

Chief Executive's Department  
Civic Centre  
HARTLEPOOL

15 July, 2013

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 and Wells.

Madam or Sir,

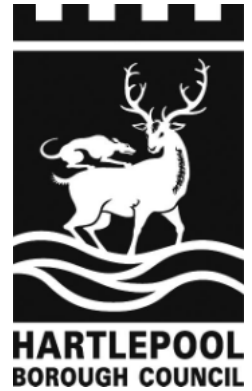
You are hereby summoned to attend a meeting of the COUNCIL to be held on THURSDAY, 25 July, 2013 at 7.00 p.m. in the Civic Centre, Hartlepool to consider the subjects set out in the attached agenda.

Yours faithfully

D Stubbs  
Chief Executive

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# COUNCIL AGENDA



**25 July 2013**

**at 7.00 pm**

**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 11;
- (5) To approve the minutes of the last meeting of the Council held on 6 June 2013 as the correct record;
- (6) To answer questions from Members of the Council on the minutes of the last meeting of Council;
- (7) To answer questions of Members of the Council under Rule 12;
  - (a) Questions to the Chairs of Committees and Forums
  - (b) Questions on Police and Crime Panel and Fire Authority issues to the appropriate Members
  - (c) Minutes of the meeting of the Cleveland Fire Authority held on 28 March 2013 and the Police and Crime Panel held on 5 February 2013 are attached.
- (8) To deal with any business required by statute to be done;
- (9) To receive any announcements from the Ceremonial Mayor or the Head of Paid Service;

- (10) To dispose of business (if any) remaining from the last meeting and to receive the report of any Committee to which such business was referred for consideration;
- (11) To consider reports from the Council's Committees and to receive questions and answers on any of those reports;
- (12) To consider any other business specified in the summons to the meeting, and to receive questions and answers on any of those items;
- (13) To consider reports from the Policy Committees:
  - (a) Proposals in relation to the Council's approved budget and policy framework:
    - (1) Youth Justice Strategic Plan 2013-2014 – Report of Children's Services Committee.
  - (b) proposals for departures from the approved budget and policy framework:
    - (1) Acquisition of Jacksons Landing;
    - (2) Highways Maintenance Programme
- (14) To consider motions in the order in which notice has been received; and

"This Council resolves that any contracts for works and services together with any associated payments made with Private Companies and Voluntary/Community Sector Organisations, declared upon any elected members 'Register of Interests' forms must be endorsed and approved by full Council."

Signed by:

Councillor C Akers-Belcher  
Councillor Richardson  
Councillor Simmons  
Councillor Jackson  
Councillor Cranney

- (15) To receive the Chief Executive's report and to pass such resolutions thereon as may be deemed necessary.



# Public questions for Council

Meeting: 25 July 2013

<b>1.</b>	From: Mr D Riddle
	To: Councillor Christopher Akers-Belcher, Chair of Finance and Policy Committee
	<p>Question</p> <p>Questions put to full Council in February centred around accountancy, funding and potential conflicts of interest within the Manor Residents Association and Who Cares North East organisations. In light of recent events surrounding those organisations, would councillors not agree that reinstating the public's right to ask supplementary questions is essential to local democracy?</p>
<b>2.</b>	From: Mr D Riddle
	To: Councillor Stephen Akers-Belcher, Chair of Council
	<p>Question:</p> <p>Given that, in the eyes of the law, a charities trustees must take ultimate responsibility for the actions of the charity, will Hartlepool Ceremonial Mayor Councillor Stephen Akers-Belcher be resigning his position on our council for his role in the Manor Residents Association scandal and, if not why not?</p>
<b>3.</b>	From: Mr F Corbett
	To: Councillor Christopher Akers-Belcher, Chair Finance and Policy Committee
	<p>Question:</p> <p>I understand that an organisation as large as HBC will have a reasonably large HR department but i would appreciate it if you can you inform me &amp; the rest of the Public gallery exactly what the financial costs to HBC are, of having a Full Time union official who is an employee of HBC, &amp; of any other seconded HBC staff, &amp; the relevant costs of Office Space, IT support &amp; any other ancilliary business support that is used by the union representatives.</p> <p>I would appreciate it if the individual figures for each part of the question could be given when answering the question.</p>

<b>4.</b>	From: Mr J Patrick
	To: Councillor Christopher Akers-Belcher, Chair of Finance and Policy Committee
	Question: In the wake of the recent audits into Manor Residents Association and Who Cares (NE), would it not be appropriate to now increase the funding and widen the scope of the inquiry being undertaken by barrister Tom Mitchell?
<b>5.</b>	From: Mr F Corbett
	To: Councillor Christopher Akers-Belcher, Chair of Finance and Policy Committee
	Question: In light of the recent controversies concerning the Manor Residents Asc, particularly the recent court cases in connection with them paying less than the National Minimum Wage & the subsequent resignation of Trustees, Cllrs S Akers Belcher & P Beck on the grounds of their not being kept informed about the decisions made by MRA Management, would it now be Prudent of HBC to withhold any further funding to Manor Residents.

<p style="text-align: center;"><b>COUNCIL</b></p> <p style="text-align: center;"><b>MINUTES OF PROCEEDINGS</b></p> <p style="text-align: center;"><b>6 June 2013</b></p>
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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
Brash	Cook	Cranney
Dawkins	Fisher	Fleet
Gibbon	Griffin	Hall
Hargreaves	Hill	James
Lauderdale	A Lilley	G Lilley
Loynes	Dr Morris	Payne
Richardson	Robinson	Shields
Sirs	Tempest	Thompson
Wilcox		

Officers: Dave Stubbs, Chief Executive  
Peter Devlin, Chief Solicitor  
Chris Little, Chief Finance Officer  
Denise Ogden, Director of Regeneration & Neighbourhoods  
Sally Robinson, Assistant Director (Children's Services)  
Louise Wallace, Director of Public Health  
Denise Wimpenny and Amanda Whitaker, Democratic Services Team

#### 14. APOLOGIES FOR ABSENT MEMBERS

Councillors Atkinson, Jackson, Simmons and Wells

#### 15. DECLARATIONS OF INTEREST FROM MEMBERS

Councillor Hargreaves declared a personal interest, as Chair of Trustee Board in Hartlepool, in agenda item 14

Councillor Thompson declared a personal interest in agenda item 14.

Councillor Brash declared a personal and non prejudicial interest, as trustee of

charity, in agenda item 14.

16. BUSINESS REQUIRED BY STATUTE TO BE DONE BEFORE ANY OTHER BUSINESS

None

17. PUBLIC QUESTION

None

18. MINUTES OF PROCEEDINGS

The Minutes of Proceedings of the Council held on the held on 11 April 2013 and the Extraordinary Council meeting held on 2 May 2013 (deferred at Annual meeting of Council) and of the Annual Council meeting held on 9 May 2013, having been laid before the Council.

RESOLVED - That the minutes be confirmed.

The minutes were thereupon signed by the Chairman.

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

None

20. QUESTIONS FROM MEMBERS OF THE COUNCIL

(a) Questions to Chairs of Committees and Forums

The Chair of the Finance and Policy Committee responded to a question raised at the meeting in relation to the rationale, given the current economic climate, for the decision taken by the Committee relating to the performance increment scheme for the Chief Executive and Directors.

The Chair reported that similar questions had been raised by Members of the Committee and that the Committee had debated the issue. It had been highlighted to the Committee that the terms and conditions included in the contract of the Chief Executive and Directors included reference to performance related increments. The scheme was therefore in accordance with contractual arrangements.

**The Chief Executive, Director of Regeneration & Neighbourhoods and Assistant Director (Children's Services) left the meeting for the remainder of the debate on this item.**

During the remainder of the debate, a Member suggested that it was possible to work with senior officers to delay the scheme until the remainder of the Council's employees received a pay increase. Recognition was given to the high calibre of senior officers. However concern was expressed regarding the criteria which had been agreed by the Committee which it was considered should be more prescriptive.

**The Chief Executive, Director of Regeneration & Neighbourhoods and Assistant Director (Children's Services) rejoined the meeting**

- (b) Questions on Police and Crime Panel and Fire Authority issues for which notice has been given.

None

21. BUSINESS REQUIRED BY STATUTE

None

22. ANNOUNCEMENTS

None

23. TO DISPOSE OF BUSINESS (IF ANY) REMAINING FROM THE LAST MEETING AND TO RECEIVE THE REPORT OF ANY COMMITTEE TO WHICH SUCH BUSINESS WAS REFERRED FOR CONSIDERATION.

None

24. TO CONSIDER REPORTS FROM THE COUNCIL'S COMMITTEES AND TO RECEIVE QUESTIONS AND ANSWERS ON ANY OF THOSE ITEMS

None

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

None

26. REPORT FROM THE POLICY COMMITTEES

- (a) Proposals in relation to the Council's budget and policy framework
  - (i) Report of Regeneration Committee – Trees and Development Guidelines Supplementary Planning Document



The Chair of the Regeneration Committee presented a report which sought Council endorsement of the Trees and Development Guidelines Supplementary Planning Document.

Members were advised that the Hartlepool Local Plan would be the key Development Plan Document setting out the spatial vision, strategic objectives and core policies for the Borough for the next 15 years. Contained within the emerging Local Plan, policies ND4, EC2, EC3, HE1 and NE2 made specific reference to trees, landscaping and green infrastructure. The Trees and Development Guidelines Supplementary Planning Document was intended to provide an outline of the procedures and design criteria necessary to achieve the successful integration of existing and new trees, shrubs, hedges and hedgerows into new developments. The Hartlepool Tree Strategy 2011 – 2016 supported the production of a trees and development supplementary planning document through a number of its objectives and actions which were set out in the report.

It was noted that under the previous governance arrangements, Cabinet had granted authorisation to undertake public consultation on the draft Trees and Development Guidelines Supplementary Planning Document and associated sustainability appraisal on 29<sup>th</sup> October 2012. A period of formal public consultation had commenced on 23<sup>rd</sup> November 2012 and had concluded on 31<sup>st</sup> January 2013. Following completion of public consultation Cabinet was requested to authorise presentation of the Trees and Development Guidelines Supplementary Planning Document to full Council for adoption. Authorisation had been granted at the Cabinet meeting of 2<sup>nd</sup> April 2013.

The recommendation included in the report was supported. However, it was proposed that the recommendation be enhanced to address the concerns of residents in the Fens and Rossmere ward to retain a substantial green wedge between their community and any proposed future development.

RESOLVED – (i) That the Trees and Development Guidelines supplementary planning document be endorsed.

- (ii) That the Council, when considering any further planning applications, in particular the South West extension, aim to narrow the gap of tree coverage in Hartlepool from 2.6% to 8.6% which is the national average.

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

None

## 27. MOTIONS ON NOTICE

The following Motion had been submitted:-

“Since its inception in 1999 the minimum wage has become a cornerstone of our social democracy. it defends working people from exploitation at the hands of greedy, negligent employers.

Overnight it raised the pay of over 1 million workers in the UK by around 15% and despite the doom-laden predictions of some, it has not resulted in mass unemployment.

As Tony Blair once said: The absence of a minimum wage would mean "building a workforce where fear is the spur and insecurity the incentive".

Today it acts as vital safeguard in our society, which promotes dignity for hard-working men and women across Hartlepool and the UK as a whole.

Therefore, we, the Council, condemn any responsible individual (be they manager, director or trustee) who fails to pay the National Minimum Wage. Such abuses are an affront to justice, both legal and moral, and those individuals should be prosecuted to the fullest extent of the law.

Secondly, as the largest contractor of services in Hartlepool, we recognise our responsibility to protect all workers. Therefore, we propose the introduction of a National Minimum Wage Guarantee, which must be signed by every organisation (large or small) who contract with this authority.

If an organisation fails to live up to this agreement, then this must be reported to Full Council and a decision about the future of that contract taken by the appropriate committee.”

Signed by:-

Councillor Brash

Councillor Thompson

Councillor Hargreaves

Councillor G Lilley

Councillor A Lilley

In moving and seconding the Motion, Members expressed their support of the principles of the minimum wage.

Whilst welcoming the Motion, an amendment to the penultimate paragraph of the Motion was moved and seconded as follows:-

“Since its inception in 1999 the minimum wage has become a cornerstone of our social democracy. It defends working people from exploitation at the hands of greedy, negligent employers.

Overnight it raised the pay of over 1 million workers in the UK by around 15% and despite the doom-laden predictions of some, it has not resulted in mass unemployment.

As Tony Blair once said: The absence of a minimum wage would mean "building a workforce where fear is the spur and insecurity the incentive".

Today it acts as vital safeguard in our society, which promotes dignity for hard-working men and women across Hartlepool and the UK as a whole.

Therefore, we, the Council, condemn any responsible individual (be they manager, director or trustee) who fails to pay the National Minimum Wage. Such abuses are an affront to justice, both legal and moral, and those individuals should be prosecuted to the fullest extent of the law.

As the largest contractor of services in Hartlepool, we recognise our responsibility to protect all workers, including those undertaking comparable work under the 'Back to work' programme. Therefore we propose the introduction of a 'Living Wage Guarantee', in line with our aim to be a Living Wage Council. This must be signed by every beneficiary who receives a grant or commissioned contract by this Council. Should the Council fail to adopt the Living Wage all organisations would be required to sign a National Minimum Wage Guarantee.

If an organisation fails to live up to this agreement, then this must be reported to Full Council and a decision about the future of that contract taken by the appropriate committee."

The amendment was accepted by the mover of the Motion.

During the debate which followed Members expressed their support of the amendment. Clarification was sought from the Chief Solicitor in relation to whether the amendment was potentially exceeding the authority of the Council. In responding to the request for clarification, the Chief Solicitor highlighted that the living wage was not enshrined in legislation and referred to the aspirational nature of the amendment

The mover of the Motion exercised the right of reply at the close of the debate

Amended Motion agreed.

The Chair confirmed, in the absence of dissent, that this was the unanimous decision of Council.

## 28. APPOINTMENTS TO OUTSIDE ORGANISATIONS AND OTHER BODIES

Northern Consortium of Housing Authorities

The Chief Executive reported that the appointments to the Consortium made at Extraordinary Council on 2 May 2013 were the Chair and a Member from the Neighbourhood Services Committee (Councillors Jackson and Cook) when the appointments more correctly should have come from the Regeneration Services Policy Committee as the policy and service issues relating to housing fall within the remit of that Committee.

After consultation with the Leader of the Council, the nominations of Councillors Payne and Cranney had been received and Council was requested to approve the appointments.

RESOLVED – That the appointments be approved.

## 29. PUTTING HARTLEPOOL FIRST GROUP

The Chief Executive reported that Notice had formally been received that the Putting Hartlepool First Group had changed its appointed Leader. Council was requested to note that the Putting Hartlepool Group Leader was now Councillor Alison Lilley.

RESOLVED – That the report be noted.

## 30. OVERVIEW AND SCRUTINY ANNUAL REPORT FOR 2012/13

Prior to the adoption of the Council's new governance arrangements and Constitution, the Council's Overview and Scrutiny Procedure Rules required that an Overview and Scrutiny annual report be produced, detailing the work undertaken during the last 12 months. In completing the required process for 2012/13, the final Overview and Scrutiny Annual Report for the 2012/13 Municipal Year was submitted for Council's consideration.

RESOLVED – That the report be noted.

## 31. REVISIONS TO THE COUNCIL'S CODE OF CONDUCT

The Chief Executive reported that on 2nd August, 2012, the Borough Council had adopted a revised Code of Conduct to comply with the Localism Act, 2011. Within Section 28(1) of the Act, it was indicated that a Code must be "consistent" with the seven "Nolan" Principles as established through the Committee on Standards in Public Life. The Committee in its fourteenth report published in January, 2013, changed the 'descriptions' behind those principles. At its meeting on 23<sup>rd</sup> April, Standards Committee had recommended these changes be incorporated within the Council's Code of Conduct. The revised descriptions were set out in the report.

Members were reminded that as the Council moved through the process of change to its governance arrangements, dialogue had taken place with representatives from the Department for Communities and Local Government. Those representatives had disclosed that the Coalition Government would like to see reference within local authority Codes of Conduct to the offence provision

as outlined within Section 34 of the Localism Act. It had therefore also been recommended by the Standards Committee that an addition be made to the Council's Code of Conduct relating to the offence provision as set out in the report.

RESOLVED - That the revisions to the Council's Code of Conduct, as set out in the report, be approved.

### 32. APPOINTMENT OF INDEPENDENT PERSON(S)

Council was reminded that its current composition of Independent Persons would retire from their duties with effect from 30th June, 2013. A number of local authorities had made representations to the Secretary of State in order to seek some continuity in the appointment of the former 'Independent Members' to become 'Independent Persons'. Details of subsequent communication from the Secretary of State were set out in the report.

