

REGENERATION SERVICES COMMITTEE AGENDA



Tuesday 12 November 2013

at 9.30 am

**in Committee Room B,
at the Civic Centre, Hartlepool.**

MEMBERS: REGENERATION SERVICES COMMITTEE

Councillors C Akers-Belcher, S Akers-Belcher, Cranney, Dawkins, Fisher, Morris and Payne.

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To receive the minutes of the meeting held on 24 October 2013
(previously published)

4. KEY DECISIONS

- 4.1 Hartlepool Indoor Sports Facility Strategy – *Director of Child and Adult Services.*

5. OTHER ITEMS REQUIRING DECISION

- 5.1 Loan of Painting: Gala Day at Newlyn – *Assistant Director of Child and Adult Services, Community Services*



6. ITEMS FOR INFORMATION

- 6.1 Savings Programme 2014/15 – Regeneration Services Division –
Director of Neighbourhood Services
- 6.2 Savings Programme 2014/15 – Community Services – *Assistant
Director, Community Services*
- 6.3 Annual Complaints Report – 1 April 2012 to 31 March 2013 - *Assistant
Director, Community Services*
- 6.4 Lankellychase Foundation Funding Opportunity - *Assistant Director,
Regeneration*

7. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

FOR INFORMATION:

Date of next meeting – Thursday 5 December 2013 at 9.30 am in the Civic Centre, Hartlepool.



REGENERATION SERVICES COMMITTEE

12 November 2013



Report of: Director of Child and Adult Services

Subject: HARTLEPOOL INDOOR SPORTS FACILITY
STRATEGY

1. TYPE OF DECISION/APPLICABLE CATEGORY

Key Decision (test (ii)) Forward Plan Reference No. CAS020/13.

2. PURPOSE OF REPORT

- 2.1 The purpose of the report is for members of the Regeneration Committee to consider the draft Indoor Sports Facility Strategy for adoption. It is important for the Borough to have a current '*Indoor Sports Facility Strategy*' and this revised document provides an update on the current 2007 Strategy.
- 2.2 The provision of the existing Playing Pitch Strategy 2012 and Indoor Facilities Strategy 2007 has ensured Hartlepool Borough has been well served with contemporary data to assist in the development of business cases when bidding for external grants and being able to demonstrate need. The recent success with Brierton Sports Centre 3G pitch being a most recent example
- 2.3 Furthermore having a current and updated Strategy will assist in delivering the emerging Vision for the town and support the current review of existing facilities.
- 2.4 A summary of the Strategy document is given within this report with a full copy being available in the Member's Library.

3. BACKGROUND

- 3.1 Members will be aware that the Council's stock of sports and leisure facilities has evolved over a long period of time. Some are coming towards the end of their lives and others are in need of significant investment. Some are not located in areas of greatest need and the current positioning and quality of these facilities contributes to a relatively low level of penetration and usage.

- 3.2 The provision of leisure and sports facilities is not a statutory obligation on Local Authorities and each one has its own decision to make on what and how it provides such facilities. However, Hartlepool's vision and priorities for the future incorporates a strong role for leisure in the town recognising the value of this sector in contributing to the Council's strategic objectives and the impact it can make to the health and regeneration process in the Borough.
- 3.3 The previous Indoor Sport Facilities Strategy was adopted in October 2007 and as a result, the Council has since looked to deliver the recommendations of this and has carried out a number of further studies, particularly in relation to the replacement of the main public facility, Mill House Leisure Centre. However, 6 years have elapsed since the strategy was produced and in the knowledge that the supply and provision of leisure and recreational facilities has changed during this time, work has been ongoing to revise and produce an up to date strategy document.
- 3.4 It was intended that this would complement the Borough's revised Playing Pitch Strategy approved by Cabinet in December 2012 and together, would facilitate the effective planning and provision of leisure facilities in the future as well as provide a firm foundation upon which policy decisions and funding for future development in line with current Government recommendations can be based.
- 3.5 More specifically, the objectives of the study have been to make use of the existing studies and research and where required, undertake new research to:-
- draw together a Borough wide audit of sport and recreational facilities and update Sport England's Facility database, "Active Places";
 - to identify the current accessibility, quality and quantity of provision of sport and recreation facilities within the Borough against relevant standards;
 - to assess community attitudes, expectations and vision for future needs;
 - to determine the current and future needs for use of sport and recreation facilities in the Borough providing a sustainable and affordable facility offer;
 - to identify areas of deficiency or surplus of sport and recreation facilities;
 - to identify and evaluate strategic options and policy implications for the protection, enhancement, relocation of existing sites or provision of new sport and recreation facilities;
 - fundamentally, to ensure that the Council's vision for the future provision of facilities remains as valid today as it was in 2007.

