**

|                 |  |               |                            |
|-----------------|--|---------------|----------------------------|
| <b>Outcome:</b> | 30. Maintain effective Performance, Finance and Risk Management Arrangements | <b>Theme:</b> | Organisational Development |
|-----------------|--|---------------|----------------------------|

|                   |                  |                            |  |
|-------------------|------------------|----------------------------|--|
| <b>Lead Dept:</b> | Chief Executives | <b>Other Contributors:</b> |  |
|-------------------|------------------|----------------------------|--|

**SECTION 2 ACTIONS**

| Action  | Due Date | Assignee           | Dept |
|---|----------|--------------------|------|
| Implement reclassification and valuation of highways assets   | Dec 13   | Chris Little       | CED  |
| Produce statement of accounts   | Jun 14   | Chris Little       | CED  |
| Review 2013/14 service planning approach and make recommendations to improve service planning for 2014/15   | Oct 12   | Catherine Grimwood | CED  |
| Agree and implement service planning framework for 2014/15  | May 14   | Catherine Grimwood | CED  |
| Coordinate quarterly performance and risk reporting for 2013/14 to ensure well informed decision making and accountability of Members and senior managers | May 14   | Catherine Grimwood | CED  |
| Undertake performance indicator review to ensure adherence to data quality policy   | Mar 14   | Catherine Grimwood | CED  |

**SECTION 3 PERFORMANCE INDICATORS & TARGETS**

| Code            | Indicator | Assignee | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|-----------------|-----------|----------|---------------------|---|----------------|----------------|----------------|------|
| None Identified |           |          |                     |   |                |                |                |      |

**SECTION 4 RISKS**

| <b>Code</b> | <b>Risk</b>  | <b>Assignee</b>    | <b>Dept</b> |
|-------------|--|--------------------|-------------|
| CED R031    | Performance management arrangement fails to operate as intended resulting in unanticipated service/governance failure within the Council / Partnership | Catherine Grimwood | CED         |
| CED R063    | Lack of data quality for performance information results in poor decision making and worsening performance   | Catherine Grimwood | CED         |
| CED R076    | Partnership structures no longer fit for purpose resulting in relationship breakdown between Hartlepool Borough Council and key partners.              | Catherine Grimwood | CED         |
| CED R096    | Lack of data quality of consultation conducted results in poor decision making and worsening performance   | Catherine Grimwood | CED         |
| CED R080    | Statutory deadlines for the production of the Councils accounts may not be met   | Chris Little       | CED         |

### SECTION 1 OUTCOME DETAILS

|                 |  |               |                            |
|-----------------|--|---------------|----------------------------|
| <b>Outcome:</b> | 31. Maintain the profile and reputation of the Council | <b>Theme:</b> | Organisational Development |
|-----------------|--|---------------|----------------------------|

|                   |                  |                            |  |
|-------------------|------------------|----------------------------|--|
| <b>Lead Dept:</b> | Chief Executives | <b>Other Contributors:</b> |  |
|-------------------|------------------|----------------------------|--|

### SECTION 2 ACTIONS

| Action  | Due Date | Assignee     | Dept |
|---|----------|--------------|------|
| Produce 4 editions of the community magazine, Hartbeat, on a zero budget  | Mar 14   | Alastair Rae | CED  |
| Ensure that appropriate mechanisms are in place to ensure effective communication in relation to new public health responsibilities | Apr 13   | Alastair Rae | CED  |
| Ensure that effective mechanisms are in place to explain the budget pressures facing the Council                                    | Jun 13   | Alastair Rae | CED  |
| Continue to develop social networking and new media opportunities to promote the work and services of the Council                   | Mar 14   | Alastair Rae | CED  |
| Seize opportunities to promote Hartlepool Council and the town in general on a national and international platform                  | Mar 14   | Alastair Rae | CED  |
| Ensure that the public relations income generation target is met  | Mar 14   | Alastair Rae | CED  |

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code       | Indicator  | Assignee     | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|------------|--|--------------|---------------------|---|----------------|----------------|----------------|------|
| CEDCS P027 | The percentage of readers who read some or most of the content of Hartbeat | Alastair Rae | Monitor             | Triennial                                   | Not required   |                |                | CED  |



|     |  |              |         |                |              |     |
|-----|--|--------------|---------|----------------|--------------|-----|
| New | Increase the number of 'followers' and 'likes' on Twitter and Facebook | Alastair Rae | Monitor | Financial Year | Not required | CED |
|-----|--|--------------|---------|----------------|--------------|-----|

#### SECTION 4 RISKS

| Code     | Risk  | Assignee     | Dept |
|----------|---|--------------|------|
| CED R005 | The failure to maintain a positive/excellent reputation.  | Alastair Rae | CED  |
| CED R092 | The risk of ineffective delivery of PR representation when the Council PR Team is representing more than one organisation   | Alastair Rae | CED  |
| 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. | Wally Stagg  | CED  |
| CED R055 | Significant breach of confidentiality and / or personal data security creating poor industrial relations and morale leading to criminal and / or civil proceedings and adverse publicity                      | Rachel Clark | CED  |
| CED R062 | The risk of a breach of conduct by elected members / co-opted members   | Peter Devlin | CED  |

**SECTION 1 OUTCOME DETAILS**

|                 |   |               |                            |
|-----------------|---|---------------|----------------------------|
| <b>Outcome:</b> | 32. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function | <b>Theme:</b> | Organisational Development |
|-----------------|---|---------------|----------------------------|

|                   |                  |                            |  |
|-------------------|------------------|----------------------------|--|
| <b>Lead Dept:</b> | Chief Executives | <b>Other Contributors:</b> |  |
|-------------------|------------------|----------------------------|--|

**SECTION 2 ACTIONS**

| Action  | Due Date | Assignee        | Dept |
|---|----------|-----------------|------|
| Review Workforce Strategy including Member Development  | Mar 14   | Wally Stagg     | CED  |
| Improve the control of significant health and safety risks to ensure that they are identified and that they are appropriately managed.        | Mar 14   | Stuart Langston | CED  |
| Develop and implement the Council's annual health promotion plan.   | Mar 14   | Stuart Langston | CED  |
| Implement the Equal Pay Audit action plan (Year 1)  | Mar 14   | Wally Stagg     | CED  |
| Respond to the JNC for Local Governments Review of its Job Evaluation Scheme  | Mar 14   | Wally Stagg     | CED  |
| Support of the development and updating of the constitution, to reflect the changes to policy and the Law                                     | Mar 14   | Peter Devlin    | CED  |
| Provide legal advice and support to officers and members  | Mar 14   | Peter Devlin    | CED  |
| Support of School Admission and Exclusion Appeal Hearings   | Mar 14   | Amanda Whitaker | CED  |
| Maintain and develop the statutory Scrutiny function and Work Programme   | Mar 14   | Joan Stevens    | CED  |
| Monitor recommendations made across all Overview and Scrutiny Investigations and report progress to relevant Committees – Jul 13 and Jan 2014 | Mar 14   | Joan Stevens    | CED  |

|   |        |              |     |
|---|--------|--------------|-----|
| Prepare and deliver the Overview and Scrutiny Annual Report (2012/13) | Mar 14 | Joan Stevens | CED |
|---|--------|--------------|-----|