Members were advised that a joint advertisement with the Cleveland Fire Authority had been placed in editions of the Hartlepool Mail and the Evening Gazette requesting completed applications to be submitted no later than 5th April, 2013. The Council's Standards Committee had previously approved the "selection criteria" and "role description" of the 'Independent Person'. At the meeting of Standards Committee on 23<sup>rd</sup> April, 2013, the Committee had interviewed and unanimously recommended for appointment Mr Norman Rollo and Ms Clare Wilson, for a term of four years commencing on 1<sup>st</sup> July, 2013. Subject to Council approval of these appointments, Mr Rollo and Mrs Wilson would serve as co-opted members upon the Council's Audit and Governance Committee when it deals with 'standards' in an advisory capacity as reflected within the Council's Constitution.

RESOLVED –

- (i) That the appointment of Mr Norman Rollo and Ms Clare Wilson as Independent Persons for a period of four years from 1<sup>st</sup> July, 2013 be approved.
- (ii) That the contribution of Mr Ted Jackson, Professor Brian Footitt and Reverend John Lund as Independent Members/ Independent Persons be acknowledged and a letter of appreciation be sent on behalf of Council.

CHAIR

The meeting concluded at 7.35 p.m.

## Member questions for Council

Meeting: 25 July 2013

1.	From: Councillor Keith Fisher
	To: Councillor Christopher Akers-Belcher, Chair Finance and Policy Committee
	<p>Question:</p> <p>In order that we may formally clarify recent media reports that letters of support have been send to a Government minister from this Council in support of an application to part finance the building of a new hospital may we have an open debate here, tonight, in order that the public may understand specifically which Councillors are for and which are against the building of a new hospital in Wynyard.</p>

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# CLEVELAND FIRE AUTHORITY

## MINUTES OF ORDINARY MEETING

### 28 MARCH 2013

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#### PRESENT:

#### CHAIR:-

Cllr Payne– Hartlepool Borough Council

#### HARTLEPOOL BOROUGH COUNCIL

Cllr Richardson

#### MIDDLESBROUGH COUNCIL

Cllrs Biswas, Brunton, Clark, Hussain, Sanderson

#### REDCAR & CLEVELAND BOROUGH COUNCIL

Cllrs Briggs, Cooney, Dunning, Hannon, Ovens

#### STOCKTON ON TEES BOROUGH COUNCIL

Cllrs O'Donnell, Gardner, Woodhead

#### AUTHORISED OFFICERS

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

#### BRIGADE OFFICERS

Head of Corporate Support

#### APOLOGIES:

Cllrs James, Wells - Hartlepool Borough Council

Cllr Pearson – Middlesbrough Council

Cllr Moses – Redcar & Cleveland Borough Council

Cllrs Corr, Cunningham, Stoker, Walmsley– Stockton on Tees Borough Council

#### 129. DECLARATIONS OF MEMBERS INTEREST

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

#### 130. MINUTES

**RESOLVED – that the Minutes of the Cleveland Fire Authority Meeting on 15 February 2013 be confirmed.**

#### 131. MINUTES OF COMMITTEES

**RESOLVED – that the Minutes of the Executive Committee held on 8 March 2013 be confirmed.**

#### 132. COMMUNICATIONS RECEIVED BY THE CHAIR

The Chairman informed Members of the receipt of the following communications:

- A new Fire and Rescue Services Bulletin which will provide a summary of the work that the LGA is undertaking on behalf of fire and rescue authorities. This bulletin will be circulated electronically to members for their information.
- Letter from Rt Hon Eric Pickles MP, Sec of State for CLG re Openness and Accountability in Local Pay
- Letter from Cllr Rebecca Knox, PCC Task & Finish Group re Request for Information – How are Fire and Rescue Authorities working with Police and Crime Commissioners

**132. COMMUNICATIONS RECEIVED BY THE CHAIR (cont)**

- Letters from Brandon Lewis MP, DCLG re Completion of Sale of the Fire Service College and re seeking savings by reducing facility time arrangements with trade unions and by charging for collection trade union subscriptions.

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

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

**133.1 Draft Service Plan 2013/14**

The Chief Fire Officer (CFO) reported that the Executive Committee had, at their meeting on 8 March 2013, considered and recommended for approval the following priorities for 2013/14 in line with the Authority's Medium Term Financial Strategy:

**Meeting the Budget Shortfalls**

- implement the budget proposal to reduce crewing levels on pump ladders from five to four
- undertake an Organisational Review to establish saving requirements for the medium term

**Fundamental Review of Services**

- consult on draft Strategic IRMP including services and standards
- undertake resource allocation to the agreed services and standards

**Carry Over Projects**

- implement Employee Health and Wellbeing Strategy
- implement Accountability, Engagement and Assurance Strategy including Assurance Statement

**Infrastructure**

- progress Capital Projects for 2013/14 from Capital Programme

**Performance**

- undertake Operational Assurance

**Future Direction**

- progress Social Enterprise
- grow the Community Interest Company

Members discussed the funding formula in connection with the Budget Shortfall and agreed that a change to the formula is unlikely.

Councillor Dunning queried what criteria had been used in choosing which stations would reduce their crewing levels first. The CFO confirmed that the decision had been based on a risk and call profile basis.



### 133.1 Draft Service Plan 2013/14 (cont)

**RESOLVED:**

- (i) that the Priorities for 2013/14 as set out in paragraph 4 of the report be approved.**
- (ii) that the Service Plan 2013/14 be approved.**
- (iii) that upon completion and validation of the 2012/13 performance data, the Service Plan 2013/14 be published.**

### 133.2 Strategic Direction 2014/15 to 2018/19

The CFO confirmed that the Authority's Strategic Plan 2009/10 to 2013/14 is due to finish in March 2014 and therefore a new vision and strategic goals need to be established.

The CFO reported that the Executive Leadership Team had reviewed the vision (as outlined at Appendix 1) and the current 8 strategic priorities, resulting in a new vision and two goals for 2014/19:

1. Safer Communities - reflecting the Authority's commitment to making a positive difference to the safety and quality of life of every local citizen; and the places where they live and work.
2. Organisational Excellence - reflecting the Authority's commitment to delivering services by people who are professional, proud and passionate and being nationally recognised as high performing and innovative; and internationally renowned for being able to reduce risk in business, industry and the home.

The CFO advised that the proposed goals were underpinned with specific aims, outcomes and measures (as detailed at Appendix 2).

The CFO detailed the process leading to the publication of the Authority's Strategic IRMP 2014/15-2018/19 in April 2014.

**RESOLVED:**

- (i) that the outcomes of the Brigades Executive Leadership Team's strategic, business and financial planning activities 2012 in relation to the Authority's strategic direction 2014/15 to 2018/19 for planning purposes be noted.**
- (ii) that for planning purposes the revised vision as at Appendix 1 and the revised strategic goals, aims and outcomes as at Appendix 2 be approved.**
- (iii) the next steps in relation to the strategic, business and financial planning activities be noted.**

### 133.3 Public Service Mutual

The CFO reported that the purpose of the report was to ensure that the Elected Members of Cleveland Fire Authority were satisfied with the necessary governance arrangements and assurance mechanisms for the consideration of the establishment of a Public Service Mutual (PSM).

### 133.3 Public Service Mutual (cont)

The CFO explained that the first stage of development has focused on examining if there are any major obstacles that would prevent the Fire Authority from moving towards a PSM Model and these obstacles have been called 'technical challenges'. If it is not possible to secure a practical solution to these challenges, then a move to a PSM model would not be a viable option.

The CFO confirmed that the challenges fall under the five broad headings of:

- Governance
- Finance
- Growth and sustainability
- Workforce; and
- Physical assets

The CFO reported that there are potentially a number of solutions to each of these technical challenges and that the task is to find the solution which most fully supports the achievement of the CFA ambition and vision for the future.

The CFO confirmed that the consideration of the PSM has reached the point where detailed evaluation work for the development of the Business Case and Business Plan must start. He reported that the Executive Committee has the remit to consider and make recommendations to the full Fire Authority on major strategic issues such as the exploration of the PSM model and it was proposed that the governance model and reporting structure as outlined in Table 2 be adopted by the Authority. The Executive Committee would then consider in detail the key components of the Technical, Financial and the Strategic Cases based upon the work of the Mutual Support Programme Consultants; and support the development of the Business Case for consideration by the Full Fire Authority.

Councillor Clark requested assurances that dialogue be continued with both Staff and Trade Unions with regard to exploration of a PSM. The CFO confirmed that the item was a standard agenda item on the monthly meetings with the Trade Unions and that an extensive communications exercise is about to commence with staff.

#### **RESOLVED:**

- (i) that the governance arrangements and reporting structure as detailed at Section 6 and Table No 2 of the report be approved i.e.**
  - (a) that the Executive Committee will consider in detail the key components of the Technical, Financial and the Strategic Cases based upon the work of the MSP Consultants; and support the development of the Business Case for consideration by the Full Fire Authority.**
  - (b) that the CFA will consider the Business Case for establishing a PSM model including the key components of the Technical, Financial and the Strategic Cases; and determine whether to proceed to the Consultative Stage.**
  - (c) that the CFA will consider the Business Plan ("the Operating Model") for establishing a sustainable PSM model including the Growth Strategy; and determine whether to proceed to the Business Systems testing and Assurance Stage.**

**RESOLVED (cont):**

- (d) that following an independent due diligence assessment of the Business Case and Business Plan; and a comprehensive and robust Stakeholder Consultation process, the CFA will consider and determine whether to proceed to the Transition Stage of the PSM model.

- (ii) that further reports be received.

**133.4 Information Pack – March 2013**

- 133.4.1 Fire and Rescue Service Monthly Bulletins
- 133.4.2 National Joint Council Circulars

**RESOLVED – that the Information Pack be noted.**

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

**134.1 Information Pack**

- 134.1 Member Attendance at Conference
- 134.2 Requests for Brigade Information

**RESOLVED – that the Information Pack be noted.**

**135. REPORT OF THE CHAIR OF THE AUDIT & GOVERNANCE COMMITTEE**

**135.1 Information Pack**

- 135.1.1 Audit Strategy Memorandum Year ended 31 March 2013
- 135.1.2 Audit Progress Report
- 135.1.3 Organisational Performance Report April – December 2012
- 135.1.4 Corporate Risk Register
- 135.1.5 Scrutiny of Internal Audit Reports 2012/13 – Quarter Ending December 2012
- 135.1.6 Progress Against Revenue and Capital Budget 2012/13
- 135.1.7 Scrutiny of the Treasury Management Strategy 2013/14
- 135.1.8 Internal Audit Plan 2013/14

**RESOLVED – that the Information Pack be noted.**

**136. REPORT OF THE CHAIR OF THE OVERVIEW & SCRUTINY COMMITTEE**

**136.1 Information Pack**

- 136.1.1 Employee Health & Wellbeing Strategy

**RESOLVED – that the Information Pack be noted.**

**137. REPORT OF THE LEGAL ADVISER AND MONITORING OFFICER**

**137.1 Pay Accountability – Pay Policy Statement 2013/14**

The Legal Adviser and Monitoring Officer (LAMO) appraised Members of the Authority's requirement to prepare a Pay Policy Statement (PPS) for the financial year and referred to section 3 of the report which set out the areas to be included in the Authority's PPS. This included the Authority's policies for the financial year relating to:

- the remuneration of its chief officers
- the remuneration of its lowest paid employees
- the relationship between:  
the remuneration of its chief officers and  
the remuneration of its employees who are not chief officers.

The LAMO reported that the Secretary of State for Communities and Local Government (CLG) had issued guidelines under section 40 of the Localism Act entitled: 'Openness and Accountability in Local Pay' setting out the key policy principles underpinning pay accountability provisions.

The LAMO referred to the Authority's 2013/14 PPS attached at Appendix 1 and confirmed it had been produced in line with the provisions of the Localism Act 2011 and in accordance to Government guidelines. He also confirmed it had been updated to reflect the outcomes of the 2012 job evaluation exercise.

The LAMO advised that, once approved, the Pay Policy Statement is required to be published by the Authority before 31 March.

**RESOLVED:**

- (i) that the Pay Policy Statement 2013/14 at Appendix 1 be approved.**
- (ii) that the Pay Policy Statement be published by 31 March 2013.**

**138. ANY OTHER BUSINESS**

**138.1 Cancellation of Special CFA – 19 April 2013**

The Chair proposed that, following the adoption of the new governance arrangements and reporting structure with regard to the work being carried out for PSM, the Special CFA Meeting on 19 April 2013 be cancelled.

**RESOLVED – that the Special CFA meeting on 19 April 2013 be cancelled.**

**139. 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 paragraphs below of Part 1 Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006".**

**139. LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION ORDER) 2006cont**

**Paragraph 1: namely information relating to any individual.**

**Paragraph 3: namely information relating to the financial or business affairs of any particular person (including the authority holding that information).**

**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.**

**Paragraph 7: namely information relating to any action taken to be taken in connection with the prevention, investigation or prosecution of crime.**

**140. CONFIDENTIAL MINUTES OF COMMITTEES  
RESOLVED – that the Confidential Minutes of the Executive Committee meeting held on 8 March 2013 be confirmed.**

**141. TO RECEIVE THE CONFIDENTIAL REPORTS OF THE CHIEF FIRE OFFICER  
141.1 Review of the Service Level Agreement for Financial Services**  
The Director of Corporate Services updated Members on the outcomes of the best value review of the financial services provision within the Fire Authority.

**141.2 Hydraulic Platform Alpha 6 – Road Traffic Collision Report**  
The CFO updated Members on the Road Traffic Collision involving the Hydraulic Platform Alpha 6.

**COUNCILLOR R PAYNE  
CHAIRMAN**

## **Cleveland Police and Crime Panel**

A meeting of Cleveland Police and Crime Panel was held on Tuesday, 5th February, 2013.

**Present:** Cllr Norma Stephenson (Chairman); Cllr Chris Abbott; Mr Geoff Baines; Cllr Ken Dixon; Mrs Gwen Duncan; Cllr George Dunning; Cllr Ray Goddard; Cllr Terry Laing; Cllr Steve Nelson; Cllr Carl Richardson; Cllr Charlie Rooney (Vice Chairman) and Cllr Bernie Taylor.

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

**Also in attendance:** Jacqui Cheer (Temporary Chief Constable), Barry Coppinger (Police and Crime Commissioner).

**Apologies:** Mayor Stuart Dummond; Cllr Peter Cox

### **PCP 39/12      Declarations of Interest**

Councillor Ken Dixon declared a personal, non-prejudicial interest due to his son being a serving Cleveland Police Force Officer.

### **PCP 40/12      Confirmation Hearing Purpose and Procedure**

The purpose of the meeting was explained, which was to hold a confirmation hearing before making a report and recommendation to the Police and Crime Commissioner ("the Commissioner") in relation to his proposed appointment of a Chief Constable. The hearing was a meeting of the Panel, held in public, at which the Candidate, Jacqui Cheer, was requested to appear for the purpose of answering questions relating to the proposed appointment.

The procedure to be followed was explained, and it was indicated that when the questions asked of the Candidate by Panel members were concluded, the Panel would go into closed session, in order to agree a report and recommendations to the Commissioner. The Panel's decision would be communicated to the Commissioner in writing by the next working day following the hearing, and a copy of the communication would be provided to the Candidate. The Panel's decision would normally be embargoed until a period of five days had elapsed following the hearing, however it was agreed that in the particular circumstances of this case that would not be necessary or appropriate. Details of the Panel's decision could therefore be released immediately following its communication to the Commissioner and the Candidate.

### **PCP 41/12      Key Documents associated with the appointment**

Details of a report and notification and accompanying documents from the Commissioner, regarding the proposed appointment, were considered by the Panel. These provided details of the appointment process leading to the Commissioner's proposal to appoint Jacqui Cheer, as Chief Constable.

### **PCP 42/12      Questioning of Candidate**

Panel members asked questions of the Candidate regarding her involvement in

partnership working and the benefits resulting from such partnerships; the sustainability of the commitment to neighbourhood policing in the present economic climate; the differences between neighbourhood policing, front line policing and visible policing; the proposals regarding special or volunteer constables; her views on how best to respond to the losses of experienced officers and the restrictions on appointing younger officers due to the recruitment freeze, and the role played by Regulation A19 in this context; her understanding and position on operational independence; and what she considered to be the most difficult and immediate challenge she faced as Chief Constable, and how she would propose to meet it.

When responses had been provided to all of the Panel Members' questions, the Candidate was given an opportunity to clarify any answers given and to ask questions of the Panel.

**PCP  
43/12**

**Closed session for the Panel to consider its recommendation**

The Panel agreed unanimously that Jacqui Cheer was an excellent candidate and that her appointment be fully supported.

Following this, and after the Commissioner and Candidate had returned, the Panel indicated that they were immensely impressed with the comprehensive, open and honest way in which the Candidate responded to each of the questions; and with her record of performance over the past 18 months, and with her strategic insight and forward planning and that they unanimously supported the Commissioner's recommendation that she be confirmed as Chief Constable.

RESOLVED that the Panel unanimously confirms its full support for the appointment of Jacqui Cheer as Chief Constable for the Cleveland Police Force.

# COUNCIL

25 July 2013



**Report of:** Children's Services Committee

**Subject:** YOUTH JUSTICE STRATEGIC PLAN 2013-2014

## 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present to Council the final draft of the Youth Justice Strategic Plan for 2013-2014 (**Appendix 1**) and seek ratification from Council prior to the Plan being submitted to the National Youth Justice Board.