4. RESEARCH AND CONSULTATION PROCESS

- 4.1 In undertaking the study, the policy, socio-economic and political context within which the services will need to operate was examined and key policies and the general trends in the sport and recreation market was also taken into consideration.
- 4.2 Being a key partner in the provision of sport and recreation facilities, it was important that the strategy was developed in accordance to Sport England's Facility Planning Model guidance. This utilises their Active Places database for all the analysis and modelling work thus an up to date facility audit of all providers was undertaken to ensure this was accurate. Not only would this give accurate information on the location, quality and use of these facilities but from this, an assessment of the long term future of the current provision.
- 4.3 Central to this is swimming facility provision in that from previous studies and work undertaken, existing pools in the Borough were considered sub-standard in one way or another.
- 4.4 The audit also considered the impact of facilities in neighbouring Authorities which local residents were likely to be aware of and likely to travel to.
- 4.5 Wide-ranging consultation was undertaken involving:-
- (i) Internal stakeholder consultation within the Council, namely with officers from Child & Adult Services, including Education, Youth Services and Community Services as well as Planning.
 - (ii) External stakeholder consultation with the secondary schools, Belle Vue Community Sports and Youth Centre, Further Education providers, commercial operators and other principal sports facility sites as well as Sport England.
 - (iii) Leisure Centre user consultation.
 - (iv) Sports Club consultation, specifically Hartlepool Swimming Club and Aquaforce Swimming Academy.
- 4.6 The published draft Strategy has been circulated for consideration of accuracy of content and the results will be verbally fed into Committee prior to all accepted amendments being incorporated into the published adopted Strategy.

5. FACILITY SUPPLY ANALYSIS

5.1 Review of Facility Quantity

- 5.1.1 The key point to be made with regard to the quantity of indoor sports facilities in Hartlepool is that there is a great deal available. Over the years, provision has been made by a number of different services within Hartlepool Borough

Council, by other public and voluntary sector bodies and there is now a growing commercial interest in the development of indoor sports facilities in the town.

- 5.1.2 Looking at the provision of swimming pools, the key public facility at the Mill House Leisure Centre delivers just over 51% of the total water area in the town. The remainder is distributed amongst four pools on secondary school sites, making a total provision of 1,308m². There is also a small swimming pool at the Springs Health and Fitness Club, but this addresses a very different market to the public pools.
- 5.1.3 Similarly, the provision of indoor sports halls is dominated by those on educational sites. However, there is additional provision at three Sport and Recreation run public access sites and two Youth Service venues. Considering only the larger halls (as some cannot be included within the assessment as these fall outside the FPM qualifying criteria, such as Belle Vue), the spaces available are shown in Table 1.

Table 1 – Current Sports Hall Sizes and Management Types

| Management Type | Total | 3 Court | 4 Court | 6 Court |
|------------------------|-----------|----------|----------|----------|
| HBC | 3 | | 2 | 1 |
| Youth/Community Centre | 2 | 1 | 1 | |
| School / College | 6 | 1 | 5 | |
| Total | 11 | 2 | 8 | 1 |
| | | | | |

- 5.1.4 There is what might be considered ample provision of Health and Fitness facilities in Hartlepool. Eleven facilities were identified in 2007 but this figure has now risen to 18 currently available. There are a number of other specialist facilities in the town which cater for particular user groups and, of these, the one that is often considered from a quantitative point of view is indoor bowls and the present facility shows that there is more than sufficient capacity in the present building.
- 5.1.5 Table 2 below compares Hartlepool's level of facility provision against the national and regional averages using Sport England's Facility Planning Model. It also compares provision against the other Tees Valley Local Authorities.