### SECTION 3 PERFORMANCE INDICATORS & TARGETS

| Code       | Indicator   | Assignee        | Targeted or Monitor | Collection Period (e.g. Financial/academic) | 2012/13 Target | 2013/14 Target | 2014/15 Target | Dept |
|------------|---|-----------------|---------------------|---|----------------|----------------|----------------|------|
| CEDCS P012 | Percentage of draft Minutes of Non Policy Committee meetings produced within 10 days of the meeting | Amanda Whitaker | Monitor             | Financial Year                              |                | Not required   |                | CED  |
| CEDCS P013 | Percentage of draft Minutes of Policy Committee meetings produced within 4 days of the meeting      | Amanda Whitaker | Monitor             | Financial Year                              |                | Not required   |                | CED  |
| CEDCS P014 | Percentage of Minutes of Policy Committee meetings published within 5 days of the meeting           | Amanda Whitaker | Monitor             | Financial Year                              |                | Not required   |                | CED  |

### SECTION 4 RISKS

| Code     | Risk   | Assignee        | Dept |
|----------|--|-----------------|------|
| New      | That a material safety breach of health and safety legislation is identified by the HSE resulting in a significant Fee for Intervention (FFI) being applied. | Stuart Langston | CED  |
| CED R088 | Future and current equal pay claims including settlement of, or adverse findings in ET of existing equal pay claims  | Wally Stagg     | CED  |
| CED R061 | Electoral problems / failures / legal challenges lead to Mayor / Councillors not being elected to Council  | Peter Devlin    | CED  |

**SECTION 1 OUTCOME DETAILS**

|                 |  |               |                            |
|-----------------|--|---------------|----------------------------|
| <b>Outcome:</b> | 33. Ensure the effective implementation of significant government policy changes | <b>Theme:</b> | Organisational Development |
|-----------------|--|---------------|----------------------------|

|                   |                  |                            |  |
|-------------------|------------------|----------------------------|--|
| <b>Lead Dept:</b> | Chief Executives | <b>Other Contributors:</b> |  |
|-------------------|------------------|----------------------------|--|

**SECTION 2 ACTIONS**

| <b>Action</b>   | <b>Due Date</b> | <b>Assignee</b>    | <b>Dept</b> |
|---|-----------------|--------------------|-------------|
| Review implementation of Open Data White paper requirements   | Oct 13          | Catherine Grimwood | CED         |
| Implement and monitor Local Welfare Support Scheme (Local Social Fund responsibility)   | Dec 13          | John Morton        | CED         |
| Implement and monitor Local Council Tax Support scheme  | Sep 13          | John Morton        | CED         |
| Implement Government Auto Enrolment Pension Reforms   | Jun 13          | Kevin Shears       | CED         |
| Implement PAYE Real Time Information programme  | Apr 13          | Kevin Shears       | CED         |
| Develop implementation strategies for Pension Changes 2014  | Mar 14          | Kevin Shears       | CED         |
| Implement Council Tax exemptions / discounts technical changes  | Mar 14          | Roy Horseman       | CED         |
| Implement statutory acts of compliance with regards to new and emerging legislation including commencement provisions and secondary legislation of the Localism Act 2011, Police Reform and Social Responsibility Act 2011, Protection of Freedom Act 2012 and the Health and Social Care Act 2012. | Mar 14          | Peter Devlin       | CED         |

**SECTION 3 PERFORMANCE INDICATORS & TARGETS**

| <b>Code</b>     | <b>Indicator</b> | <b>Assignee</b> | <b>Targeted or Monitor</b> | <b>Collection Period (e.g. Financial/academic)</b> | <b>2012/13 Target</b> | <b>2013/14 Target</b> | <b>2014/15 Target</b> | <b>Dept</b> |
|-----------------|------------------|-----------------|----------------------------|--|-----------------------|-----------------------|-----------------------|-------------|
| None Identified |                  |                 |                            |  |                       |                       |                       |             |

**SECTION 4 RISKS**

| <b>Code</b>     | <b>Risk</b> | <b>Assignee</b> | <b>Dept</b> |
|-----------------|-------------|-----------------|-------------|
| None Identified |             |                 |             |



**Report of:** Chief Executive

**Subject:** BUSINESS REPORT

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## 1. Corporate Restructure

At its meeting on the 18<sup>th</sup> March 2013 Cabinet considered my report in relation to the Corporate Restructure of the Authority. The report considered by Cabinet is attached as Appendix 1 to this Business report to aide Member's considerations.

The report identifies a range of background information and the rationale for the recommendations I have made to Cabinet in respect of this restructure.

The recommendations considered by Cabinet were as follows :

"That Cabinet approves:

- (a) the appointment of a Director of Child & Adult Services
- (b) the removal of the posts for 2013/15 as set out in this report
- (c) the functional structures for 2013/14, which will provide a permanent General Fund saving of £331k;
- (d) and notes we cannot provide a safe and adequate service in all areas if we take this revenue saving in full and a further report will be submitted to Members to address this issue and determine the net saving which can be taken to reduce the 2014/15 budget deficit.
- (e) the removal of the role of Deputy Directors
- (f) the gradings as set out in the Not for Publication appendix from the dates detailed in the report
- (g) that because this structure will service the new Governance arrangements this report be referred to Council for approval."

Cabinet agreed all of the above recommendations.

As Members will be able to see from the recommendations above (and in the light of the fact that the Authority is moving to new governance arrangements) I had identified and Cabinet has agreed to this being referred to Council for approval

I have considered the options available to the Authority and it is not lightly that I have proposed those recommendations included in the attached report.

The recommendations identified above are therefore for Council to consider.

## 2. Director of Child and Adults Vacancy

On assumption that the previous structural report is approved the Council is requested to approve the establishment of an Appointments Panel for the filling of the above post and to determine the remuneration arrangements. In line with the Officer Employment Procedure Rules, as set out in the new Constitution, the Panel will consist of eight members, as follows:-

The Chair of the Council (Labour)

The Leader (Labour)

Plus the following Members:

3 Labour

1 Conservative

1 Putting Hartlepool First

1 Independent

In addition, Council is also requested to reflect the gender balance of the Council when nominating to the Panel. It is suggested therefore that Council's nominations, include female Councillors.

It is also necessary to determine the pay band of the post. Previously the pay band and the number of spinal points within it have been the same as the post of Director of Regeneration and Neighbourhoods (as both posts have previously been job evaluated as being of equal value). The current pay band for the post of Director of Child and Adults is £120,000 – 130,000 with 5 spinal points within the pay band. The pay band for the post of Director of Regeneration and Neighbourhoods has recently been set at £100,000 - £110,000 with six spinal points within the pay band and incremental progression being performance linked. It is proposed that the remuneration arrangements for the post of Director of Child and Adults mirror the Director of Regeneration and Neighbourhoods remuneration arrangements.

Council is requested to approve the establishment of the Appointments Panel, nominate Members to it, and also approve the proposed pay band, the number of points in the pay band and the incremental progression arrangements for the post of Director of Child and Adults. If Council amend the remuneration arrangements for the post of Director of Child and Adults it will be necessary to reflect this in the 2013/14 Pay Policy.

## 3. Pay Policy

At its meeting on 14 February 2013, Council considered the proposed pay policy for 2013/14 and referred it to General Purposes Committee to consider in more detail and make recommendations to Council. General Purposes Committee have recommended that the 2013/14 Pay Policy be referred to Council for approval subject to the merger of Chief Officer Bands A and B and the removal of Band C.