## 2. BACKGROUND

- 2.1 The national Youth Justice Performance Improvement Framework is the Youth Justice Board's primary tool for monitoring and securing performance improvement across Youth Offending Services in England and Wales.
- 2.2 The primary functions of Youth Offending Services are to prevent offending and re-offending by Children & Young People and reduce the use of custody. It is the responsibility of local Youth Offending Services to develop and coordinate the provision of these services for all of those young people in the Local Authority area who need them.
- 2.3 In recent years Hartlepool has witnessed a significant reduction in youth crime. The local youth justice partnership has been particularly effective in reducing the numbers of young people entering the youth justice system for the first time and we are now starting to see a reduction in the rate of crime being committed by those young people who have previously offended.
- 2.4 The national framework for monitoring the performance and quality of Youth Offending Services includes a range of elements that work together to improve practice and performance. The framework builds upon the statutory responsibilities for Youth Offending Services established under the Crime and Disorder Act 1998 through a requirement for all Youth Offending Services to annually prepare, as part of the local business planning cycle, a local Youth Justice Plan for submission to the Youth Justice Board.



2.5 Whilst the local Youth Offending Service partnership can develop its own structure and content of the Youth Justice Plan, national guidance suggests the Plan should address four key areas and it is these areas that will be refreshed to reflect the position for the service going forward.

- Resourcing and value for money - The sufficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending.
- Structure and Governance - The Plan will set out the structures and governance necessary to ensure the effective delivery of local youth justice services. The leadership composition and role of the multi agency Youth Offending Service Management Board are critical to this.
- Partnership Arrangements - To demonstrate that effective partnership arrangements are in place between the Youth Offending Service, statutory partners and other local partners that have a stake in delivering youth justice services and that these arrangements generate effective outcomes for children and young people who offend or are at risk of offending.
- Risks to Future Delivery - To ensure the Youth Offending Service has the capacity and capability to deliver effective youth justice services, identifying risks to future delivery and the Youth Offending Service's partnership plans to address these risks.

### 3. PROPOSALS

3.1 The planning framework to support the development of the 2013/2014 Youth Justice Strategic Plan has drawn upon the appraisal of the Youth Justice Boards Regional Partnership Manager, the local Youth Offending Service Strategic Management Board alongside the views and opinions of service users, staff and key partners which were established during the recent Youth Justice Peer Review. Development of the plan has incorporated recommendations from the Safer Hartlepool Partnership Executive Group, the Children's Services Scrutiny Forum and Children's Services Committee. The plan also acknowledges the role of the Youth Offending Service in taking forward the priorities of the recently elected Cleveland Police and Crime Commissioner.

3.2 The 2013/14 Youth Justice Plan has taken into consideration the changes across the Youth Justice arena following the publication of the Legal Aid, Sentencing and Punishment of Offenders Act 2012 which introduces new measures to ensure that criminal cases run more efficiently, increases the options available for non-custodial sentences and introduces new conditions designed to help reduce the unnecessary use of secure remands for young people.

3.3 Central to the development of the proposed objectives for 2013/2014 has been the core functions of the service which are the prevention of offending and re-offending by children & young people and reduce the use of custody.

3.4 The planning framework described above has given gives rise to the following priorities for 2013 - 2014:

- Reduce further offending by young people who have committed crime.
- Sustain the reduction of first time entrants to the youth justice system.
- Demonstrate effective arrangements in place for the management of the risk and vulnerability of young people and their families.
- The Youth Offending Strategic Management Board will be a well constituted, committed and knowledgeable Board which scrutinises Youth Offending Service performance.
- The Youth Offending Strategic Management Board will provide a strategic lead for the service and understands the way in which the service contributes to integrated offender management arrangements, reduction of crime and offending and public protection.
- The Youth Offending Service Management Team will have clearly defined roles and responsibilities and have a shared vision and purpose to support the effective management of the service and drive up standards and performance.
- Demonstrate a clear understanding across the service of what constitutes effective practice in relation to the prevention and reduction of youth crime and the role of the service within the management of young peoples risk and vulnerability.
- Demonstrate a clear understanding across the service of what 'good looks like' in relation to the development of Youth Justice Assessments, Reports, Plans, Interventions and effective case management arrangements.
- Maximise the resources, programmes and specialist expertise available across the service and available resources will be maximised within all planning.
- Practice across the service will be integrated to ensure that young people receive seamless, high quality youth justice services in Hartlepool.
- Ensure all Team Managers and YOS staff further develop their skills and knowledge in core youth justice effective practice around risk

assessment and appropriately targeted intervention aimed at risk reduction.

- Further develop expertise across the service relating to high risk offending behaviour.
- Demonstrate that there are robust alternatives in place to support reductions in the use of remands to custody whilst awaiting trial/sentencing.

3.5 The local Youth Justice Strategic Plan for 2013 – 2014 establishes responsibility across the Youth Offending Service and the Youth Offending Strategic Management Board for taking each improvement activity forward within agreed timescales.

#### **4. RECOMMENDATIONS**

4.1 Council is requested to ratify the Youth Justice Plan for 2013 – 2014 prior to the plan being submitted to the National Youth Justice Board.

#### **5. REASONS FOR RECOMMENDATIONS**

5.1 The Youth Justice Strategic Plan for 2013 - 14 is a statutory requirement and therefore part of the Council's Budget and Policy Framework. The Plan will determine how Hartlepool Borough Council and partners can make the most effective use of available funding to produce better outcomes for local children, young people and their families who are at risk of involvement or further involvement in offending behaviour.

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

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

The Youth Justice Boards: Youth Justice Performance Improvement Framework (Guidance for Youth Justice Board English Regions available at: <http://www.justice.gov.uk>)

#### **7. CONTACT OFFICER**

7.1 Sally Robinson, Assistant Director (Children's Services), Child and Adult Services, Hartlepool Borough Council, Level 4, Civic Centre, TS24 8AY. Tel 01429 523405. E-mail [sally.robinson@hartlepool.gov.uk](mailto:sally.robinson@hartlepool.gov.uk)

7.2 Mark Smith, Head of Youth Support Services, Child and Adult Services, Hartlepool Borough Council, level 4, Civic Centre, TS24 8AY. Tel 01429 523405. E-mail [mark.smith@hartlepool.gov.uk](mailto:mark.smith@hartlepool.gov.uk)

Hartlepool Youth Offending Service



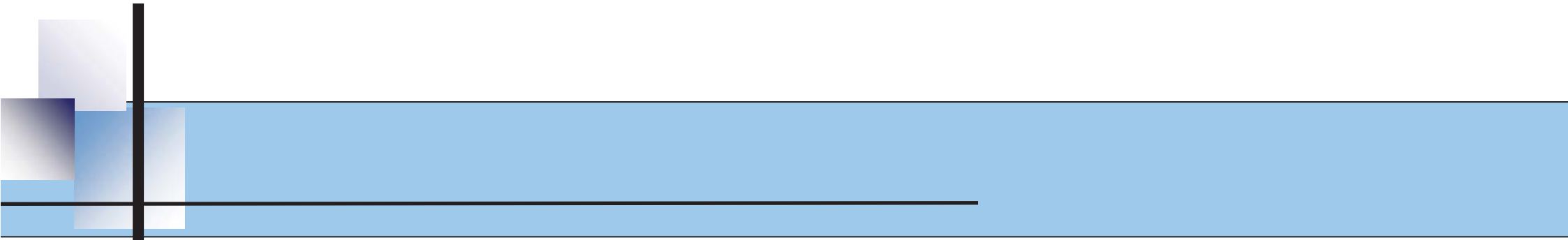
# Youth Justice Strategic Plan 2013-2014



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# Foreword

Welcome to the 2013-2014 Hartlepool Youth Offending Service's Youth Justice Strategic Plan. This plan sets out our ambitions for Youth Justice Services in Hartlepool and how they will contribute to our overarching aspirations for the town, set out in our Community Strategy 2008-20 wherein:

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

In recent years Hartlepool has witnessed a significant reduction in youth crime. The local youth justice partnership has been particularly effective in reducing the numbers of young people entering the youth justice system for the first time and we are now starting to see a reduction in the rate of crime being committed by those young people who have previously offended.

Beyond this the service has seen:

- The establishment of the One Stop Shop facility in the centre of the town, as the key point of service delivery which enables the service to provide support to young offenders in a non-stigmatising setting in partnership with broader Youth Support Services.
- The steady increase in the involvement of young people in direct reparation work to the victim, enabling the young people to offer a meaningful apology.
- The re-commissioning of Restorative Justice Services to bring about further improvements in the involvement of victims in youth justice processes and victim confidence and satisfaction.

- The successful recruitment, retention and training of volunteer panel members to secure effective Referral Order Panels.
- The further development of court team arrangements leading to improved relationships with local magistrates.
- The participation of the service in a youth justice peer review to support the service to identify further areas for improvement in relation to the reduction of youth crime.

In short the Youth Offending Service is continuing to demonstrate its direct contribution to both improving outcomes for young people and making local communities safer and stronger. Whilst recognising the tough financial climate ahead, it is essential that we continue to push forward with improvements to the Service in 2013 - 2014. This plan defines priorities for the Youth Offending Service in the coming year and highlights further areas for improvement.

As always, the Strategic Management Board is extremely grateful for the skill and dedication of our employees in supporting young people who offend or are at risk of becoming involved in offending in Hartlepool.

On behalf of the Youth Offending Service Strategic Management Board I am pleased to endorse the Youth Justice Strategic Plan for 2013 -2014.



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Steve Jermv. Chief Inspector Cleveland Police

# Introduction

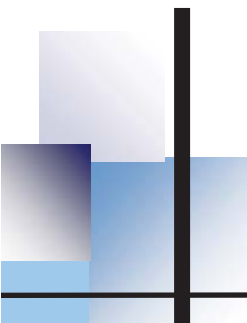
The Hartlepool Youth Justice Plan 2013-2014 sets out the strategic objectives and arrangements to ensure the effective delivery of local youth justice services in Hartlepool. Youth Justice Services are defined nationally by the Youth Justice Board and include:

- Taking steps designed to encourage children and young persons not to commit offences;
- The provision of assistance to persons determining whether reprimands or warnings should be given;
- The provision of reports or other information required by courts in criminal proceedings against children and young persons;
- The provision of support for children and young persons remanded or committed on bail while awaiting trial or sentence;
- The placement in local authority accommodation of children and young persons remanded or committed to such accommodation;
- The implementation of Referral Orders;
- The carrying out functions assigned to the service via the Youth Justice plan formulated by the Local Authority and;
- To act in accordance with any guidance given by the Secretary of State.

The primary functions of Youth Justice Services are to prevent offending and re-offending by Children & Young People and reduce the use of custody. It is the responsibility of local Youth Offending Services to develop and coordinate the provision of these services for all of those young people in the Local Authority area who need them.

Hartlepool Youth Offending Service (YOS) was established in April 2000 following the introduction of the Crime and Disorder Act 1998. It is a multi-agency service and is made up of representatives from the Council's Children Services, Police, Probation, Health, Education and the local voluntary/community sector directed by the Head of Service. Because the Youth Offending Service incorporates representatives from a wide range of services, it can respond to the needs of young offenders and their families in a comprehensive and coordinated way.

In addition to the services provided to young people in or at risk of entering the Youth Justice System, the service also plays a key role in increasing public confidence in the youth justice system and increasing victim satisfaction through their involvement in restorative and reparative processes, whilst also contributing to broader strategies to improve outcomes for children, young people and their families more generally.





Since its inception Hartlepool Youth Offending Service has been overseen and monitored (like all other Youth Offending Services in the country) by the national Youth Justice Board. The national Youth Justice Performance Improvement Framework is the Youth Justice Board's primary tool for monitoring and securing performance improvement across Youth Offending Services in England and Wales. The framework builds upon the statutory responsibilities for Youth Offending Services established under the 1998 Crime and Disorder Act through a requirement for all Youth Offending Services to annually prepare, as part of the local business planning cycle, a local Youth Justice Strategic Plan for submission to the Youth Justice Board.

National guidance suggests the plan builds upon an analysis of local need and developments to address (in line with national requirements) four key areas of provision for Youth Offending Services:

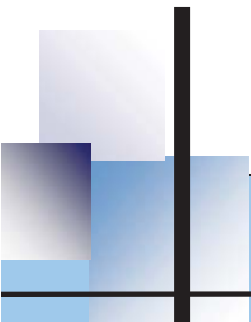
**Resourcing and value for money** – To demonstrate that available resources are being deployed appropriately to deliver effective youth justice services to prevent offending and reoffending.

**Structure and Governance** – To ensure that appropriate structures and robust governance arrangements are in place necessary to ensure the effective delivery of local youth justice services.

**Partnership Arrangements** - To demonstrate that effective partnership arrangements are in place between the Youth Offending Service, statutory partners and other local partners that have a stake in delivering youth justice services and that these arrangements generate effective outcomes for children and young people who offend or are at risk of offending.

**Risks to Future Delivery** - To ensure the Youth Offending Service has the capability to identify risks to future delivery and to determine how best the Youth Offending Service and the broader partnership's can address these risks.

The 2013-2014 Youth Justice Plan is structured to demonstrate how these key areas are delivered in Hartlepool in response to local need and developments and to highlight how the service remains well placed to prevent offending and re-offending by children & young people and reduce the use of custody.





# Local Needs Analysis

Hartlepool is a small unitary authority on the North East coast of England. The borough as a whole covers 9,386 hectares and is predominantly rural with four distinct villages. The majority of the town's 91,900 people live in the town's central urban area. Approximately 25% of the population is children and young people (under 18) and 10.8% (9905) are aged 10 to 17, the Youth Offending Service client group.

Most young people in Hartlepool make the transition to adulthood successfully through a combination of supportive families, good schools, colleges and training providers and access to opportunities for personal and social development outside the classroom along with the vision and belief that they can succeed. Whilst many young people make mistakes along the way and do things they should not do, or wish they had not done, most are able to get back on track quickly with little harm done. But whilst many young people are thriving, evidence is clear that young people from deprived and disadvantaged backgrounds and communities who lack many of the protective factors highlighted above, are disproportionately at greater risk of involvement in anti-social and offending behaviour and poorer outcomes generally.

Despite significant regeneration over the past twenty years the Index of Multiple Deprivation (2007) indicates that Hartlepool is still ranked as the 23rd most deprived out of England's 354 Local Authority districts. Deprivation covers a broad range of potentially life limiting issues and refers to unmet needs caused by the interplay of a number of local factors that impact upon families living conditions such as:

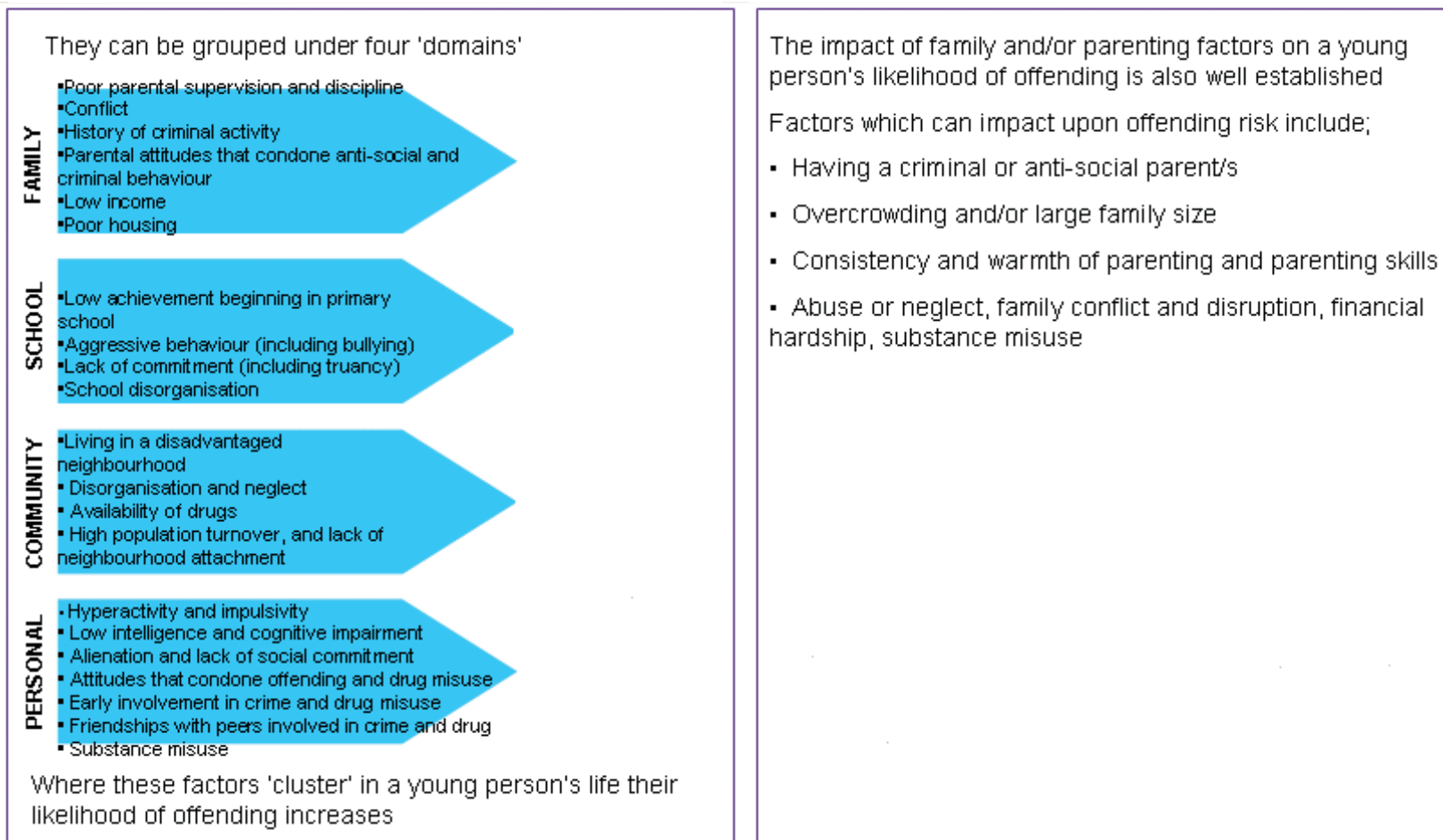
- low Income;
- exclusion from the labour market;
- Impairment of quality of life by poor physical and mental health and disability;
- educational underachievement, barriers to progression and a shortage of skills and qualifications amongst adults;
- barriers to accessing key local services and affordable housing;
- low quality of individuals' immediate surroundings both within and outside the home; and
- a prevalence of violent crime, burglary, theft and criminal damage in an area.