Table 2 - Local Authority Comparator Information

| Facility | Comparator Authorities | Population Figure |
|--|------------------------|-------------------|
| Swimming Pools Water space (m ²) per 1000 per population | Hartlepool | 14.1 |
| | England | 12.8 |
| | North East | 12.5 |
| | Darlington | 16.6 |
| | Middlesbrough | 11.5 |
| | Redcar & Cleveland | 11.1 |
| | Stockton | 11.2 |
| Sports Halls No. of courts per 10,000 per population | Hartlepool | 6.4 |
| | England | 4.0 |
| | North East | 5.1 |
| | Darlington | 3.3 |
| | Middlesbrough | 4.9 |
| | Redcar & Cleveland | 6.7 |
| | Stockton | 4.8 |
| Health & Fitness Stations per 1000 per population | Hartlepool | 7.4 |
| | England | 6.1 |
| | North East | 6.0 |
| | Darlington | 7.7 |
| | Middlesbrough | 5.6 |
| | Redcar & Cleveland | 3.5 |
| | Stockton | 6.9 |

- 5.1.6 The review found that there was generally more than adequate provision and the issue considered was to what extent these can be reduced in order to minimise costs.

5.2 Review of Facility Quality

- 5.2.1 This is particularly pertinent with regard to swimming facilities in that the main public facility at Mill House is over 40 years old and will require significant capital investment if it is to remain in operation for more than a few years. This was the situation in 2007 at the time of the previous strategy adoption and despite this remaining an aspiration of the Council with various proposals being looked at, still remains to be the case.
- 5.2.2 The remainder of the pools in the Borough are a 40 year old 'package deal' design utilising a timber framed structure over a 'plastic' tank and minimal changing facilities. It is testament to the care taken with maintaining these buildings that they are still open, but a number will require major investment in the future if they are to remain in operation. This is unlikely to be cost effective if other standards (e.g. energy, access, etc.) are also to be addressed. The review found that the poor quality of most of the present facilities as well as these not meeting the required standards in terms of pool specification are key issues.

- 5.2.3 The quality of sports halls is less of an issue in that these are far simpler buildings and can be maintained at lower cost than pools. As a result, most of the larger sports halls are in 'adequate' to 'good' condition although some have specific structural and maintenance issues which will become more serious in time.
- 5.2.4 It was felt that the public health and fitness provision is of a good quality given that the two newer sports centres have modern fitness rooms and that at Mill House has been redeveloped and refitted with new equipment in 2010. The indoor bowls hall needs essential maintenance works to the roof and the carpet but this is currently being addressed as a result of grant and Council capital investment.
- 5.2.3 Drawing this together, it will be important to raise the quality of all the indoor sports facilities in Hartlepool to that of the best if the Council is to provide all the Borough's residents with an opportunity to participate in sport in an attractive and safe environment – it is well documented that higher quality facilities both attract more users and engender greater respect and pride.

5.3 Review Facility Accessibility

- 5.3.1 The accessibility of sites involves two parameters; availability to different user groups and physical location. In terms of the first factor, there are a number of key issues concerning availability of indoor sports facilities and/or elements within them:-
- many of them are on school sites and, as a result, are not available in curriculum time – they can also be 'buried' within the school campus and it may be difficult to provide easy and secure access out of school hours (especially for those who are not members of clubs);
 - however, this does mean that they could be available at peak public use periods in the evenings and, potentially, during the school holidays;
 - many of the facilities are old and were designed at a time when access for all was not as important – while many have been adapted to allow use by people with disabilities and other target groups, in many cases this is not easy.
- 5.3.2 The only fully accessible indoor sports facilities are the Mill House Leisure Centre, Brierton Community Sports Centre and the Headland Sports Hall.
- 5.3.3 In terms of physical location, the main public facilities are strategically spread across the town supplemented by school facilities so access is generally good. The overall distribution of these are within an easy 20 minute walking and driving distances which are the standard parameters used by Sport England to assess the accessibility of sports facilities. In any redevelopment strategy, an objective would be to maintain as high an accessibility level as possible.