Chief Officer Bands A and B each have five spinal points, with an overlap on 3 of them. Merging the bands will result in the number of spinal points being 7 which is greater than the number of spinal points in the Chief Executives and Director of Regeneration and Neighbourhoods pay band (and the Director of Child and Adults pay band if this has been agreed earlier in my report). The number of spinal points

in a pay band normally reflects the length of time it takes to become proficient at undertaking all the duties of a post. It is therefore suggested that the number of spinal points be reviewed when this issue is considered once again by Council in the Summer. It is therefore proposed that Chief Officer posts in Band B and Band A be merged and the proposed Pay Policy 2013/14 (Appendix 2) has been amended to reflect this along with the removal of Band C.

Council is requested to approve the revised Pay Policy 2013/14, subject to any changes made to the post of Director of Child and Adults.

#### **4 Appointment of Independent Chair – Hartlepool Public Inquiry**

On 6 December, 2012, Council resolved to '*..set up a public inquiry as soon as possible, chaired by a person with a legal background and independent of Hartlepool...*' Subsequently, at a meeting of Council on 14 February, 2013, it was further resolved, that the Chair of the Inquiry be appointed through the Leaders of the political groups and a nominated Independent Member. A long list of candidates was compiled through the Chief Solicitor, leading to the short-listing of three candidates and the appointment of Mr Tom Mitchell, Barrister-at-law. Mr Mitchell was educated at Balliol College Oxford and Manchester Metropolitan University and his year of 'call' was 1995. Since 2003 he has been a member of Fountain Chambers in Middlesbrough. His principal practice area is defending serious criminal cases with expertise in the civil law of misfeasance and actions against public authorities. It is intended that the Council publicise this appointment in connection with the holding of the Public Inquiry and Council is requested to note the position.



# CABINET REPORT

18<sup>th</sup> March 2013



**Report of:** Chief Executive

**Subject:** CORPORATE RESTRUCTURE

## 1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Key Decision – Test i applies

Forward Plan Reference CE55/12

## 2. PURPOSE OF REPORT

2.1 This report is to make recommendations to Cabinet in respect of the Chief Officer structure of the Council for 2013/14 and 2014/15.

## 3. BACKGROUND

3.1 As Members are aware the Council is facing an even more difficult financial situation than was profiled when the last Spending Review was announced.

Over the course of the last three years the Council has reduced its Corporate Directors from four to two and its Assistant Directors from eighteen to twelve.

In addition the Assistant Director with responsibility for Education works two days per week at Darlington under a Service Level Agreement. Also the decision in respect of the replacement of the Head of Human Resources was put on hold last year.

The decision to appoint internally to the position of Director of Regeneration and Neighbourhoods was predicated on not backfilling the successful candidate's post. Finally we have not had a substantive Director of Child & Adult Services in post since the previous Acting Chief Executive left in October. In effect therefore there is currently one Director and nine and a half Assistant Directors forming the Council's Senior Management Structure.

I formally took up my post on 1<sup>st</sup> November 2012 and since then the Corporate Management Team has considered the current Corporate

Structure and has taken the opportunity to review the functional groupings in each Department.

Apart from delivering vital efficiency savings, the functional structures are expected to enable Departments to manage outcomes and risk, and to address the Council's aspirations going forward. The intention is to make changes where it would add value, and for these changes to be carried out through a managed and phased process which minimises disruption and periods of uncertainty.

#### **4. PROPOSALS FOR 2013/14**

##### **4.1 Director of Child and Adult Services**

4.1.1 As Members are aware from previous reports the Authority has been operating temporary arrangements in respect of the post (and statutory duties) of Director of Child and Adults Services since the previous post holder was appointed to the post of Acting Chief Executive in September 2011.

My appointment as Chief Executive in November 2012 has provided me with the opportunity to review the current arrangement, those other factors affecting this post and broader considerations relating to the Organisational Structure of the Council.

At a time of significant change in the Authority it is my view that it becomes increasingly important that the senior officer structure of the organisation is clear and that through the Corporate Management Team I have in place the structures and individuals to both provide advice and support for elected Members in determining the difficult decisions facing the Council.

The temporary arrangements that have been in place for the last 18 months have worked because of the exemplary nature and performance of the people who have been undertaking these roles. It has always been viewed as being a temporary arrangement and I would recommend that the Authority commence the process for the recruitment to this post as soon as possible.

The work which has been progressing in respect of collaboration over the last year did have the option that as part of this there may be some immediate decisions on joint management structures (at a Director level) and on this basis to retain maximum flexibility, given that the post in Hartlepool was vacant at that time, it made sense to maintain these arrangements. It will not be the case that the appointment of a joint director will form the basis of any proposals at this stage.

It is important to the Authority that the Corporate Management Team is clear, focused and in a position to best advise elected Members on the significant challenges we face over the course of the next six months. The challenges

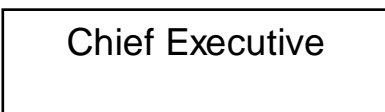
are budgetary (in the light of the savings which are required); maintaining services (as a result of financial and demographic changes and the need to ensure that safeguarding issues are effectively addressed); and the effective governance and reputation of the Council (fundamental changes to the governance of the Council and a need to maintain its reputation) and I believe that appointing to this post is the most effective solution for the organisation.

It is my recommendation to Cabinet that the process for the recruitment to the post of Director of Child and Adult Services should commence and that an appointments panel be established by Council as soon as practicable.

## 4.2 Chief Executive’s Department

4.2.1 It is recommended that the Chief Customer and Workforce Services Officer post be removed from the structure and await the collaboration proposals in respect of Corporate Services and to ascertain what, if any, strategic Human Resources advice needs to be sourced from within the Tees Valley. In financial terms Members will recall that 50% of the budget for this post was taken as a saving as part of the 2011/12 budget.

4.2.2 The current functional structure is set out below:



|                                  |  |                        |                              |
|----------------------------------|--|------------------------|------------------------------|
| <i>Assistant Chief Executive</i> | <i>Chief Customer and Workforce Services Officer</i> | <i>Chief Solicitor</i> | <i>Chief Finance Officer</i> |
|----------------------------------|--|------------------------|------------------------------|

|   |   |  |   |
|---|---|--|---|
| Policy & Performance<br>Consultation<br>E-Government / ICT and Corporate support<br>Public Relations<br>Business Transformation<br>Scrutiny<br>Democratic Services<br>LSP / LAA | Human Resources Business Partners<br>Human Resources Business Teams<br>Health, Safety & Wellbeing<br>Organisational Development<br>Customer Services (incl Diversity)<br>Hartlepool Connect<br>Registrars<br>Benefits (Inc Fraud and control) & Means Tested Services<br>Revenues Collection<br>Payments/Payroll<br>Departmental Administration function<br>Business Continuity | Legal<br>Elections<br>Land Charges<br>Member services<br><br>-----<br>Monitoring Officer | Audit and Governance<br>Accountancy<br>Financial Management (Corporate)<br><br>-----<br>S 151 Officer |
|---|---|--|---|

4.2.3 If it is agreed to remove the post of Chief Customer and Workforce Services Officer then the functions as set out above will be re-assigned as follows:

**2013/14  
CHIEF EXECUTIVES DEPARTMENT**

| <b>Chief Finance Officer</b>  | <b>Chief Solicitor</b>   | <b>Assistant Chief Executive</b>   |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Financial Management (Corporate)</li> <li>• Audit and Governance</li> <li>• Accountancy</li> <li>• <b>Financial Management</b></li> <li>• <b>Benefits (inc fraud and control) and means tested services</b></li> <li>• <b>Revenues Collection</b></li> <li>• <b>Payments/Payroll</b></li> <li>• <b>Insurances</b></li> <li>• <b>Social Fund</b></li> </ul> | <ul style="list-style-type: none"> <li>• Legal</li> <li>• Elections</li> <li>• Land Charges</li> <li>• Members Services</li> </ul> | <ul style="list-style-type: none"> <li>• Public Relations</li> <li>• ICT</li> <li>• Policy/Performance/Partnerships</li> <li>• Complaints/Consultation</li> <li>• Scrutiny</li> <li>• Democratic Services</li> <li>• PA's</li> <li>• <b>Workforce Development</b></li> <li>• <b>Human Resource Business Partners and Human Resources Business Teams</b></li> <li>• <b>Organisational Development</b></li> <li>• <b>Customer Services/Hartlepool Connect</b></li> <li>• <b>Registrars</b></li> <li>• <b>Equality/Diversity</b></li> <li>• <b>Departmental Administration Function</b></li> <li>• <b>Health, Safety and Wellbeing</b></li> </ul> |
| Section 151 Officer   | Monitoring Officer   |  |

**N.B.** New/changed functional responsibilities are shown in bold.

4.2.4 There is an fundamental in-depth review being undertaken at present by the Assistant Director (Resources) into all aspects of our face to face contact and interaction with the public, particularly in light of the current Welfare Reforms, which may have an impact on this functional structure during 2013/14.

### 4.3 Child & Adult Services Department

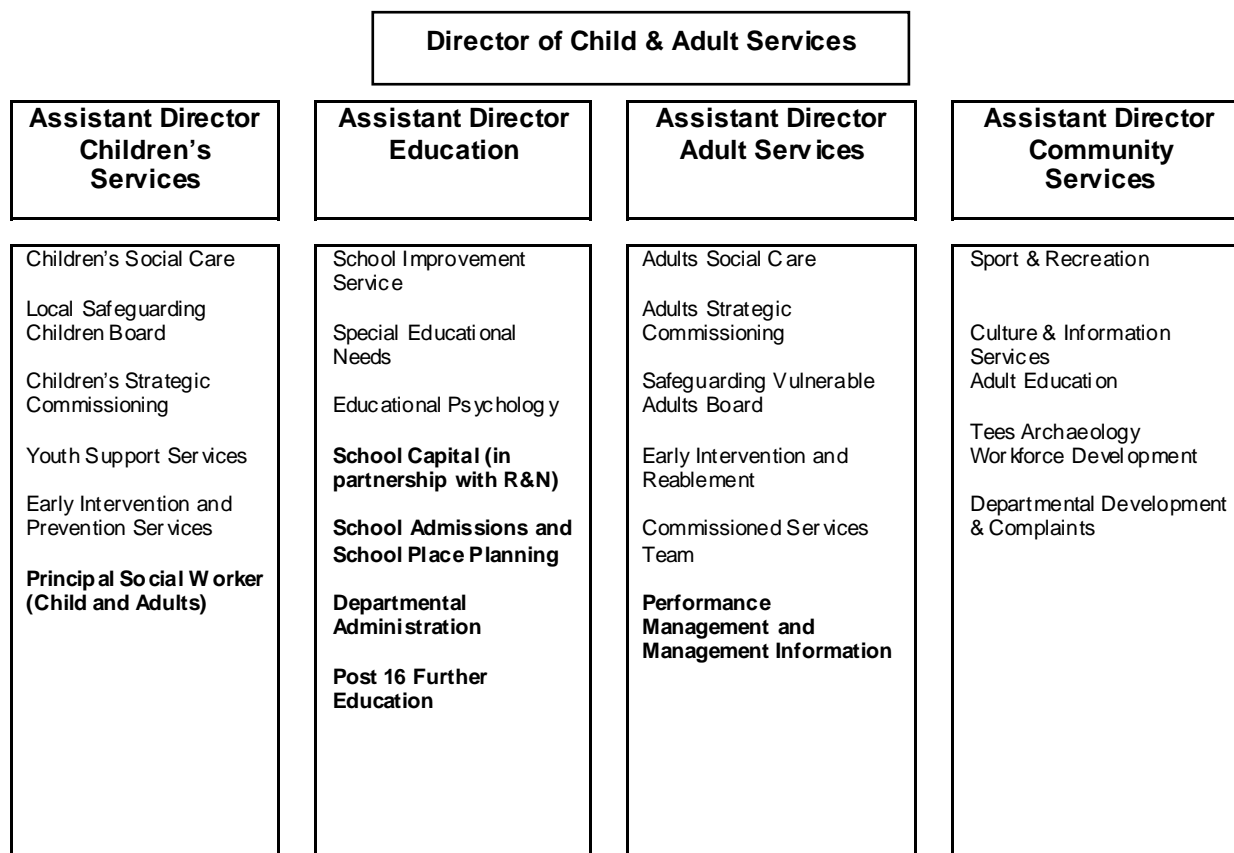
4.3.1 The current 2012/13 structure is set out below:

|   |
|---|
| <b>Director of Child &amp; Adult Services</b> |
|---|

| <b>Assistant Director<br/>Prevention, Safeguarding<br/>&amp;<br/>Specialist Services</b>   | <b>Assistant Director<br/>Performance &amp;<br/>Achievement</b>   | <b>Assistant Director<br/>Adult Social Care</b>   | <b>Assistant Director<br/>Community Services</b>   |
|--|---|---|--|
| Safeguarding, Assessment & Support<br><br>Children looked after and leaving care<br><br>Children with disabilities<br><br>Fostering and adoption<br><br>Safeguarding and Review/<br>Independent Reviewing Officers<br><br>Local Safeguarding Children Board<br><br>Children's Strategic Commissioning<br><br>Parenting and Acorn Team<br><br>Integrated Youth Support Services<br><br>Youth Offending Service<br><br>Early Intervention and Prevention Services<br><br>Extended School and Children's Centre development<br><br>Sure Start Early Years Team (including Play) | School improvement monitoring, challenge and support<br><br>Curriculum development & enrichment<br><br>Performance management and self-evaluation<br><br>Pupil Referral Unit<br><br>ICT in schools<br><br>Transformation of Learning<br><br>Primary Capital Programme<br><br>Social & Educational Inclusion<br><br>School Transformation<br><br>Special Educational Needs<br><br>Educational Psychology<br><br>Early Years Foundation Stage<br><br>Quality<br><br>Performance Management and Management Information<br><br>Departmental Administration<br><br>Schools Admission and School Place Planning | Older Peoples Commissioning<br><br>Mental Health Commissioning<br><br>Commissioning for Working Age Adults<br><br>Social Care Transformation<br><br>Adult Social Work Teams <ul style="list-style-type: none"> <li>• Older People</li> <li>• Learning Disabilities</li> <li>• Physical Disabilities</li> <li>• Sensory Loss</li> </ul> Safeguarding Vulnerable Adults<br><br>Integrated Mental Health Services<br><br>Occupational Therapy<br><br>Early Intervention & Reablement<br><br>Assistive Technology<br><br>Carers<br><br>Direct Care and Support Services<br><br>Day Services<br><br>Commissioned Services Team | Sport & Recreation:<br>Three Leisure Centres, Sport & Physical Activity,<br>Grayfields Football Development centre, Carlton Outdoor Education Centre, Primary Swimming programme, Summerhill Country Park<br><br>Culture & Information Services: Hartlepool Maritime Experience, Museums & Art Gallery, Tourist Information, Arts Development, Strategic Events, Town Hall Theatre and Borough Hall.<br>Central Library, 4 branch libraries, mobile library, home library service, Community centres and youth facilities.<br><br>Adult Education:<br>Community based learning serving over 3000 students pa.<br><br>Tees Archaeology:<br>Historic Environment Record management and planning advice<br><br>Workforce Development and Training for the Department<br><br>Departmental Development & Complaints |

4.3.2 It is proposed that the Chief Officer post designated Head of Planning and Development, which currently reports to the Assistant Director (Performance and Achievement), be deleted from the establishment. As this post is funded from Reserves until 2015 there will not be an ongoing General Fund revenue saving. This proposal will reduce the call on the earmarked reserve earlier than previously anticipated. A detailed assessment of the remaining commitments against this reserve will be completed to determine if there is a residual balance or funding shortfall and these details will be reported to a future meeting. However since the demise of Building Schools for the Future it is unsustainable to continue with a Chief Officer post with such limited functional responsibility.