Local analysis of need and outcomes highlights that, whilst there are families who are more resilient to deprivation, the interplay of the above factors clearly places families who are contending with deprivation at a disadvantage. This can significantly limit the opportunities and outcomes for their children which, in time, will tend to perpetuate a cycle of deprivation and disadvantage due to diminished life chances.

A more detailed analysis of the broader circumstances/factors of families whose children are experiencing difficulties indicates that parenting, parental offending, parental substance misuse, housing and home conditions, employment issues, domestic violence and separation for loss are often the main factors linked to the prevalence of poor outcomes in local children and young people. It is often the complex interplay of each of these factors that makes problems in some households insurmountable and places the children at significant risk of involvement in anti-social and offending behaviour.

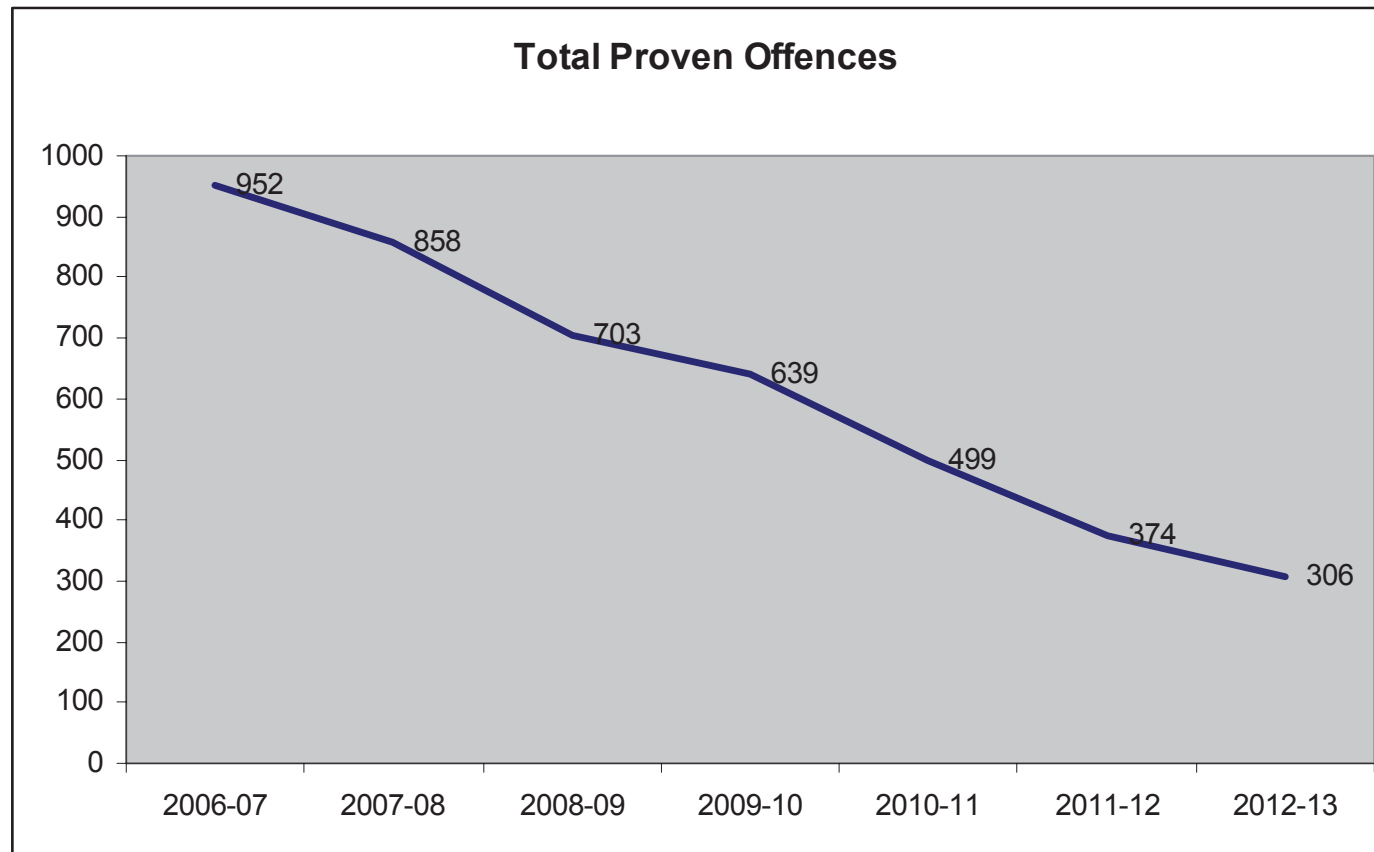
An annual local analysis of the factors that contribute to young peoples offending behaviour highlights that the most prevalent factors are often a combination of the young person's family circumstances,

their lifestyle, their misuse of substances and a lack of engagement with education and/or further learning all of which shapes thinking and behaviour (see below).



# Local Performance Data

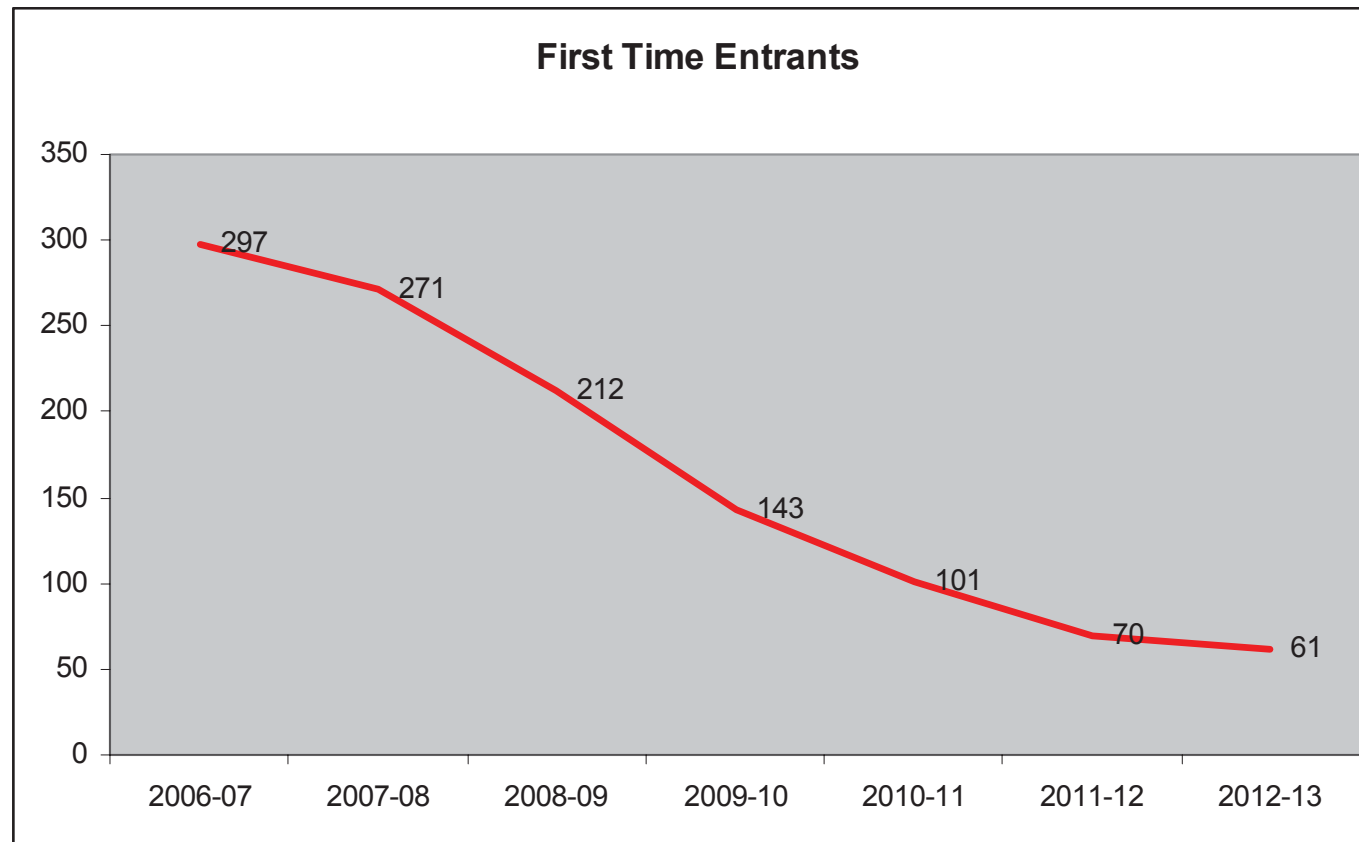
<b>YOUTH CRIME - PROVEN OFFENCES</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>
Total Proven Offences	952	858	703	639	499	374	306
Percentage Change +/- from 2006/07		-7.24%	-19.18%	-24.11%	-34.90%	-44.53%	-67.9%



# Local Performance Data

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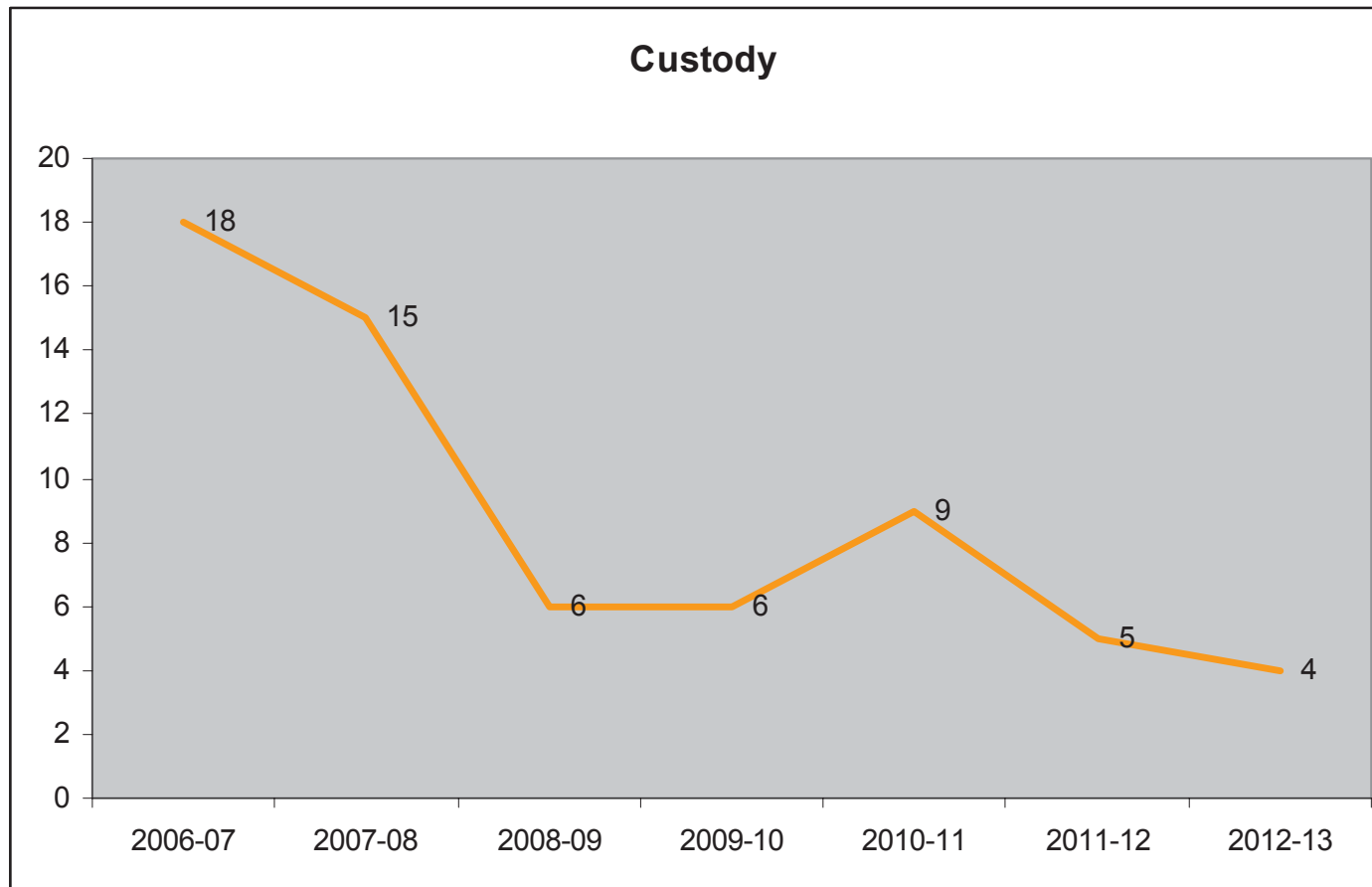
<b>FIRST TIME ENTRANTS</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>
First Time Entrants	297	271	212	143	101	70	61
Percentage Change +/- from 2006/07		-6.44%	-21.04%	-38.12%	-48.51%	-56.19%	-78.4%



# Local Performance Data

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CUSTODY	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Custody	18	16	6	6	10	4	4
Percentage Change +/- from 2006/07		-10.00%	-60.00%	-60.00%	-40.00%	-70.00%	-77.8%



### Local Youth Crime – Key Characteristics

In 2012/13, Hartlepool Youth Offending Service dealt with a total of 151 young offenders who committed 292 offences. 127 were male and 24 female. This represents an 18% reduction in offenders and 22% reduction in offences on the previous year 2011/12.

The table below illustrates the type and numbers of offences committed by young people resident in Hartlepool and the trend over the last five years. The percentage change illustrated below is over five years and in comparison with the previous year. Conditional discharge is an order imposed by the Court; in these cases the Youth Offending Service offer support to the young people on a voluntary basis but this is often declined. If a young person commits further offences they are in breach of this Order.

Grouping	Offence	2008/09	2009/10	2010/11	2011/12	2012/13	% Change 2008/09 to 2012/13	% Change 2011/12 to 2012/13
Breach	Breach of Bail	8	0	6	4	3	63% Reduction	25% Reduction
	Breach of Conditional Discharge	6	3	8	10	11	83% Increase	10% Increase
	Breach of Statutory Order	28	38	15	26	9	68% Reduction	65% Reduction
Vehicle	Death or Injury by Reckless Driving	0	0	0	0	0	NA	NA
	Motoring Offences	51	73	21	8	18	65% Reduction	125% Increase
Theft & Burglary	Theft and Handling	200	140	108	72	65	68% Reduction	10% Reduction
	Vehicle Theft	12	21	12	4	5	58% Reduction	25% Increase
	Domestic Burglary	22	14	11	8	13	41% Reduction	63% Increase
	Non Domestic Burglary	25	8	12	10	5	80% Reduction	50% Reduction
	Fraud & Forgery	1	5	4	1	0	100% Reduction	100% Reduction
	Robbery	6	4	1	3	0	100% Reduction	100% Reduction
Violence	Racially / Aggravated	0	3	4	2	3	100% Increase	50% Increase
	Sexual Offences	5	1	3	1	2	60% Reduction	100% Increase
	Violence Against Person	117	128	76	72	55	53% Reduction	24% Reduction
Other	Arson	6	1	3	0	0	100% Reduction	NA
	Criminal Damage	109	103	78	64	36	67% Reduction	44% Reduction
	Drugs Offences	23	22	16	12	17	26% Reduction	42% Increase
	Other	9	11	25	8	7	22% Reduction	13% Reduction
	Public Order	71	57	89	70	43	39% Reduction	39% Reduction
<b>TOTAL</b>		<b>699</b>	<b>632</b>	<b>492</b>	<b>375</b>	<b>292</b>	<b>58% Reduction</b>	<b>22% Reduction</b>

Some of the young people attend a rolling programme at the attendance centre, in particular those who commit motoring offences which addresses the key factors linked to their offending. All interventions are tailored to meet individual needs of the young people.