5.4 Facility Supply Analysis - Summary

Key conclusions which can be drawn from the review of facility supply include:-

- more than adequate provision in comparison to those nationally, regionally and sub-regionally, the quantitative issue is the extent to which it may be possible to reduce the number of indoor sports facilities to minimise the long term cost of providing such spaces in the Borough;
- the poor quality of some of the present facilities is a key issue and investment will be needed if the Borough's residents are to be given an opportunity to participate in sport in an attractive and safe environment;
- the accessibility of many of the existing facilities is poor in terms of programming and provision for people with disabilities;
- there is an opportunity for community access on educational sites but additional investment may be required to provide support facilities (e.g. separate entrances) alongside those provided for students' use.

6. FACILITY DEMAND ANALYSIS

6.1 This element of the strategy focused on an assessment of demand for facilities in Hartlepool, largely based on data prepared by Sport England and utilising their Facility Planning Model (FPM). This is widely recognised as the most sophisticated means of assessing supply and demand for sports facilities as it takes account of several key factors which influence this, such as the demographic characteristics of the local population, accessibility to facilities by different transport modes and the quality of available facilities.

6.2 Demand for Swimming Pools

6.2.1 Currently the existing swimming pool facilities in the Borough:-

- provide a total water space of 1,308m² across five sites (Mill House, Dyke House, English Martyrs, High Tunstall and Manor);
- this equates to 14.1m² per 1,000 population which is above the national and regional averages of 12.8m² and 12.5m² respectively and is the second highest amongst the Tees Valley Local Authorities;
- None of the pools meet modern standards in terms of length/width, accessibility, energy efficiency, etc. and some are not in good condition – the overall view was that should the outcome of the modelling suggest that any should be retained, that they should be replaced as refurbishment was unlikely to be cost-effective.

6.2.2 Using the FPM, demand for swimming is calculated by applying the national participation rates to the demographic structure of the local population.

Supply and demand can then be compared by expressing this in terms of the number of visits to a pool generated by the local population and the capacity of the pools to accommodate these visits. Capacity is based on pool size and availability for community use. For facility planning purposes therefore, the comparison is made on the basis of the number of visits per week during peak time.

6.2.3 The FPM also assesses how well demand is being served based on how far people have to travel to access a pool and the size and quality of available pools. The FPM therefore assesses the location of facilities and how accessible they are to where people live, accessibility by different modes of transport, the relative attractiveness and standards of facilities and the influence of provision in neighbouring authorities.

6.2.4 With this collective data, the FPM assesses the extent to which the existing supply of pools is meeting demand from Hartlepool residents and the results showed that this is very high (95%) in comparison to local, regional and national averages suggesting that pools are over-supplied in the Borough;

6.2.5 As expected, pool capacity analysis showed a heavy reliance on Mill House Leisure Centre well beyond what is deemed to be an acceptable level with it providing over two thirds of estimated swimming throughput in the Borough.

6.2.2 The Sport England FPM analysis concluded that a total water area of 985m² should be provided in Hartlepool overall. How this should be supplied was also analysed using the FPM model and this is detailed in Section 8 of this report.

6.3 Demand for Sport Halls

6.3.1 With regard to the demand for sports halls, the study analysed the current use of what is at present a large stock of sports halls using the Sport England FPM model in the same way as for Sports Halls detailed in Section 5 of the report. This is equivalent to 6.4 courts per 10,000 population which is higher than the national and regional averages of 4.0 and 5.1 respectively and the second highest of the Tees Valley Local Authorities.

6.3.2 The model shows that, allowing for the demand expected from the increased usage, it was determined that the Borough should provide the equivalent of 26 badminton courts to cater for local needs. This is, in effect, six or seven large sports halls.

6.3.3 This suggests a surplus / oversupply of 23 courts in the Borough but on examining the use of the existing Sport Hall provision, it was difficult to identify where the timetabling efficiencies could be made to accommodate all current users in what would be nearly half of the present provision. However, it was considered that there are a number of specific issues which could require the provision of more than this base level of supply:-

- the educational sites require sports hall to meet curriculum demands;

- there is an issue with Youth Service provision in that many young people like to ‘take ownership’ of their own facilities and do not find it as attractive to visit a public leisure centre.

6.3.4 It was concluded however that there should certainly be no further provision of dry sports halls in the Borough without careful consideration being given to local demand issues at that time.