4.3.3 The proposed 2013/14 structure is set out below:



**N.B.** New/changed functional responsibilities are shown in bold

**4.4 Regeneration & Neighbourhoods Department**

4.4.1 The current 2012/13 structure is set out below:

**Director of Regeneration and Neighbourhoods**

| <b>Assistant Director Regeneration and Planning</b> | <b>Assistant Director Neighbourhood Services</b> | <b>Assistant Director Resources</b>     | <b>Assistant Director Transportation &amp; Engineering</b> |
|---|--|---|--|
| Building Control                                    | Facilities Management                            | Support Services                        | Integrated Transport Unit                                  |
| Economic Development                                | Waste and Environmental                          | Strategic Procurement and Reprographics | Engineering Design and Management                          |
| Planning Services                                   | Parks and Countryside                            | Logistics                               | Highways, Traffic and Transportation                       |
| Housing Services                                    | Neighbourhood Management                         | Building Design and Management          | Emergency Planning Unit                                    |
| Public Protection                                   | Community Safety                                 | Property Management                     | Business Continuity  |
|   |  | Estates and Asset Management            |  |

4.4.2 With the appointment of the Assistant Director (Neighbourhood Services) to the post of Director the following functional structure is recommended for 2013/14:

|  |  |
|--|--|
| <b>Director of Regeneration and Neighbourhoods</b> | Neighbourhood Management /<br>Community Safety |
|--|--|

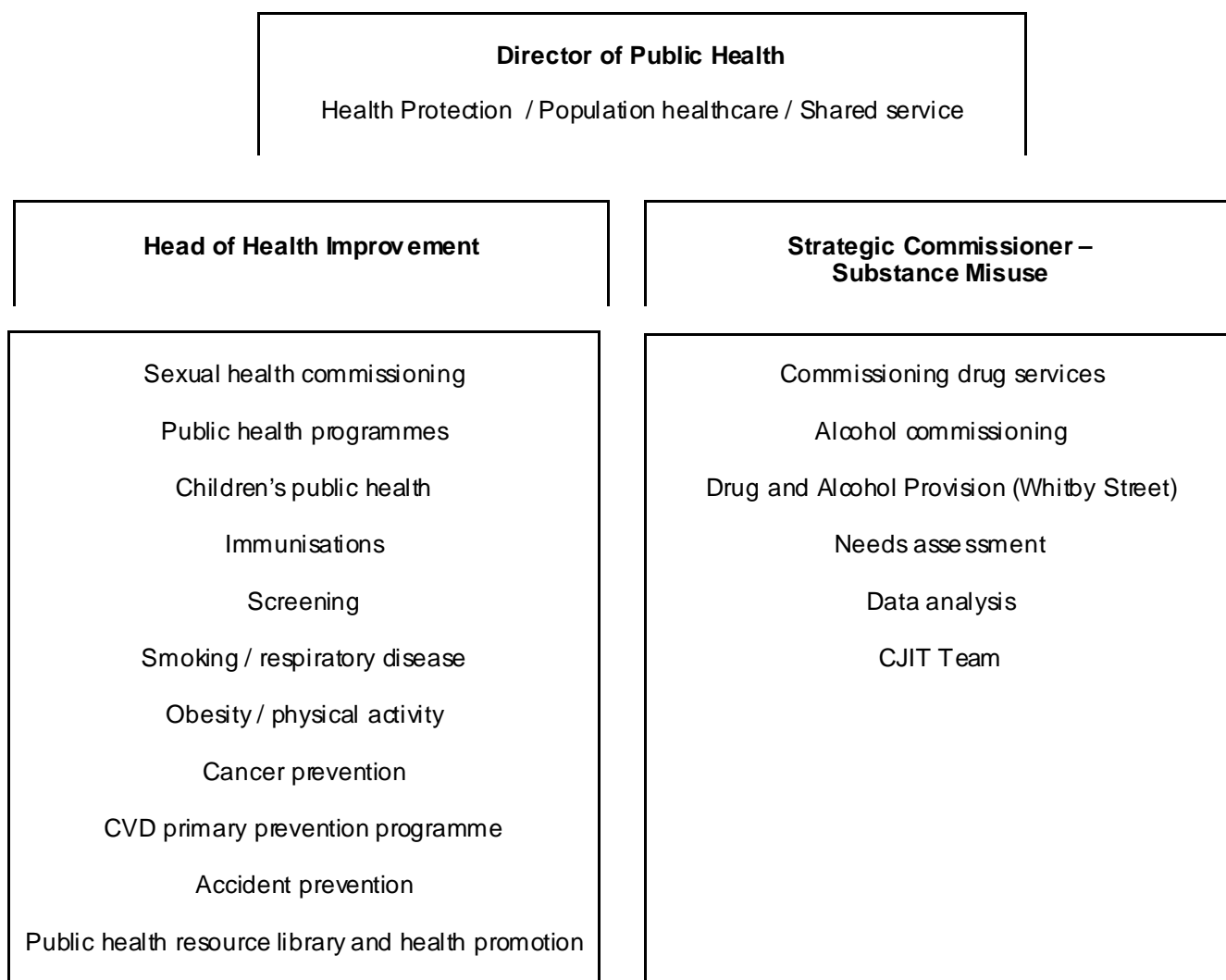
| <b>Assistant Director (Resources)</b>   | <b>Assistant Director (Neighbourhoods)</b>   | <b>Assistant Director (Regeneration)</b>  |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Support Services</li> <li>• Strategic Procurement and Reprographic</li> <li>• Logistics</li> <li>• Property Management</li> <li>• Building Design and Management</li> <li>• Facilities Management</li> </ul> | <ul style="list-style-type: none"> <li>• Integrated Transport Unit</li> <li>• Traffic &amp; Transportation</li> <li>• Highways &amp; Street Lighting</li> <li>• Highway Asset Management</li> <li>• Engineering Design and Management</li> <li>• Emergency Planning Unit</li> <li>• Business Continuity</li> <li>• Parks and Countryside</li> <li>• Waste and Environment</li> </ul> | <ul style="list-style-type: none"> <li>• Building Control</li> <li>• Economic Regeneration</li> <li>• Housing Services</li> <li>• Public Protection</li> <li>• Planning Services</li> <li>• Strategic Asset Management</li> </ul> |



**4.5 Public Health**

4.5.1 As Public Health becomes the responsibility of the Council from April 2013 the following functional structure is proposed initially. This is entirely a functional structure without Assistant Directors. During the course of the year this will be reviewed with a view to bringing together those functions we would class as Public Health during 2013/14 and into 2014/15.