As can be seen from the table, the majority of offences committed by young people in recent years tend to be grouped around acquisitive crime and public order offences including violent assaults (often on other young people). A key priority for the service in 2013/14 is to reduce reoffending by young people and services delivered will focus on these particular crimes.

It should be noted that sexual offences have increased by 100% in 2012/13 compared with the previous year but the actual number is very low. Staff in the service have completed specialist training to provide specific tailored services to young people who commit sexual offences. Young people who commit drug offences receive specialist packages of support from both the YOS and HYPED. The number of racially aggravated offence is low, nevertheless, the recent increase is a cause for concern and intervention is delivered by The Children's Society.

Analysis highlights that the service is dealing with a small number of offenders (see below) who repeat offend often in line with broader lifestyle choices relating to substance misuse and the need to generate income to maintain substance misuse levels.

	No of Re-Offences Committed												
	0	1	2	3	4	6	7	8	9	11	13	20	23
No. of Offenders (Jan to Dec 2012) = 205	141	21	11	11	7	3	2	1	4	1	1	1	1

To enable the service to meet its responsibilities in relation to both the supervision and support of young people who are at risk of repeat offending and who are contending with significant difficulties across their lives, it is essential that our offender management arrangements are fully integrated across those local services and initiatives that are in place for children, young people, their families, victims and the broader community.

The will enable the service to fulfil its core functions relating to the supervision of orders, the monitoring of compliance, the management of risk and vulnerability and an emphasis upon delivering interventions and to address identified criminogenic factors that will directly address the young persons offending behaviour, whilst ensuring that the broader needs of the young person and their family, alongside the needs of victims, are addressed in an integrated way that compliments our central efforts to reduce their offending behaviour.

# Youth Justice Peer Review

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

The primary purpose of a Youth Justice Peer Review is to help a Youth Offending Service and its partners identify their strengths and to highlight areas for potential improvement in the current provision of youth justice services.

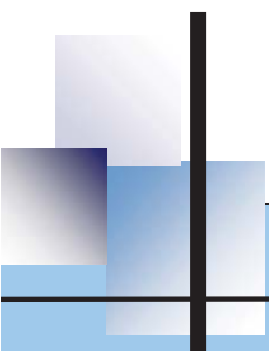
Hartlepool Youth Offending Service invited a Youth Justice Peer Review team to visit in late September 2012. The Review team spent three working days on site talking and listening to a wide range of service users, stakeholders and members of the Service.

The main focus of the review was the performance of the Hartlepool Youth Offending Service and broader partnership on the **local rate of proven reoffending**.

Attention was also paid to the robustness of quality assurance systems designed to ensure good professional practice.

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

However, the Youth Justice Peer Review highlighted that there are several areas for “quick win” improvement which could make a significant impact on service delivery and performance, alongside some broader scope for improvement that the service will need to seek to address in the longer term. The findings of the Peer Review have been incorporated into the annual Youth Justice Action Plan (see Section 8), ensuring that the Youth Offending Service builds upon the comments received by service users, stakeholders and staff teams and strengthens its ability to respond to local need and developments and remains well placed to prevent offending and re-offending by children and young people and reduce the use of custody.



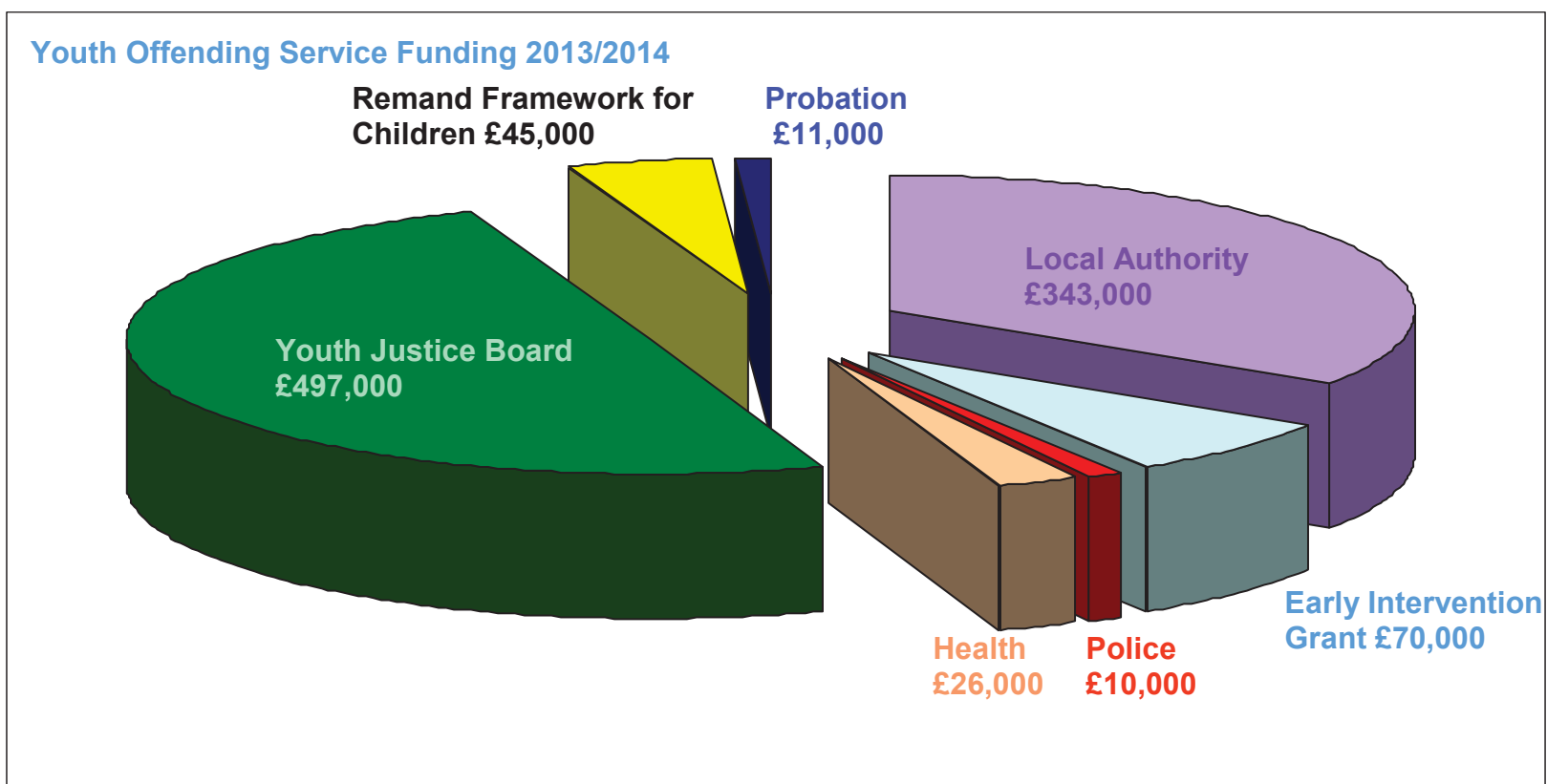


# Resources and Value for Money

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Adequate resourcing and the appropriate use of resources underpin the ability of the Youth Offending Service to deliver high quality services. The Youth Offending Service Budget for 2013/14 has seen a reduction in both the Youth Justice Board funding and contributions across statutory partners and as a consequence is 15.6% less than 2012/2013 at (to be included once confirmed) finalise, which

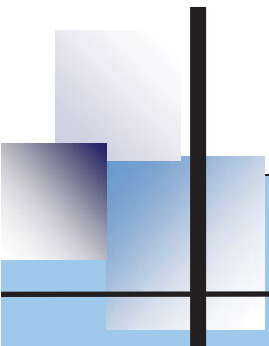
includes a 7% reduction to support the priorities of the recently elected Police Crime Commissioner. The budget is made up of a central grant from the Youth Justice Board and contributions from statutory partners (Health, Local Authority, Police and Probation). Hartlepool Borough Council is the major contributor to the partnership budget.



In preparation for anticipated reductions in funding, the Youth Offending Service had already undertaken a series of service wide reviews of resources. The Phase 1 review focused on Management and Case Management arrangements in Youth Offending Service and Phase 2 considered Youth Offending support services

including Intervention Support, Reparation, Education/training services and Referral Order Coordinator.

Alongside the above reviews the Youth Offending Service is also participating in a broader Local Authority review of Business and Administrative support with a view to generating further savings and efficiencies.



# Cleveland Police and Crime Commissioner

During 2012-2013 the Home Office diverted part of its funding allocation for Youth Offending Services to Cleveland Police Authority to support the introduction of the Police & Crime Commissioner. This funding has supported youth crime initiatives delivered and/or commissioned throughout Cleveland by the three Youth Offending Services for over 10 years. Cleveland Police Authority took the decision to passport the funding back to each Youth Offending Service for 2012-2013 in order to maintain service delivery. From 2013-2014, the Home Office will divert all its funding from Youth Offending Services in Cleveland to the Newly elected Police and Crime Commissioner.

The Youth Offending Services in the Cleveland Force area is keen to highlight the importance of their work streams underpinned by the funding and how these are aligned with the strategic priorities outlined in the Police and Crime Plan 2013-2016, particularly the following:

- Ensure a better deal for victims and witnesses;
- Divert people from offending, with a focus upon rehabilitation and the prevention of reoffending;
- Develop better coordination, communication and partnership between agencies to make the best use of Resources;

The Youth Offending Services is particularly keen to work with the PCC and Cleveland Police to refresh its approach to new 'out of court' police outcomes for children and young people (in line with the Legal Aid, Sentencing and Punishment of Offenders Act 2012) and support new restorative justice initiatives adopted by Cleveland Police and other partners. It is hoped that the service can capitalise on these developments to be innovative and creative in the work undertaken, both collaboratively and retain and enhance the work we do in new and exciting ways.

It is estimated, at this stage, that approx £40,000 in funding will be diverted from Hartlepool Youth Offending Service to the Police and Crime Commissioner in 2013 – 2014. This is in addition to reductions in service funding from local and central funding streams. Clearly, without the commitment from the Police and Crime Commissioner to support the Hartlepool Youth Offending Service, there will inevitably be a detrimental impact upon service provision in Cleveland and potential loss of youth justice services and experience. Funding from Police and Crime Commissioner is, therefore, seen as vital in maintaining service delivery and ensuring successful youth justice outcomes are continued.

Hartlepool Youth Offending Service Team will deliver appropriate interventions and utilise resources effectively. YOS staff have a vast amount of skills to deliver youth justice services in line with National Standards and is committed to having in place a workforce strategy that ensures

- The needs of Youth Offending Service staff are met, and their strengths recognised;
- The Youth Offending Service retains its integrity as a successful multi-agency working model, and is not diluted in the process of establishing broader multi-agency structures;
- The crucial role of the Youth Offending Service as the balancing point between the children's and criminal justice agenda is asserted;
- Managers can attract and retain a strong and suitable workforce.
- Youth Offending Service staff can access training and development opportunities.
- Youth Offending Service staff have the appropriate knowledge, skills and expertise to deliver high quality and responsive services to young people at risk of offending or reoffending and their families.

The effective and efficient use of resources is also dependent on effective commissioning arrangements. Working through the Children's Strategic Partnership commissioning processes, the Youth Offending Service has during 2012/2013 revised the local service specification for Restorative Justice Services and re-commissioned a service that will ensure that Restorative Justice is an important underlying principle for all local youth justice disposals, from Out of Court Disposals and Referral Orders to Reparation Orders, Action Plan Orders and Supervision Orders. Hartlepool Youth Offending Service believes that an investment in Restorative Justice is key to supporting the services broader efforts to prevent offending and re-offending by children and young people in Hartlepool. The Youth Offending Service will continue to manage and monitor existing commissioned services to ensure that services continue to deliver provision in accordance with contractual specifications to improve outcomes for young people, victims and their families.

# Structure and Governance

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## **Governance**

The Youth Offending Service is located within the Children's Services division of Child and Adult Services. The Management Board is chaired by a local Chief Inspector and is made up of representatives from Child and Adult Services, Police, Probation, Health, Courts, Housing, Youth Support Services, Community Safety and the local Voluntary and Community Sector. Effective integrated strategic partnership working and clear oversight by the Management Board are critical to the success and effective delivery of youth justice services in Hartlepool.

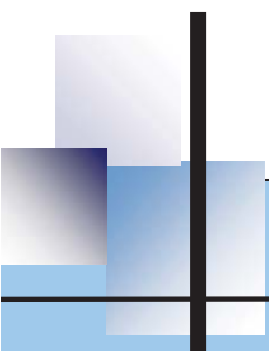
The board is directly responsible for:

- Determining how appropriate youth justice services are to be provided and funded;
- Overseeing the formulation each year of a draft youth justice plan;
- Agreeing measurable objectives linked to key performance indicators as part of the youth justice plan;
- Ensuring delivery of the statutory aim to prevent offending by children and young people.
- Giving strategic direction to Youth Offending Service Manager and Youth Offending Service Team

- Managing performance information on the prevention of youth crime and periodically report this to the Safer Hartlepool Executive Group.
- Promoting the key role played by the Youth Offending Service within local integrated offender management arrangements.

The Management Board is clear about the priority areas for improvement, and monitors the delivery of the Youth Justice Strategic Plan. The board is well attended and receives comprehensive reports relating to performance, finance and specific areas of service delivery.

Members of the Board are knowledgeable, participate well in discussions and are members of other related boards, which contribute to effective partnership working at a strategic level. Board meetings are well structured and members are held accountable.



# The membership of the Board is as follows:

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Steve Jermy Chair	Chief Inspector Cleveland Police
Mark Smith	Head of Youth Offending and Extended Services for Children and Young People, Hartlepool Borough Council
Sally Robinson	Assistant Director - Prevention, Safeguarding & Specialist Services, Hartlepool Borough Council
Dean Jackson	Assistant Director –Education, Hartlepool Borough Council
Lucia Saiger	Director of Offender Services - Durham Tees Valley Probation Trust
Louise Hurst	Deputy YOS Manager, Hartlepool Borough Council
Emma Rutherford	Social Inclusion Co-ordinator, Hartlepool Borough Council
Deborah Gibbin	Public Health
Jean Bell	Deputy Justices Clerk - Teesside and Hartlepool Magistrates Court
Lindsey Robertson	Community Services Manager for Children and young people North Tees & Hartlepool NHS Foundation Trust
Lynda Igoe	Principal Housing Officer, Hartlepool Borough Council
Sally Forth	Community Safety Manager, Hartlepool Borough Council
Dave Wise	Chair of the West View Project (Voluntary/Community Sector representative).

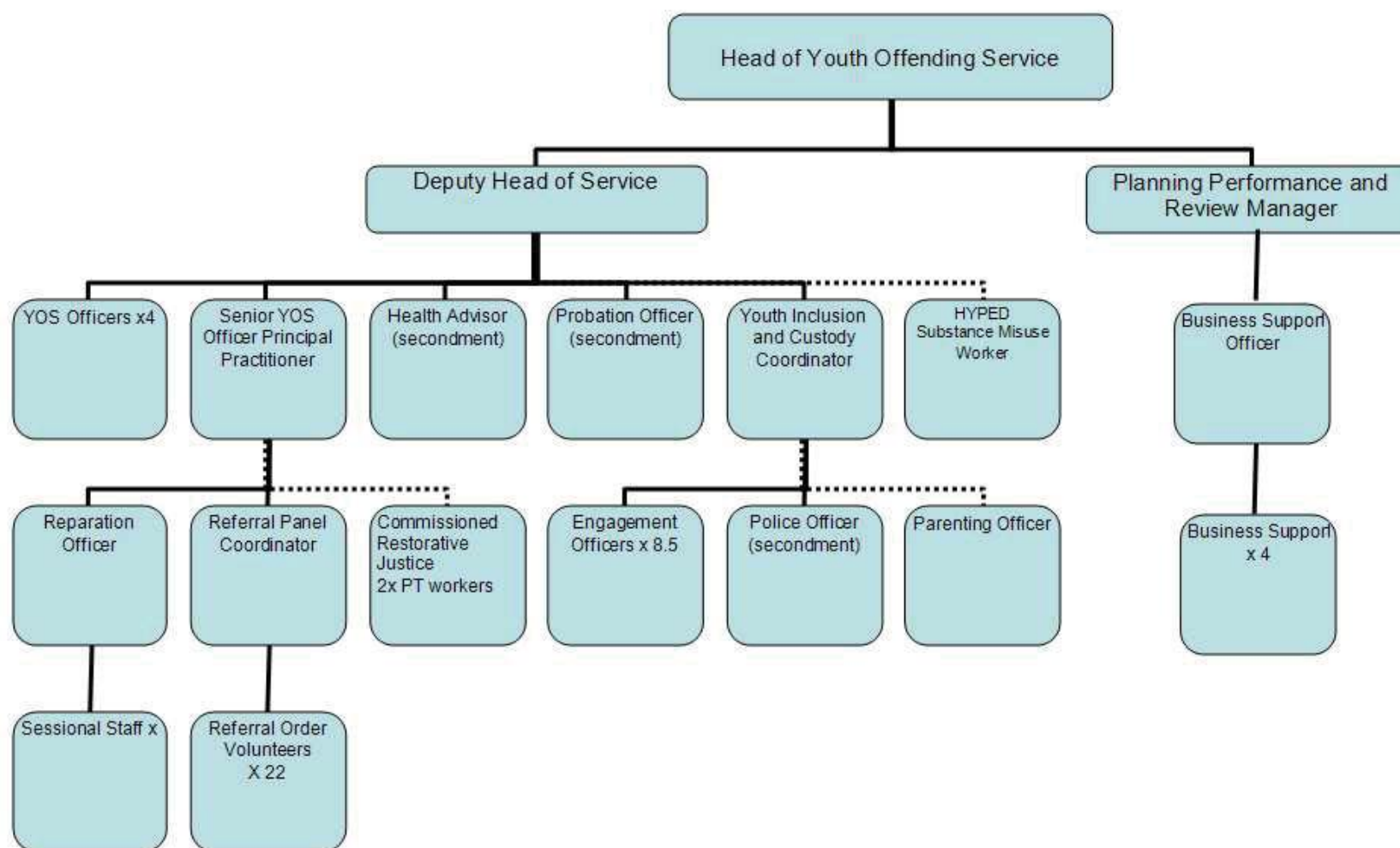
The Youth Offending Service Manager and nominated officers from within the Youth Offending Service are members of other strategic boards relevant to young people who offend. For example representatives sit on the Criminal Justice Intervention Managers Partnership, 11-19 Strategic Board, Secondary Behaviour and Attendance Partnership, Parenting Strategy Board, Substance Misuse Steering Group, Pupil Referral Unit Management Board, Social Inclusion Strategy Group and Multi Agency Public Protection Arrangements (MAPPA). The Youth Offending Service is also represented on the Children's Strategic Partnership, Local Safeguarding Children Board, Health and Well-being Board and the Crime and Disorder Reduction Partnership.

### **Structure**

The Youth Offending Service is in the process of undergoing significant service remodeling in response to the recommendations of the recent Youth Justice Peer Review. Historically the service was organised into two discreet areas; Pre-court and Post-court provision. Going forward the service is moving to a 'through court model of service delivery' that will see the majority of the services resources being placed at the point of prevention and diversion with a view to bringing about further reductions in the numbers of first time entrants.

It is envisaged that for those young people who go onto offend, the Youth Offending officer, who will have established a relationship and rapport with the young person will support the young person and their broader family through the court process, support any statutory interventions and then go on to provide aftercare with a view to reducing any further offending behaviour.

The Youth Offending Service currently has a staff team of thirty three people, which includes four seconded staff from partner organisations, three commissioned staff and three sessional workers. The service also benefits from a team of twenty two active volunteers who sit as Referral Order Panel members who have recently received refresher training. All staff and volunteers are subject to Disclosure and barring checks which are renewed every three years.





# Partnership Arrangements

Hartlepool Youth Offending Service is a statutory partnership which includes, but also extends beyond, the direct delivery of youth justice services. In order to deliver youth justice outcomes, the partnership must be able to function effectively in both of the two key sectors within which it operates, namely:

- **criminal justice services.**
- **services for children and young people and their families.**

The Youth Offending Service contributes both to improving community safety and to safeguarding and promoting the welfare of children and in particular protecting them from significant harm. Working Together to Safeguard Children highlights the need for Youth Offending Services to work jointly with other agencies and professionals to ensure that young people are protected from harm and to ensure that outcomes for local children, young people and their families are improved.

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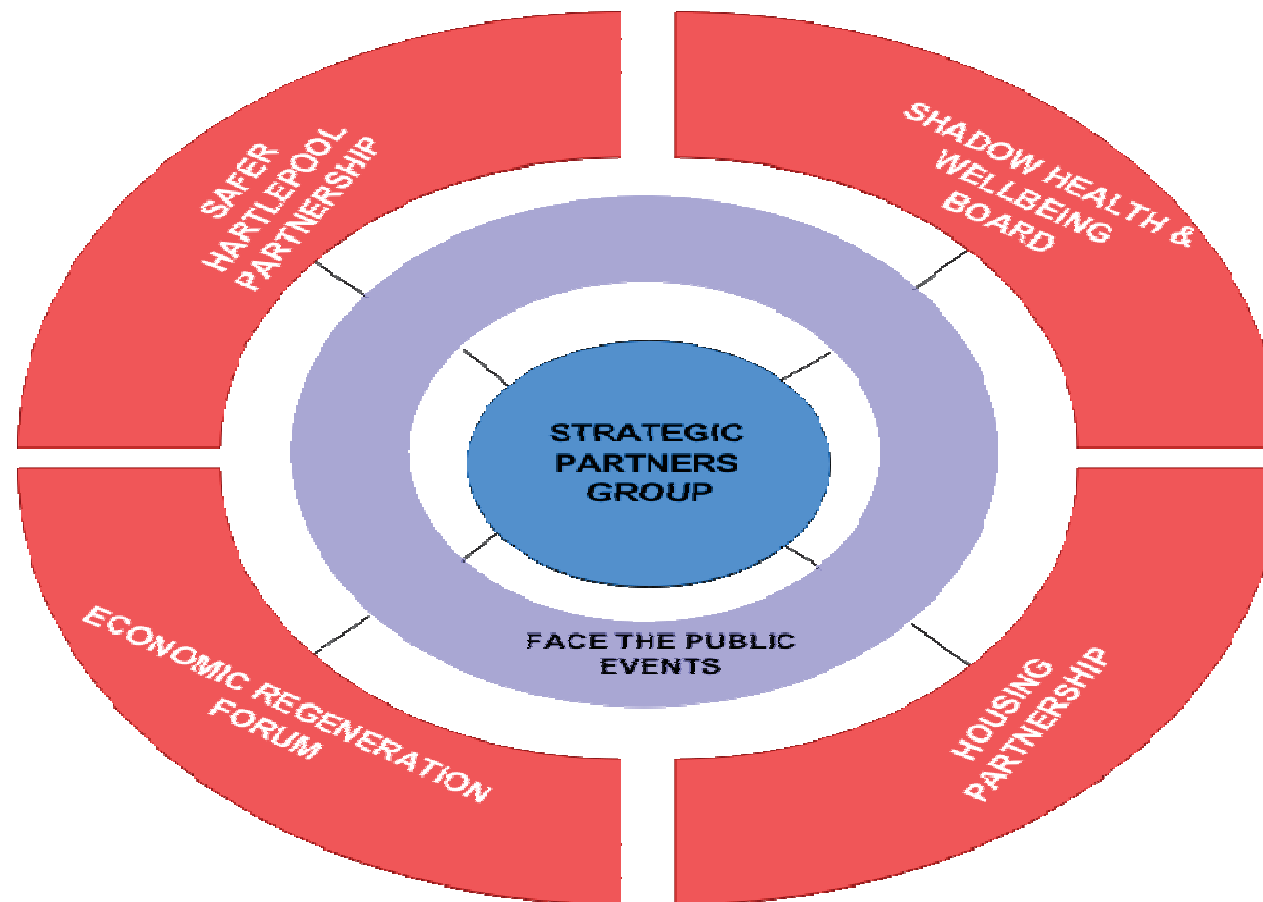
Many of the young people involved with the Youth Offending Service are amongst the most vulnerable children in the borough and are at greatest risk of social exclusion. The Youth Offending Service's multi-agency approach ensures that it plays a significant role in meeting the safeguarding needs of these young people. This is achieved through the effective assessment and management of vulnerability and risk and through working in partnership with other services, for example Children's Social Care, Health and Education to ensure young people's wellbeing is promoted and they are protected from harm.

In order to generate effective outcomes for children and young people who offend or are at risk of offending the Youth Offending Service has in place effective partnership arrangements and is an important delivery partner for the Safer Hartlepool Partnership and the Children and Young Peoples Strategic Partnership. This close relationship is embedded in Hartlepool's 'Crime, Disorder, and Drugs Strategy' and 'Children and Young People's Plan'.

# The Hartlepool Partnership

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The Hartlepool Partnership is a network of partnerships that brings together all of the Borough's strategic groups who are developing and delivering local services. It provides opportunities for involvement for a wide range of organisations and individuals in the development and implementation of policy. The Partnership is made up of a Board and a series of Theme Partnerships.



The Partnership works to the Community Strategy 2008 – 2020.

### **Community Strategy 2008 – 2020**

The Community Strategy describes a long-term vision of Hartlepool's ambition and aspirations for the future as follows:

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

The Vision is further articulated through a set of aims, outcomes and associated objectives grouped into eight priorities:

1. Jobs and the Economy
2. Lifelong Learning & Skills
3. Health & Well-being
4. Community Safety
5. Environment
6. Housing
7. Culture & Leisure
8. Strengthening Communities

#### **Safer Hartlepool Partnership**

The Safer Hartlepool Partnership is the statutory body charged with coordinating the activities of its members (including the Youth Offending Service) to work together to keep crime down across the Borough. Members include; Hartlepool Borough Council, Cleveland Police, Cleveland Fire Brigade, Hartlepool Housing, Hartlepool CCG, Youth Offending Service, Drug Strategy Team, Anti-social Behaviour Unit, Durham and Teesvalley Probation Service and is chaired by the leader of the Council.

The Partnership has published its three-year Strategy to tackle crime, disorder, substance misuse and reducing re-offending in Hartlepool (2011-2014) which sets out the following priorities:

- Reduce crime and repeat victimisation;
- Reduce the harm caused by drug and alcohol misuse;
- Create confident, cohesive and safe communities;
- Reduce offending and re-offending;

Further information about the Safer Hartlepool Partnership can be obtained at

<http://www.saferhartlepool.co.uk>

### **Children and Young People's Plan for 2009 – 2020**

The Children and Young People's Plan for 2009 – 2020 is a document which was written on behalf of Hartlepool's Children's Trust and sets out the vision and direction of travel for commissioning and service improvements for the next eleven years to improve outcomes for local children. The Children's Strategic Partnership is the main body which brings together organisations (including the Youth Offending Service) providing services for children, young people and parents and carers.

The Children and Young People's Plan 2009 – 2020 is structured around five key priorities:

- Tackling Inequalities;
- Narrowing the Gap;
- Eradicating Child Poverty;
- Living Safely;
- Promoting Emotional Well-being.

The Children and Young Peoples Plan is available to download at:

[http://www.hartlepool.gov.uk/download/4952/children\\_and\\_young\\_peoples\\_plan](http://www.hartlepool.gov.uk/download/4952/children_and_young_peoples_plan)

## **The Early Intervention Strategy**

The recent development of the Hartlepool Early Intervention Strategy acknowledges that the best way of dealing with offending and antisocial behaviour is to deliver services to children and young people to prevent them engaging in these risk taking behaviours in the first instance. The key premise of the strategy is to focus more time and resources on helping children, young people and their families who are just starting to experience difficulties as opposed to responding at the point of crisis.

The vision is that all children and young people in Hartlepool are able to enjoy a happy, safe and healthy childhood and fulfil their potential. Families will be supported as needs emerge to identify, at the earliest opportunity, what services and support they require to transform their lives.

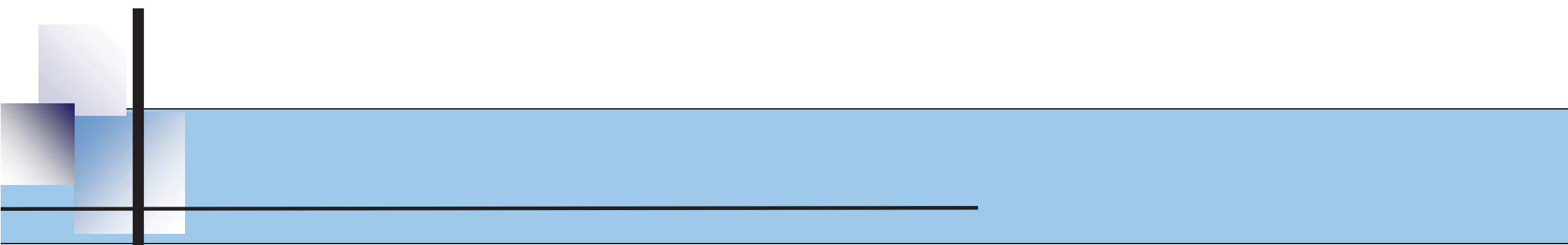
The vision and strategy are based on a series of principles designed to underpin the provision of prevention and early intervention services. These are:

- Think Family – all partners see their interventions within the context of whole family needs;

- Parents as partners in securing improved outcomes for children;
- A child centred system where the needs of the child are the paramount consideration;
- A commitment to prevention through early intervention;
- Offering children the best start in life;
- Supporting families throughout childhood and adolescence;
- Accessible, local, community based services for families;
- A high quality workforce;
- Commissioning and delivering programmes that work.

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The strategy set outs a new model of service delivery that focuses on prevention and early intervention ensuring children, young people and their families receive support in a timely way and tailored to their individual circumstances and it is envisaged that this will significantly support local efforts to prevent offending and re-offending by children and young people in Hartlepool and reduce the use of custody.

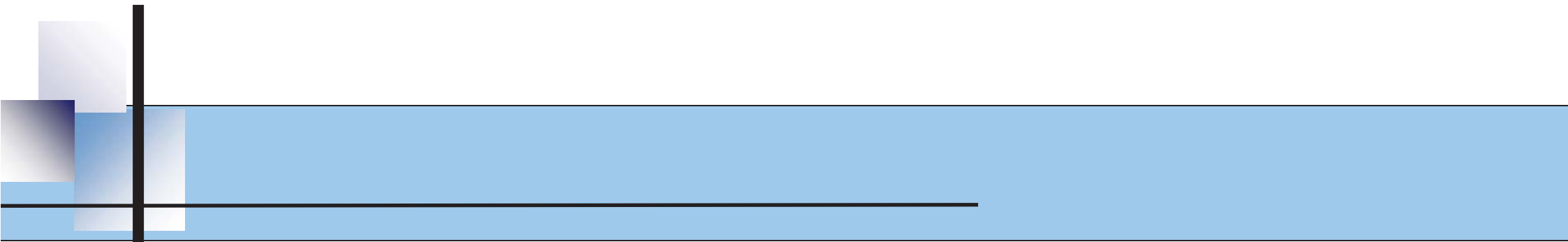


# Partnership Working in the Youth Offending Service

Partnership working across the local statutory and voluntary sector is well established and effective. Relevant partners second the appropriate level of staff and contribute funding to the Youth Offending Service pooled budget. Additional sources of income have been achieved through successful partnership bids to the Youth Justice Board and through the use of the Early Intervention Grant, which supports projects such as prevention, parenting, mentoring, reparation schemes, substance misuse and restorative justice activities.

Service level agreements and protocols are in place with partner agencies for referrals and delivery of appropriate services to young people and their families to meet their needs.

For example, a protocol has been developed to secure effective joint working across the Youth Offending and Children's Social Care to: promote a common understanding of the statutory duties, roles and responsibilities of each service; provide effective joint working between services to support young people and prevent or reduce offending behaviour; contribute to improvements in outcomes for children and young people in need, in care, leaving care, at risk of entering or in the youth justice system; support the implementation of national initiatives e.g. the Common Assessment Framework.



The broader context for this Youth Justice Plan reflects the publication of the Legal Aid, Punishment of Offenders Act 2012 which introduces new measures to ensure that criminal cases run more efficiently, increases the options available for non-custodial sentences introducing new conditions designed to help reduce the unnecessary use of secure remands for young people.

## **New Out Of Court Disposals**

From April 2013 there will be new out of court disposals available. In dealing with any offence committed by a young person under the age of 18, the police will have a new range of options as follows:-

- No further action (NFA)
- Community Resolution (CR, delivered by the Police)
- Youth Caution (Caution, delivered by YOS)
- Youth Conditional Caution (Conditional Caution or YCC, delivered by YOS)
- Charge

There will be no escalatory process (in contrast to the previous Final Warning Scheme) and so the range of options can be used at any stage where it is determined to be the most appropriate action. It is envisaged that a discussion between the Police and YOS will take place prior to any sanction/disposal being determined to ensure the right decision is reached.

Meetings are currently underway between Cleveland Police and Hartlepool Youth Offending Service to ensure the service is prepared for implementation and all staff involved are aware of the processes and procedures.