4.5.2 The current structure is set out below:



**5. PROPOSALS FOR 2014/15**

**5.1 Chief Executive’s Department**

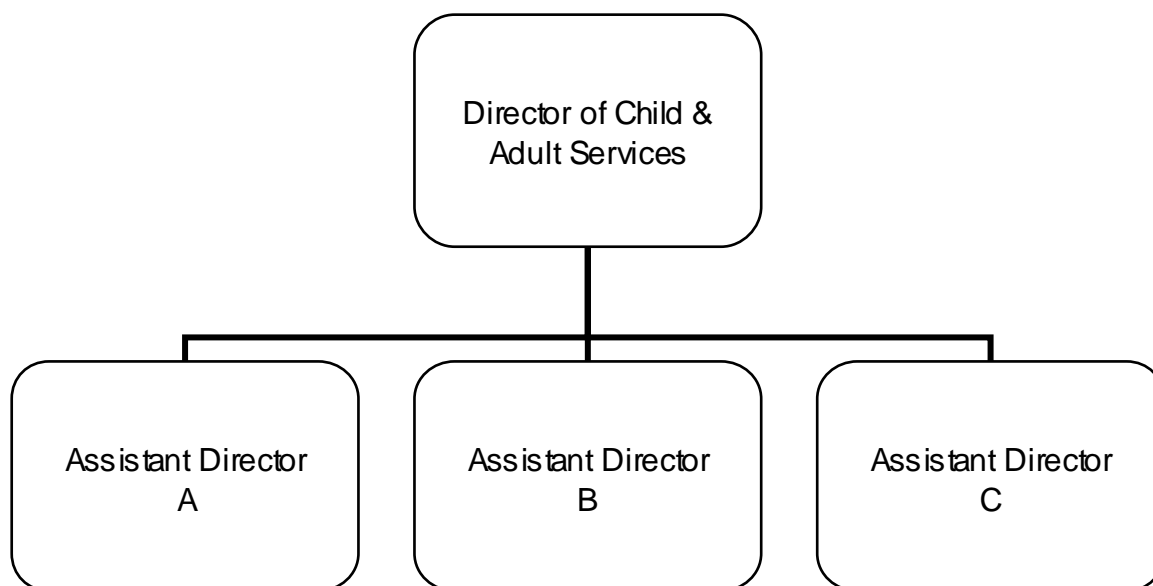
5.1.1 It is not proposed to make any functional changes during this period but there will be a review of all services within the Department and where appropriate consideration will be given to any review of service provision and Officer structure in order to streamline that provision and to achieve efficiencies which will contribute to the substantial level of savings needed in this current and future years.

Part of this will include a review of the functional responsibilities of the Director of Public Health although I will be considering other aspects as part of this review.

**5.2 Child and Adult Services**

5.2.1 It is recommended that the number of Divisions within this Directorate be reduced from four to three with the functions shared out across all three Council Departments.

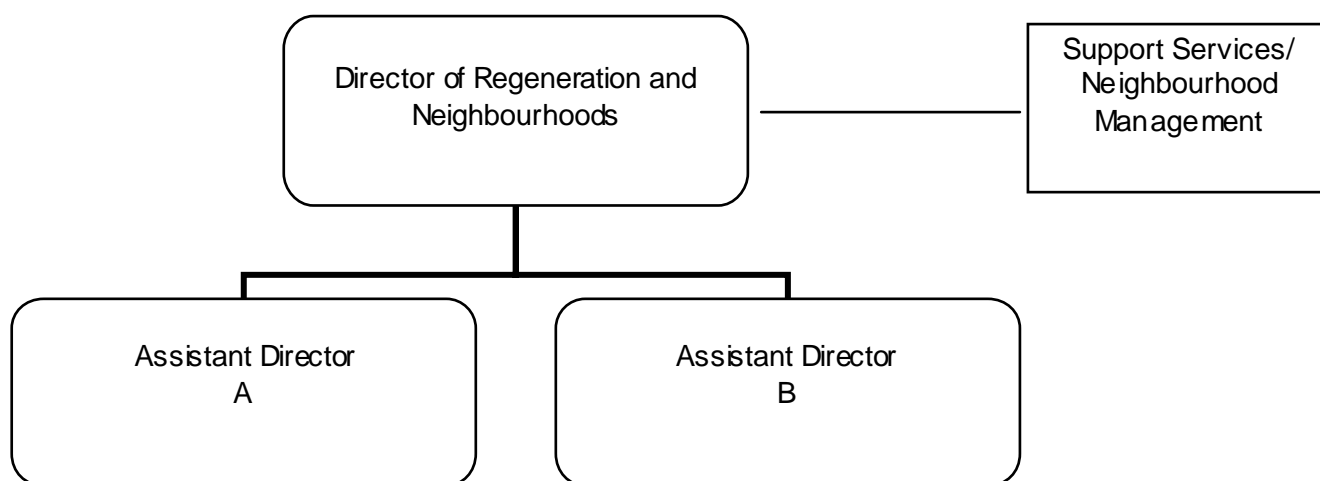
5.2.2 It is recommended that the 2014/15 Departmental structure be as follows:



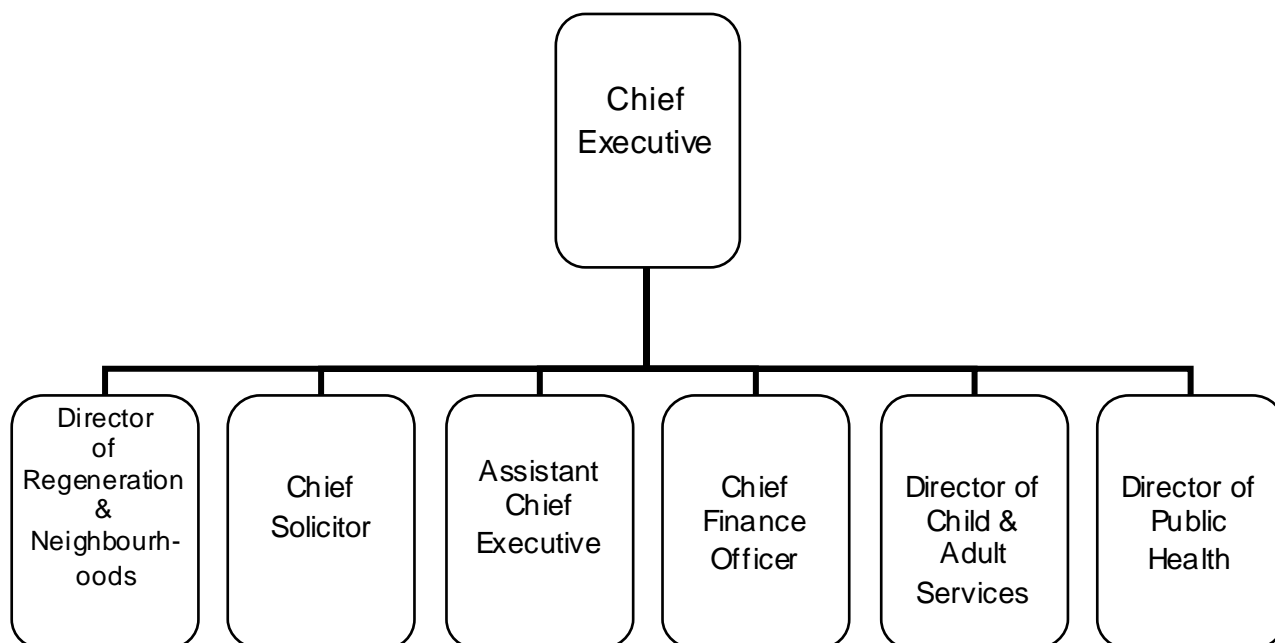
**5.3 Regeneration and Neighbourhoods Department**

5.3.1 It is recommended that the number of Divisions within this Directorate be reduced from three to two with the functions reallocated to the remaining two Divisions with some functions within this Department possibly reverting to the Director of Public Health.

5.3.2 It is therefore recommended that the 2014/15 Departmental structure be as follows:



5.3.3 2013/15 Corporate Structure



## 6. JOB EVALUATION PROCESS

- 6.1 As Members are aware, Chief Officer posts are scheduled to be re-evaluated every three years. Because of uncertainties in respect of collaboration, political structure and the financial climate the review due in April 2012 was not carried out.
- 6.2 However, based on the proposals set out in this report the North East Regional Employers Organisation has carried out a re-evaluation of the banding for each Assistant Director/Chief Officer post in the Authority and the results of this job evaluation are set out in the exempt Appendix A.

**This item contains exempt information under Schedule 12A of the Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, Para 2 – Information which is likely to reveal the identity of an individual).**

## 7. DEPUTIES

- 7.1 Members will recall that currently each Directorate has two deputies and with the considerable reduction in numbers of Assistant Directors it is recommended that the positions of Deputy be removed other than the Deputy S151 Officer and the Deputy Monitoring Officer and in the event of a Director being unavailable then depending on the function requiring a decision the appropriate Assistant Director be authorised to make that decision.

## 8. SLOTTING IN AND APPOINTMENT PROCESS

- 8.1 The principles of implementation reflect the Council's previous approach to change management. This has included:

- Confirming employees in posts on the structure where there is limited or no change to duties and responsibilities.
- Slotting in current employees where the post on the new structure is deemed comparable but not the same.
- Early retirement and voluntary redundancy applications from Chief Officers.
- Application of salary grades from the date new responsibilities transferred.

The proposals in relation to this are attached as Appendix B in the exempt section of the report.

**This item contains exempt information under Schedule 12A of the Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, Para 2 – Information which is likely to reveal the identity of an individual).**

**9. TIMETABLE**

- 9.1 Implementation of the proposed Chief Officer Structure is scheduled to take place on Monday 22<sup>nd</sup> April 2013 following Cabinet (18<sup>th</sup> March 2013) and Council (15<sup>h</sup> April 2013) approval.

**10. PROPOSED REDUNDANCY**

- 10.1 All Chief Officers have been consulted as part of the review and restructuring proposals. To-date no alternatives to redundancy have been found.
- 10.2 Notice of redundancy is scheduled to be given to the employee following approval by Cabinet (18<sup>th</sup> March 2013) and Council (15<sup>h</sup> April 2013). During the notice period all individuals will continue to be registered under the Compulsory Redundancy Redeployment Procedure where the Council will look to seek alternative employment. If this is successful then the redundancy notice will be retracted.

**11. EMPLOYMENT DETAILS AND COSTS**

- 11.1 The employee, their post and redundancy costs are listed on the attached exempt spreadsheet (Appendix C), identifying a leave date of 31<sup>st</sup> July 2013.

**This item contains exempt information under Schedule 12A of the Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, Para 2 – Information which is likely to reveal the identity of an individual).**

**12. RISKS**

- 12.1 It should be noted that with any dismissal there is always a risk of an unfair dismissal claim to an Employment Tribunal. An assessment of the processes applied and the impact on individuals has been made and identified that a full and equitable process has been followed to date and will continue to be applied.
- 12.2 If notice to terminate the employment contract was delayed and the employees continue to be employed in a supernumerary capacity, where there is no saving, the Council would incur additional cost. No funding has been identified by the Council to support this option.

**13. FINANCIAL IMPLICATIONS**

- 13.1 The proposals suggested will produce a net General Fund financial saving in respect of Chief Officers in 2014/15 of £335k (£331k at the maximum of the grade). There will also be a one off cumulative saving of £170k for 2012/13

and 2013/14, net of back pay to the date duties and grades changed, which will need to be used to address the budget shortfall in the these and future years. The 2013/14 saving will be reduced slightly if the new structure is not implemented from 1<sup>st</sup> April 2013.

However, we cannot provide a safe and adequate service in all areas if we take this revenue saving in full.

- 13.2 In addition to the General Fund Budget saving there will also be a reduced call in 2013/14 and 2014/15 of £164k on the earmarked Building Schools for the Future reserve as detailed in paragraph 4.3.2. A detailed assessment of the remaining commitments against this reserve will be completed to determine if there is a residual balance or funding shortfall and these details will be reported to a future meeting.
- 13.3 As Members are already aware we have made swingeing cuts at Senior Managerial level and a large element of that “saving” will have to be reinvested in service delivery in order to maintain safety and standards.
- 13.4 It is recommended therefore that any savings realised as a result of this restructure be held until each Department considers what, if any, additional resource is needed in order to ‘fulfill’ both statutory and policy requirements to function properly and safely. Details of the net General Fund saving which can be realised will be reported to a future meeting and then included in the Medium Term Financial Strategy for 2014/15. Where a part year saving can be identified in 2013/14 this will be reported within the 2013/14 financial management report, alongside forecast outturns for other budget and risks to enable Members develop a financial strategy for managing those issues which may arise in 2013/14 outside the approved budget.

Members will note from the Chief Officer review that 3 posts have been recommended for grading changes. The costs of these 3 changes will be calculated at the top of band and are reflected in the net saving identified at paragraph 13.1.

## 14. CONSULTATION

- 14.1 The Hartlepool Joint Trade Unions Committee (HJTUC) have been provided with a copy of this report and asked for written comments by 15<sup>th</sup> March 2013. Trade Unions representatives have also been invited to attend Cabinet and to present their comments. Any written comments from the HJTUC received before the Cabinet meeting will be circulated as soon as possible.
- 14.2 All Chief Officers have been provided with a copy of this report and the agreed consultation process has been followed. Comments and any revised recommendations arising from those comments will be presented at the Cabinet meeting.

**15. RECOMMENDATIONS**

15.1 That Cabinet approves:

- (a) the appointment of a Director of Child & Adult Services
- (b) the removal of the posts for 2013/15 as set out in this report
- (c) the functional structures for 2013/14, which will provide a permanent General Fund saving of £331k;
- (d) and notes we cannot provide a safe and adequate service in all areas if we take this revenue saving in full and a further report will be submitted to Members to address this issue and determine the net saving which can be taken to reduce the 2014/15 budget deficit.
- (e) the removal of the role of Deputy Directors
- (f) the gradings as set out in the Not for Publication appendix from the dates detailed in the report
- (g) that because this structure will service the new Governance arrangements this report be referred to Council for approval.

**16. BACKGROUND PAPERS**

16.1 Exempt LGE Report attached as Appendix A.

**17. CONTACT OFFICER**

17.1 Any queries contact Dave Stubbs, Chief Executive on 01429 523001.

# Hartlepool Borough Council

## Pay Policy Statement

(Localism Act 2011)

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### 1.1 Introduction

This document sets out the Council's pay policy in relation to the remuneration of its staff for the period 1 April 2013 to 31 March 2014 in accordance with section 38 of the Localism Act 2011. The policy is subject to annual review and must be approved by the Borough Council for each financial year. The policy will be published on the Council's website as soon as reasonably practicable after approval or amendment.

- 1.1 The arrangements set out within this document do not extend to those members of staff who are employed within schools.