## **The new Remand Framework for Young People**

Through the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012 the Government has made significant reforms to the youth remand framework which re designed to help reduce the unnecessary use of secure remands: In summary:

- 12 – 17 year olds will be subject to the same secure remand framework as 10-11 year olds and will therefore be treated as a child who is looked after by the designated Local Authority;
- Young people not granted bail, must be remanded to Local Authority Accommodation, unless they are charged with a violent or sexual offence or one where an adult would receive a custodial sentence of 14 years or more;
- Local Authorities will hold the financial responsibility for the funding of all remands to youth detention accommodation (i.e. Secure Children's Home; Secure Training Centre; Young Offender Institution).
- The Local Authority will have the all of the duties of care which run alongside such status

The incentive for local Authorities is to reduce unnecessary secure remands, and reinvest any savings achieved. As ever, Hartlepool has been pro-active and has analysed the factors that have led local courts to historically use secure remands. Whilst in some instances the gravity of the alleged offence could be deemed to have merited as secure remand episode, there have also been instances where the lack of a suitable address has been a factor.

To ensure that we have viable robust community bail arrangements in place going forward HBC is looking at the collective commissioning of Remand Foster Carers across the Tees Valley. However, whilst awaiting this process to take effect, we have already trained a local HBC registered Foster Carer to be able to take on the role of Remand Foster Carer and they have since taken on their first remand placement.

Hartlepool Youth Offending Service is confident that it has a structure and the staff with the appropriate skills to meet any future demands placed upon it and that the recent legislation does not conflict with any of the service's existing priorities.

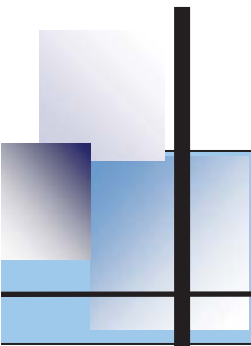
Potential further reductions in core funding and the lack of clarity around grant allocations with subsequent loss of specialist staff and difficulties with recruitment are always areas of concern; however the Youth Offending Service has successfully met these challenges in the past and is well placed to overcome any future problems with the support of a committed, strong Strategic Management Board.

Hartlepool Youth Offending Service intends to work with its partners to continue to drive efficiency within the Service through the delivery of high quality, lean and efficient practices which make maximum use of resources. The Youth Offending Service Partnership will be proactive in addressing risks to ensure it continues to achieve its central aim and this gives rise to the following priorities for 2013-2014:

- Reduce further offending by young people who have committed crime
- Sustain the reduction of first time entrants to the youth justice system
- Demonstrate effective arrangements in place for the management of the risk and vulnerability of young people and their families.
- The Youth Offending Strategic Management Board will be a well constituted, committed and knowledgeable Board which scrutinises Youth Offending Service performance.
- The Youth Offending Strategic Management Board will provide a strategic lead for the service and understands the way in which the service contributes to integrated offender management arrangements, reduction of crime and offending and public protection

- The Youth Offending Service Management Team will have clearly defined roles and responsibilities and have a shared vision and purpose to support the effective management of the service and drive up standards and performance.
- Demonstrate a clear understanding across the service of what constitutes effective practice in relation to the prevention and reduction of youth crime and the role of the service within the management of young peoples risk and vulnerability.
- Demonstrate a clear understanding across the service of what 'good looks like' in relation to the development of Youth Justice Assessments, Reports, Plans, Interventions and effective case management arrangements.
- Maximise the resources, programmes and specialist expertise available across the service and available resources will be maximised within all planning.
- Practice across the service will be integrated to ensure that young people receive seamless, high quality youth justice services in Hartlepool.
- Ensure all Team Managers and YOS staff further develop their skills and knowledge in core youth justice effective practice around risk assessment and appropriately targeted intervention aimed at risk reduction.
- Further develop expertise across the service relating to high risk offending behaviour.
- Demonstrate that there are robust alternatives in place to support reductions in the use of remands to custody whilst awaiting trial/sentencing.

The following Action Plan details how these strategic objectives will be taken forward during 2013-2014;





# Youth Justice Action Plan 2013-2014

## Reducing offending behaviour and the use of custody

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
To bring about further reductions in further offending by young people who have committed crime.	<ul style="list-style-type: none"> <li>The factors behind young peoples offending behaviour are established and this intelligence is used to inform future service development.</li> <li>Develop, review and improve current interventions to secure bespoke packages of support for young people and their families (including exit strategies and transitions).</li> <li>Work effectively to increase the engagement in education, training and employment (ETE) of young people in the youth justice system.</li> </ul>	<p>YOS Management Team</p> <p>YOS Management Team</p> <p>YOS Management Team</p>	<p>Reviewed Monthly throughout 2013/2014</p> <p>Quarterly throughout 2013/2014</p> <p>Reviewed Monthly throughout 2013/2014</p>	<p>Reduce the re-offending rate from a baseline of 39.8% in 2011/2012.</p> <p>Engagement in education, training and employment by young offenders is raised from an annual baseline of 69.5% in 2010/2011.</p>
Sustain the reduction of first time entrants to the youth justice system	<ul style="list-style-type: none"> <li>Develop, review and improve current interventions to secure bespoke packages of support for</li> </ul>	YOS Management Team	Quarterly throughout 2013/2014	<ul style="list-style-type: none"> <li>First Time Entrants are further reduced from a Baseline of 93 in 2010/2011.</li> </ul>

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
	<p>young people and their families (including exit strategies and transitions).</p> <ul style="list-style-type: none"> <li>• Work closely with Cleveland Police to further develop the pre-court disposals process.</li> <li>• Work effectively to increase the engagement in education, training and employment (ETE) of young people in the youth justice system.</li> </ul>	<p>YOS Management Team</p> <p>YOS Management Team</p>	<p>April 2013</p> <p>Reviewed Monthly throughout 2013/2014</p>	<ul style="list-style-type: none"> <li>• First Time Entrants are further reduced from a Baseline of 93 in 2010/2011.</li> <li>• Engagement in education, training and employment b young offenders is raised from an annual baseline of 69.5% in 2010/2011.</li> </ul>
<p>Ensure that there are effective arrangements in place for the management of the risk and vulnerability of young people and their families.</p>	<ul style="list-style-type: none"> <li>• Maintain operational procedures to ensure we are working within guidance issued by MAPPA (Multi Agency Public Protection Arrangements).</li> <li>• Review operational procedures to ensure risk and vulnerability are reviewed regularly and that the review of risk and vulnerability remains at the forefront of performance management arrangements.</li> </ul>	<p>YOS Management Team</p> <p>YOS Management Team</p>	<p>Ongoing</p> <p>June 2013</p>	<ul style="list-style-type: none"> <li>• Risk, threats and vulnerability levels to both the young person and/or the broader community are identified and reviewed regularly in line with best practice to support the development of multi agency arrangements to protect individuals and the broader community.</li> <li>• Risk and vulnerability arrangements are reviewed</li> </ul>



## Governance, Leadership and Management

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
The Youth Offending Strategic Management Board is a well constituted, committed and knowledgeable Board which scrutinises YOS performance.	<ul style="list-style-type: none"> <li>Review the membership of the YOS Strategic Management Board to ensure that the Statutory functions specified in the Crime and Disorder Act and associated guidance are fulfilled.</li> </ul>	Chair of the Strategic Management Board	April 2013	<ul style="list-style-type: none"> <li>Membership of the YOS Strategic Management Board meets the Statutory functions specified in the Crime and Disorder Act and associated guidance.</li> </ul>
	<ul style="list-style-type: none"> <li>Explore whether the board membership could include a young person who has successfully moved on from offending behaviour.</li> </ul>	YOS Management Team	September 2013	<ul style="list-style-type: none"> <li>The business of the Management Board includes the views of young people</li> </ul>
	<ul style="list-style-type: none"> <li>Review the Terms of Reference of the YOS Strategic Management Board to ensure that all members understand their role and function as Board Members.</li> </ul>	YOS Strategic Management Board	April 2013	<ul style="list-style-type: none"> <li>All Members receive a copy of the Boards revised Terms of Reference to support their understanding of their role and function as Board Members.</li> </ul>
The Youth Offending Strategic Management Board provides a strategic lead for the service and understands the way in which the YOS contributes to integrated	<p>Ensure that Management Board members have a strong induction programme that includes opportunities to observe YOS practice to develop a clearer understanding of the unique role of the YOS.</p> <p>Ensure Management Board agendas</p>	YOS Management Team	April 2013	<ul style="list-style-type: none"> <li>All Members participate in an induction programme and participate in at least one observation of YOS practice per year.</li> </ul>



Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
				the programmes available across the service within the intervention plans for all cases to ensure that internal resources are maximised.

## Effective Practice

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
There is a clear understanding across the YOS of what constitutes effective practice in relation to the prevention and reduction of youth crime and the role of the service within the management of young peoples risk and vulnerability.	<ul style="list-style-type: none"> <li>• Effective practice in relation to the prevention of youth crime to be established by visiting high performing services, and through the review of existing and emerging national Youth Justice Board resources to inform an internal review of current practice. This needs to ensure that levels of intervention are based upon the Youth Justice Boards scaled approach and that individual interventions are linked to criminogenic factors.</li> </ul>	YOS Management Team	May 2013	<ul style="list-style-type: none"> <li>• Report produced to share learning and recommendations from high performing area(s) with YOS Management Board and broader service.</li> </ul>
	<ul style="list-style-type: none"> <li>• Effective practice in relation to the management of risk and vulnerability to be established by visiting high performing services, and through the review of existing and emerging national Youth Justice Board resources to inform an internal review of current practice. This needs to ensure that the services role in the management of risk and</li> </ul>	YOS Management Team	May 2013	<ul style="list-style-type: none"> <li>• Report produced to share learning and recommendations from high performing area(s) with YOS Management Board and broader service.</li> </ul>





Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
	<ul style="list-style-type: none"> <li>An annual plan is developed to enable specific areas of practice to be scrutinised and reviewed at least annually (e.g. Intervention Plans).</li> </ul>	YOS Management Team	April 2013	<ul style="list-style-type: none"> <li>Court Feedback Sheets demonstrate a consistent appreciation of the Court Reports by the Bench.</li> </ul>
<p>There is an appreciation of the resources, programmes and specialist expertise available across the YOS and available resources are maximised within all planning.</p>	<ul style="list-style-type: none"> <li>Performance data relating to the effectiveness of YOS programmes is regularly reviewed and shared across the service to establish and inform practice.</li> <li>Clear guidance to be established regarding the consideration of:               <ul style="list-style-type: none"> <li>Restorative Justice</li> <li>Parenting Support</li> <li>Deter Young Offenders Programme</li> <li>Health including Substance Misuse</li> </ul> </li> </ul>	<p>YOS Management Team</p> <p>YOS Management Team</p>	<p>Monthly throughout 2013-2014</p> <p>April 2013</p>	<ul style="list-style-type: none"> <li>A report on performance across the service is included in all YOS Team meetings.</li> <li>Clear written expectations are developed and shared with the service through Team Meetings.</li> </ul>

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
	<ul style="list-style-type: none"> <li>• Education, Training and Employment support</li> <li>• Broader Family Support</li> <li>• Positive Activities</li> <li>• After Care</li> </ul> <p>For all young people who are either subject to a court disposal or receiving support re risk of offending to support the prevention of offending and reoffending.</p>			<ul style="list-style-type: none"> <li>• Use of the programmes available across the service are considered within the intervention planning for all cases to ensure that internal resources are maximised.</li> </ul>
Practice across the service is integrated to ensure that young people receive seamless, high quality youth justice services in Hartlepool.	<ul style="list-style-type: none"> <li>• The roles and functions of the YOS staff teams are reviewed to establish the appropriate structure for the delivery of integrated and effective Youth Justice Services in Hartlepool.</li> <li>• New Structure for the delivery of Youth justice Services developed via consultation with staff, young people, partners and stakeholders.</li> </ul>	Head of Youth Offending	<p>April 2013</p> <p>April 2013</p>	<ul style="list-style-type: none"> <li>• New Structure All staff understand their areas of responsibility and how these compliment the broader service to prevent and reduce youth crime.</li> <li>• New Structure ratified by YOS Management Board and Hartlepool Borough Council.</li> <li>• New Structure implemented.</li> </ul>

## Workforce Development

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

Objectives	Actions	Responsible Officer and Resources	Timeline	Performance Monitoring and Indicators
				Team participate in training relating to high risk offending behaviour during 2013.

**COUNCIL**  
25<sup>th</sup> July 2013



**Report of:** Finance and Policy Committee

**Subject:** AQUITION OF JACKSONS LANDING

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**1. PURPOSE OF REPORT**

- 1.1 To enable Council to consider the Finance and Policy Committees proposed variation to the approved 2013/2014 Budget and Policy Framework and Prudential Limits to purchase Jacksons Landing to facilitate the regeneration of a key site in Hartlepool as detailed in **Confidential Appendix 1 (This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**

**2. BACKGROUND**

- 2.1 In accordance with the constitution the Finance and Policy Committee is responsible for proposing changes to the approved Budget and Policy Framework, which are then referred to Council for consideration. Details of the Committees proposal are set out in the following paragraphs.

**3. PROPOSALS**

- 3.1 Jacksons Landing is a prominent building/site in a strategically important location which is identified within the Councils Central Investment Regeneration Framework. The building is also included within the key derelict building and untidy land listing.
- 3.2 The site which extends to approximately 5 acres is central to the Marina in a highly prominent location currently occupied by a former retail outlet building that has been derelict for over 10 years with no interest being forthcoming despite extensive marketing.
- 3.3 Currently the building is having a blighting effect on the remainder of the marina, however, due to its strategic location the site has significant potential for redevelopment either for residential or a mix of residential, commercial and leisure uses.

- 3.4 Scrutiny, Cabinet and subsequently Council have previously considered the opportunity to purchase Jacksons Landing in 2011 and a report to Council on 4<sup>th</sup> August 2011 gave approval to purchase the site in order to facilitate the onward sale and redevelopment.
- 3.5 In order to minimise any risk to the Council a significant amount of work has been undertaken to identify a suitable residential developer who would be willing to undertake a quality scheme on a 'back to back' basis that would both compliment the quality of design at the adjoining Historic Quay and provide a range of housing to add sustainability to the Marina.
- 3.6 Although a suitable developer had been identified and a scheme prepared this developer at a very late stage decided to withdraw from the purchase. All other residential developers with north east land requirements both nationally and locally have been contacted to seek further interest but at this time they are unwilling to commit to buy due to other obligations. As such it is currently not possible to achieve a 'back to back' sale.
- 3.7 In order to secure the site it will be necessary to commit to a purchase without the comfort of an onward sale. Although this represents a risk, the benefit of having control of a strategic site critical to the long term sustainability of the Marina with the ability to address a large derelict building in a key location is fundamental to the implementation of the Councils Central Investment Framework. Furthermore as the site is located in one of the best locations in the town it also represents a prudent medium/long term investment.
- 3.8 As the property market improves the value of the site and its desirability will increase and the Council will be able to determine the type and form of development on the site that will add maximum economic development impact for the town. It is important for the town that the land is available for development and that it is not purchased and land banked by a third party which could create long term blight.
- 3.9 Against this background the Finance and Policy Committee are recommending that the site is purchased by the Council on the proviso that if no alternative and financially viable use of this site is identified by December 2014 that the site is disposed of for housing development. To enable this to be achieved this option will be twinned tracked with other potential options for this site. This proposal also reflects consideration of the financial issues detailed in the next section.

#### **4.0 FINANCIAL CONSIDERATIONS**

- 4.1 The Medium Term Financial Strategy report submitted to Council in February 2013 and the up date report submitted to the Finance and Policy Committee on 31<sup>st</sup> May 2013 outlined the significant financial challenges facing the Council over the next 3 years in relation to the following key issues:

- Addressing ongoing cuts in the core Government grant and the resulting General Fund budget deficit forecast between £17.4m to £19.4m over the next three years;
  - Risks in relation to the retained Business Rates income and the impact of the Power Station;
  - Risks in relation to managing the Local Council Tax Support scheme; and
  - The existing requirement to achieve a capital receipts target of £4.5m to fund Housing Market Renewal commitments, plus an additional capital receipts target of £2m in relation to developments at the Brierton site.
- 4.2 The above factors need to be taken into account when considering the purchase of Jacksons Landing as the timeframe for this project occurs at the same time as these other significant financial risks are being managed. Therefore, a financing strategy needs to be developed for the Jacksons Landing proposal to minimise the additional financial risks to the Council.
- 4.3 The proposal detailed in paragraph 3.9 of a time limited period for securing the redevelopment of this site provides the basis for a risk management strategy, although this does depend on achieving a successful sale of the site for housing development as a fall back position.
- 4.4 A strategy is also needed to manage the short-term implications of this proposal as the Council will need to identify funding for the purchase costs of this asset, pending repayment of this funding from the redevelopment or onward sale of the site. Owing to the financial challenges facing the Council this up front will need to be funded from a loan.
- 4.5 It is anticipated that this project should be eligible for a 'Growing Places' loan and an application has been submitted to enable this process to commence. The Growing Place loan will be an interest free loan repayable no latter than August 2015.
- 4.6 A successful application for a Growing Places loan will mean that this project can proceed without an un-budgeted revenue cost to the Council for the period of this loan. Without this funding the Council would need to use traditional borrowing and over the period of the Growing Places loan (i.e. up to August 2015) this would have an un-budgeted revenue cost of approximately £45,000, based on current interest rates.
- 4.7 In the event that an alternative use, or onward sale of this site, is not achieved the Council would still have to repay the Growing Places funding. This would need to take the form of a new long term loan in August 2015 when the Growing Places loan becomes repayable, which would result in an ongoing unbudgeted loan repayment cost in 2015/16 of around £25,000 for the part year and a full year cost of £50,000 from 2016/17, based on forecast interest rates.