### 2.0 Definitions

The following definitions will apply throughout this policy statement:

#### 2.1 'Lowest-paid employees':

those staff who are employed in jobs which are paid at Band 1 (spinal column point 5), this being the lowest salary paid to employees.

#### 2.2 'Chief Officer':

Head of Paid Service designated under section 4(1) of the Local Government and Housing Act 1989;

Monitoring officer designated under section 5(1) of that Act;

Any statutory chief officer mentioned in section 2(6) of that Act;

Any non-statutory chief officer mentioned in section 2(7) of that Act;

Any deputy chief officer mentioned in section 2(8) of that Act.

Within Hartlepool, the above definition includes employees on JNC for Chief Executive, JNC for Chief Officer and NJC for Local Government conditions of service.

### 3.0 Chief Officers

#### 3.1 Levels and Elements of remuneration for Chief Officers

The following principles will apply:

Chief Officer posts and the attributable salaries which are currently payable from appointment from 1 April 2013 are as follows:



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| Role  | Annual Salary Band as at 1 April 2013  | No of Points in Pay Band |
|---|--|--------------------------|
| Chief Executive                             | £140,000 – 150,000 <sup>3</sup>  | 6                        |
| Director of Child and Adults                | £100,000 - 110,000 <sup>3</sup><br>(subject to previous report being approved) | 6                        |
| Director of Regeneration and Neighbourhoods | £100,000 - £110,000 <sup>3</sup>   | 6                        |
| Director of Public Health <sup>4</sup>      | £81,481 <sup>3,5</sup>   | 1                        |
| Chief Officer                               | £64,850 - £81,062 <sup>3</sup>   | 7                        |
| Band 15                                     | £43,684 - £47,744 <sup>3</sup>   | 5                        |
| Band 14                                     | £38,961 - £42,617 <sup>3</sup>   | 5                        |
| Agenda for Change Level 8b <sup>4</sup>     | £45,707 - £56,504 <sup>7</sup>   | 6                        |

There has been no annual “cost of living” pay award for the Chief Executive, Director of Child and Adults, Director of Regeneration and Neighbourhoods and Chief Officer 1-3 since April 2008, for Director of Public Health and Bands 14-15 since April 2009.

1 will be automatically updated for any annual pay award (subject to national agreement)

2 To be updated depending upon Council decision on filling of Director of Child and Adults vacancy

3 TUPE like transfer on 1 April 2013

4 Spot Salary

5 Includes 2013/14 pay award

- 3.2 JNC Chief Executive/Chief Officer terms and conditions are incorporated into all Chief Officers' contracts of employment. NJC for Local Government Employees terms and conditions and the Council's Single Status Agreement are incorporated into NJC Bands 14 & 15.
- 3.3 The salaries attributable to Chief Officer posts are subject to job evaluation and based on:
- clear salary differentials which reflect the level of responsibility attached to any particular role; and
  - rates which are reasonably sufficient to recruit and retain senior officers taking into account market conditions.
- 3.4 Increases in pay for Chief Officers will occur only as a result of:
- pay awards agreed by way of national/local collective pay bargaining arrangements; or
  - significant changes to a Chief Officer's role which result in a higher salary being appropriate as confirmed by the outcome of an appropriate job-evaluation process or
  - recruitment and/or retention payments which, in all the given circumstances at the relevant time, are deemed necessary in the

## Appendix 2

best interests of the Council and which are determined under a relevant policy relating to such payments.

- 3.5 All salary scales include an entitlement to annual incremental progression up to the maximum point in the pay scale.

The increments for the Chief Executive and Director of Regeneration and Neighbourhoods are performance linked and performance criteria set for a year

- 3.6 It is expected that senior officers will perform to the highest level and, except where entitlement to such payment arises because of a TUPE (or similar) transfer, performance related pay and bonus does not, therefore, form part of current remuneration arrangements. This position will be reviewed if legislation and/or guidance relating to senior posts is changed.

3.7 **Election Duties undertaken by Chief Officers**

Fees for election duties undertaken by chief officers are not included in their salaries. These are determined separately in consultation with the other Tees Valley Councils. For contested elections the fees are based on an agreed sum for the first 1000 electors and a further sum for each additional 1000 electors or fraction thereof, and a set agreed sum for uncontested elections

3.8 **Payments to Chief Officers upon termination of their employment**

Chief Officers who cease to hold office or be employed by the Council will receive payments calculated using the same principles as any other member of staff, based on entitlement within their contract of employment, their general terms and conditions and existing policies.

- 3.9 In the case of termination of employment by way of early retirement, redundancy (voluntary or otherwise) or on the grounds of efficiency of the service, the Council's Early Retirement and Redundancy Policy sets out provisions which apply to all staff regardless of their level of seniority.

- 3.10 The Council's Early Retirement and Redundancy Policy also sets out the applicable provisions in respect of awarding additional pension entitlement by way of augmentation or otherwise.

3.11 **Payments to Chief Officers in relation to work undertaken on behalf of Cleveland Fire Brigade**

The Chief Finance Officer receives a payment of £3,432 per annum for acting as Deputy Treasurer to Cleveland Fire Authority. This payment has not changed since April 2010 and the cost is paid for by the Fire Authority.

The Chief Solicitor receives a payment of £3,432 per annum for acting as Monitoring Officer to Cleveland Fire Authority. This payment has not changed since April 2010 and the cost is paid for by the Fire Authority.

3.12 **Payments to the Director of Public Health**

The Director of Public Health has access to the NHS very senior manager bonus arrangements as a consequence of a TUPE like transfer on 1 April 2013.

#### **4.0 Publication of and access to information relating to remuneration of chief officers.**

Information will be published on the Council's website in line with The Code of Recommended Practice for Local Authorities on Data Transparency<sup>6</sup>.

<sup>6</sup> Available at:

[www.communities.gov.uk/publications/localgovernment/transparencycode](http://www.communities.gov.uk/publications/localgovernment/transparencycode)

#### **5.0 Remuneration of lowest paid employees.**

The Council introduced 'single status arrangements' with effect from 2007. The lowest paid employees within the authority are appointed to posts which have been evaluated using an agreed job evaluation scheme and are remunerated accordingly.

#### **6.0 Relationship between Chief Officer and non-Chief Officer remuneration:**

The 'pay multiple' for the Council is determined by comparing the hourly pay for the highest paid employee against that of the median basic hourly pay for the organisation as a whole. (\*)

\* Technical note:

Using Green Book hourly rate formula i.e. basic salary x 7/365 x 1/37

- 6.1 The Council's median pay multiple at 31 December 2012 is 8.16
- 6.2 The Council will generally aim to ensure that the pay multiple does not exceed ten.

#### **7.0 General principles regarding remuneration of staff:**

- 7.1 The salaries attributable to posts are determined via a job evaluation. Staff are remunerated according to the evaluated score of the post they hold and by reference to the salary scale existing at any given time.
- 7.2 New appointments are subject to the Council's Recruitment and Selection Policy and will generally be made at the bottom spinal column point of all pay bands unless there are special circumstances and payment at a higher level can be objectively justified. However, in the event of any member of staff securing a higher-graded post via internal promotion/recruitment or the grade of their post increases following review and there being an overlap of salary points between their current post and bottom point of the newly secured position, then the Council will generally pay at a minimum point in the new grade which provides a reasonable increase. Where staff are redeployed because of redundancy or ill health, they will generally be appointed to the highest

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spinal column point within the lower grade so as to minimise financial loss.

- 7.3 The Council does not enter into arrangements with individuals to minimise their tax and national insurance contributions.