- 4.8 A further report will be submitted to a future Finance and Policy Committee to address the implications of managing this longer term financial risk and the repayment of the Growing Places Loan if the redevelopment or onward sale is not completed within the timeframe detailed in this report.
- 4.9 In accordance with existing Local Authority financial regulations all borrowing, including a Growing Places loan, is classified as Prudential Borrowing. Therefore, to progress this issue and to draw down the Growing Places loan the Finance and Policy Committee recommend that full Council approve an increase in the Prudential Borrowing Limits up to the maximum of the purchase price details in Appendix A, **This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**

## 5. PROPOSAL

- 5.1 Council is requested to approve the Finance and Policy Committees proposals as set out below:
- i) Approve that Jacksons Landing should be acquired on the terms as agreed and set out in confidential Appendix A; **This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information);**
  - ii) Approve that by December 2014 the Council will either have identified an alternative use for this site, or achieved an onward sale, and to note that if this is not achieved the Council will face unbudgeted revenue costs as detailed in paragraph 5.7.
- 5.2 Council is requested to note that if the above recommendations are agreed the approved Prudential Limits will be updated accordingly.

## 6. BACKGROUND PAPERS

- Scrutiny Co-ordinating Committee 25<sup>th</sup> March & 3<sup>rd</sup> June 2011.
- Cabinet 4<sup>th</sup> July 2011
- Council 4<sup>th</sup> August 2011
- Finance and Policy Committee Report 31<sup>st</sup> May 2013



**7. CONTACT OFFICERS**

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# COUNCIL

## 25<sup>th</sup> July 2013



**Report of:** Finance and Policy Committee

**Subject:** HIGHWAYS MAINTENANCE PROGRAMME

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### 1. PURPOSE OF REPORT

- 1.1 To enable Council to consider the Finance and Policy Committees proposed variation to the approved 2013/2014 Budget and Policy Framework to allocate £0.2m from the forecast 2013/14 General Fund budget underspend to support the 5 year Highway Maintenance programme.

### 2. BACKGROUND

- 2.1 In accordance with the constitution the Finance and Policy Committee is responsible for proposing changes to the approved Budget and Policy Framework, which are then referred to Council for consideration. Details of the Committees proposal is are set out in the following paragraphs.

### 3. PROPOSALS

- 3.1 An update of the Medium Term Financial Strategy was reported to the Finance and Policy Committee on 31<sup>st</sup> May 2013. The report included details of the final outturn for 2012/13, which is within the range previously forecast, and an initial assessment of the 2013/14 forecast outturn. The report also detailed the funding available from a reduction in the Equal Pay Provision. In total these measures provide a one-off financial benefit of £2.64m, as summarised below:

2012/13 Uncommitted outturn	£0.680m
Uncommitted in Equal Pay Provision	£0.900m
2013/14 Outturn	£1.060m
	£2.640m

- 3.2 The report also provided an update on the financial risks and challenges facing the Council in 2014/15 and the following three years. Against this background the Finance and Policy Committee approved initial proposals for managing these issues and determined to review the position as part of the

2014/15 budget process, before recommending the final proposal to be referred to full Council in February 2014. The initial proposals earmark £2.44m of the forecast funding for the following issues:

<p><u>Business Rate Risk</u></p> <p>Following the re-localisation of Business Rates from 1<sup>st</sup> April 2013 the Council only receives 'safety net' payments if the level of Business Rates reduces by more than 7.5%. The 'safety net' grant is only paid for shortfalls above this threshold and for Hartlepool this equates to £1.7m in 2013/14 (rising to £1.9m in 2014/15). This is a significant financial risk for Hartlepool owing to the impact of the Power Station, which accounts for <b>17%</b> of the Business Rates retained by the Council.</p> <p>This risk has previously been recognised and a risk reserve of £1m has been established. Owing to the scale of this risk it is recommended that this is increased to £1.9m. It is hoped this will protect the Council from in-year Business Rate reductions over the period of the MTFs, although this cannot be guaranteed. This area will need to be reviewed on a regular basis.</p>	£0.900m
<p><u>Support for the Local Council Tax Support Scheme</u></p> <p>The allocation of funding to support the Local Council Tax Support scheme will enable Members to consider options for managing this change over the next few years. This funding will enable the Council to consider phasing the level of cuts in support to low income working age households over a longer period than previously anticipated.</p>	£0.860m
<p><u>Support for the Medium Term Financial Strategy</u></p> <p>The Council needs to make budget cuts over the three years commencing 2014/15 of between £17.4m and £19.4m. The actual cuts may be higher depending on the outcome of the Government's June 2013 Spending Review and the 2014/15 Local Government Finance Settlement (which will not be known until November/December 2013).</p> <p>Allocating these one-off resources to support the 2014/15 budget will provide a longer lead time to implement the necessary budget cuts. The Finance and Policy Committee recognise that this is not a permanent solution and increases the cuts which will need to be made in 2015/16.</p>	£0.680m
	£2.440m

- 3.3 After reflecting the above initial proposals (which will be subject to full Council consideration and approval in February 2014 as part of the 2014/15 budget setting report) there is an uncommitted resource of £0.2m. The Finance and Policy Committee is recommending that this amount is allocated towards the existing 5 year Highways Maintenance Plan. If full Council approves this

proposal the detailed schemes to be brought forward from year 2 of the existing Highways Maintenance Plan will be approved by the Neighbourhood Services Committee.

- 3.4 Full Council is requested to consider and approve this proposal to enable these works to be programmed over the next few months and to be complete before the onset of winter.

#### **4.0 FINANCIAL CONSIDERATIONS**

- 4.1 The proposal detailed in the report provides a one-off contribution of £0.2m towards the existing 5 year Highway Maintenance Plan.

#### **5. PROPOSAL**

- 5.1 Council is requested to approve the Finance and Policy Committees proposal to allocated £0.2m on a one-off basis from the forecast 2013/14 General Fund outturn towards the existing 5 year Highway Maintenance Plan.

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

None

#### **7. BACKGROUND PAPERS**

Finance and Policy Committee report 31<sup>st</sup> May 2013

#### **8. CONTACT OFFICERS**

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[Chris.Little@hartlepool.gov.uk](mailto:Chris.Little@hartlepool.gov.uk), 01429 523002

# COUNCIL

25 July 2013



**Report of:** Chief Executive

**Subject:** BUSINESS REPORT

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## 1. Appointments to Outside Organisations and Other Bodies

### **Durham Tees Valley Airport Board**

At the Extraordinary Council on 2 May 2013 the Leader, Councillor Christopher Akers-Belcher was appointed to Durham Tees Valley Airport Board.

The Leader has indicated that he is likely to be unable to attend future meetings of the Board and subsequently the Labour Group has nominated Councillor Cranny as a replacement appointment. Council is requested to approve the appointment.

### **NuLeaf – The Nuclear Legacy Advisory Forum**

NULeaf is a Special Interest Group established under the auspices of the Local Government Association. Under the previous governance arrangements, Member attendance at the Forum had been approved by the elected Mayor. Labour Group has nominated Councillor Payne, as Chair of the Regeneration Services Policy Committee as the nomination for this municipal year. Council is requested to approve the appointment.

### **NDC Trust**

Hartlepool NDC Trust is the successor body to the £53M Government funded New Deal for Communities Programme that operated from 2001 until 2011 and has pledged to serve the same regeneration objectives as the programme, in particular with regard to housing/property regeneration. The Trust has requested representation from the Council and has suggested one Elected Member with responsibility for regeneration as well as an appropriate Senior Officer. Council is requested to consider nominating accordingly.

## 2. Consultation regarding the Reconfiguration of Emergency Medical and Critical Care Services at North Tees and Hartlepool NHS Foundation Trust

As a result of concerns expressed by Doctors responsible for the provision of emergency medical and critical care, the Hartlepool and Stockton on Tees Clinical Commissioning Group requested a visit by the National Clinical Advisory Team (NCAT) to clinically assure reconfiguration proposals for emergency medical and critical care services at North Tees and Hartlepool NHS Foundation Trust. The report subsequently produced recommended that Commissioners:-

- i) Work with the trust to centralise emergency medical services and critical care to the University Hospital of North Tees as soon as possible;
- ii) Explain to the public what this means for them; and
- iii) Ask their views about the things that they are concerned about, especially how they and their relatives get to hospital.

In line with these recommendations, a public consultation is now being undertaken by the NHS Hartlepool and Stockton on Tees Clinical Commissioning Group, Durham Dales and Easington and Sedgefield Clinical Commissioning Group and North Tees and Hartlepool Foundation Trust. The consultation commenced on the 20 May 2013 and will close on the 11 August 2013), with the aim of seeking views on the proposals and concerns about how the impact of the changes could be managed and implemented.

The Local Authority (Public Health, Health and Wellbeing Board and Health Scrutiny) Regulations requires that where more than one local authority is consulted on proposals to make substantial variations or developments to services, a joint health scrutiny committee should be established. In line with these requirements, a joint committee has been established to formulate a formal response to the consultation, with the following membership:-

Hartlepool Borough Council: Councillors J Ainslie, S Akers-Belcher and K Fisher (Chair)

Durham County Council: Councillors L Pounder, W Stelling and R Todd

Stockton-on-Tees Borough Council: Councillors M Javed (Vice Chair), N Wilburn and M Womphrey

The first meeting of the joint committee took place on the 11 July 2013 and a further meeting, to finalise a response to the consultation, will be held on the 29 July 2013.

The outcome of the consultation process will be reported back to the Councils Audit and Governance Committee in due course.

### **3. Empty Property Report**

I have attached at Appendix 1 the quarterly report which Council requested, at its meeting on the 19<sup>th</sup> October 2012, which outlines progress in implementing the Council's Empty Property Purchasing Scheme. This report is the second of these updates.

### **4. By-Election**

Members will be aware of the recent resignation of Councillor Wilcox. Arrangements are being put in place for the resulting by-election on 15<sup>th</sup> August 2013. A number of vacancies arise as a consequence of the resignation as follows:-

#### Committees

- Finance and Policy Committee
- Civic Honours Committee

#### Outside Bodies

- Economic Regeneration Forum
- Safer Hartlepool Partnership

Members may wish to consider appointments to the vacancies following the by-election. In addition as a consequence of the resignation a vacancy exists for Vice Chair of South and Central Neighbourhood Forum.

**APPENDIX 1****Subject: EMPTY PROPERTY PURCHASING SCHEME UPDATE  
REPORT**

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**1. PURPOSE OF REPORT**

- 1.1 To outline progress in implementing the Council's Empty Property Purchasing Scheme.

**2. BACKGROUND**

- 2.1 On the 22<sup>nd</sup> March 2012 Council approved the implementation of an Empty Property Purchasing Scheme to bring 48 properties back into use. Following this the Council secured £2.6million from the Homes and Communities Agency and a further report was approved by the Council on 19<sup>th</sup> October 2012 which expanded the scheme to 100 properties, with additional match funding financed from future rental income, including an additional contingency of £150,000 to tackle some of the most challenging properties and empty homes in the poorest condition.
- 2.3 The objective of the scheme was to purchase and refurbish 100 long term empty homes (defined as being empty for 6 months or more) by agreement by March 2014. These properties will be let at an affordable rent and managed by Housing Hartlepool.
- 2.4 The long term strategic objective of the scheme is to bring empty properties back into use (in line with the Empty Homes Strategy) in order to provide affordable accommodation which is well managed and in good condition for the residents of Hartlepool.
- 2.5 At the meeting of full Council on the 19<sup>th</sup> October 2012 it was requested that an update report be brought to Council every four months to highlight scheme progress and provide an update on the financial position. This report is the second of these updates.



### 3. PROJECT UPDATE

#### 3.1 Property Acquisition

- 3.2 The valuation and acquisition process began in July 2012. At the time of writing this report the Council has completed acquisition of 39 properties equating to £1,116,000 spend and an additional 7 properties with an agreed sale awaiting legal completion. The Council is also looking to take forward the conversion of the Council owned Market Hotel into 9 residential units through this project. Planning permission for this project was approved in May 2013. Overall this results in 55 units and 55% of the overall project underway.

#### 3.3 Property Refurbishment

- 3.4 Since the scheme was approved, detailed project planning and implementation has been underway involving a Project Team consisting of officers from Housing Services, Facilities Management, Building Consultancy Finance and Housing Hartlepool. It has been necessary to develop an agreed approach to ensure that properties acquired and refurbished are in accordance with expected standards and within budget. The target of 100 property refurbishments within 2 years is a challenging one, especially as there is an unavoidable delay between when properties are acquired when the refurbishment can commence.

- 3.5 To date 14 properties are complete and let or are ready to be let by Housing Hartlepool. An additional 14 properties have work currently underway. The target for completed refurbishment is 9 properties per month which is a very challenging target. Five new staff have been appointed within the Facilities Management team to deliver this project and their contracts commenced in January 2013.

#### 3.6 Lettings

- 3.7 On 21<sup>st</sup> January 2013 Cabinet approved the use of Local Authority Flexible Tenancies for all properties let through this scheme. This will provide flexibility to the Council to dispose of these properties in the future through either shared ownership/equity or rent to home buy products. To date 6 properties have been let through this form of tenancy. There are tenants currently lined up for a further 5 properties. Follow up visits have been conducted with positive feedback being reported by new tenants. Of the 6 tenants moved into HBC properties, 4 were previously in private rented properties, one was homeless and one moved from social rented accommodation. The management agreement between Housing Hartlepool and Hartlepool Borough Council has been agreed and remains in place until 31<sup>st</sup> March 2014.

### 3.8 Funding profile

- 3.9 The project is currently being delivered in line with the programme and within budget. Table 1 provides a detailed breakdown of acquisition and refurbishment costs for the first 14 completed properties.

**Table 1: Completed Property Overview**

Property	Purchase Price	Refurbishment Costs	Fees	Total
Property 1	£28,000	£11,621	£1,000	£40,621
Property 2	£27,000	£23,845	£1,000	£51,845
Property 3	£43,000	£11,607	£1,000	£55,607
Property 4	£40,000	£13,030	£1,000	£54,030
Property 5	£45,000	£9,665	£1,000	£55,665
Property 6	£55,000	£2,000	£1,000	£58,000
Property 7	£47,000	£3,502	£1,000	£51,502
Property 8	£12,000	£27,726	£1,000	£40,726
Property 9	£28,000	£29,746	£1,000	£58,746
Property 10	£39,000	£15,876	£1,000	£55,876
Property 11	£23,000	£28,328	£1,000	£52,328
Property 12	£27,767	£25,000	£1,000	£53,767
Property 13	£46,000	£8,229	£1,000	£55,229
Property 14	£28,000	£23,695	£1,000	£52,695

- 3.10 The average cost of the completed properties shown in the table below is £52,617. Based on the estimated renovation costs for properties not yet completed, the forecast average cost for the first 46 units will be £54,700. The cost of renovating the Market Hotel resulting in 9 units is expected to be higher.
- 3.11 It is anticipated that costs will rise throughout the project as properties become more difficult to acquire or more expensive to refurbish. When more properties have been refurbished a full assessment will be made of the budget to ensure each property is being delivered within the projected costs.

## 4. RISKS

- 4.1 One key risk to the project is the speed at which the properties can be refurbished once the acquisition has been undertaken. This will be monitored very closely in order to 'head off' any barriers. Acquisitions are on target and within budget but due to acquisitions progressing quickly the refurbishment works are not currently keeping up with the pace. To date on average 1.3 properties have refurbishment works completed per month. As a consequence in order to deliver refurbishment works on schedule outputs needs to be increased to 9 properties a month. Non-delivery to these timescales could damage the Council's reputation for delivery and the prospect of future grant from the Homes and Communities Agency.

## **5. RECOMMENDATIONS**

- 5.1 That Council notes the contents of the report.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 The report is for information only.

## **7. BACKGROUND PAPERS**

- Minutes from Council meeting of 18<sup>th</sup> October 2012  
<http://www.hartlepool.gov.uk/meetings/meeting/2719/council>
- Minutes from the Cabinet meeting of 4<sup>th</sup> October 2012  
<http://www.hartlepool.gov.uk/meetings/meeting/2670/cabinet>
- Minutes from the Council meeting of 14<sup>th</sup> February 2013  
[http://www.hartlepool.gov.uk/egov\\_downloads/14.02.13 -  
\\_Council\\_Agenda.pdf](http://www.hartlepool.gov.uk/egov_downloads/14.02.13_-_Council_Agenda.pdf)

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**COUNCIL**  
25 July 2013



**Report of:** Chief Executive

**Subject:** BUSINESS REPORT (2)

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**5. Appointment of Director of Child and Adult Services**

At a meeting of the Appointments Panel held on 12 July 2013, it was agreed unanimously that Gill Alexander be appointed to the post of Director of Child and Adult Services.

Council is requested to note the appointment.