7. FACILITY DEVELOPMENT OPTIONS

- 7.1 As a result of the facility audit and demand assessment, a number of future development options were determined in 2007 and having re-examined supply and demand using the FPM, the same options remain valid in terms of facility provision needs.
- 7.2 In assessing this, account has been taken of those existing high quality facilities that we would wish to retain as part of our long term facility strategy. These include Headland Sports Hall, Brierton Sports Centre, sports facilities at St Hild’s School and although not meeting Sport England’s FPM criteria for inclusion in the analysis, Belle Vue Community Sports and Youth Centre.
- 7.3 The same development options still remain appropriate for consideration therefore for the present day situation and in summary, are as detailed in Table 3:-

Table 3 - Development Options

| Option | Title | Description |
|--------|------------------|---|
| One | Do Nothing | Leave existing facilities until closure is required due to essential repair or external factors (e.g. site redevelopment) |
| Two | Minimum | Existing or new Borough facility (Mill House site or alternative) with existing dry facilities (Brierton, Headland, Belle Vue) and new/refurbished school/college halls |
| Three | Optimum | Existing or new Borough facility (Mill House site or alternative) with new pool(s) at Brierton, existing dry facilities (Headland, Brierton, Belle Vue and new/refurbished school/college halls. |
| Four | Maximum | Existing or new Borough facility (Mill House site or alternative) with new pool(s) at Brierton, refurbished/new wet/dry centre in NW Hartlepool, existing dry facilities (Headland & Belle Vue) and new/refurbished school/college halls. |
| Five | Replace Existing | Existing or new Borough facility (Mill House site or alternative) with existing dry facilities (Headland, Brierton, Belle Vue), refurbished/new wet/dry at school sites and new wet/dry facility at Seaton Carew |

- Option One leaves existing facilities until closure is required due to essential repair or external factors (e.g. site redevelopment) – such a route would not allow the Council to deliver its Vision for sport and leisure however.
- Option Two sees a Borough facility (Mill House site or alternative) with present dry facilities (Headland, Belle Vue and Brierton) and new / refurbished school halls – as this will not deliver the outcomes within our adopted strategies, it is felt that this should not be taken forward.
- Option Three combines an existing or new Borough facility (Mill House site or alternative) with new pools at Brierton, existing dry facilities (Headland and Belle Vue) and new/refurbished school halls – this Option is well aligned with the demand models for swimming but could perpetuate the surplus of dry side facilities.
- Option Four adds a new wet/dry centre in NW Hartlepool to the existing or new Borough facility (Mill House site or alternative), new pools at Brierton, existing dry facilities (Headland and Belle Vue) and new/refurbished school halls – this will allow the Borough to deliver its Vision for sport and physical activity but there is an issue regarding the overall quantity of the provision.
- Option Five replicates the established pattern of swimming pools at secondary school sites and adds these to an existing or new Borough facility (Mill House site or alternative), existing dry facilities (Headland, Belle Vue and Brierton) and a new wet facility at Seaton Carew – this level of provision is more than can be justified and will require significant capital and revenue expenditure.

7.4 At the time of the 2007 Indoor Sports Facilities strategy development, a review of these options concluded that “**Option Three**” would be the optimum model for the Council to adopt. This would combine the existing or redeveloped Borough facility (Mill House) with new pools at Brierton, existing dry facilities (Headland and Belle Vue) and new/refurbished school/college halls. Despite the perpetuation of surplus dry provision, it was thought at the time that this Option was well aligned with the demand models for swimming.

7.5 Events have obviously moved on since 2007. Whilst proposals to deliver “Option Three” still remain an ambition for the Council, this would need to be in the context of present day modelling parameters that would require reassessment to ensure that this remains appropriate for the Council in order to satisfy the Borough’s facility needs.

7.6 The current demand analysis has quite clearly indicated that there is a surplus of sports halls in the Borough and careful consideration would need to be given as to future provision in regards to refurbishment and/or re-development. However, the greater problem concerns swimming pool provision where despite there being a current over-provision of water-space

even given some pool closures since 2007, there are still major issues of accessibility, energy efficiency etc. and some pools remain in poor condition. As a consequence, the overall view is that they should be replaced as refurbishment is unlikely to be cost-effective and within this to ensure that the facilities are adequately distributed around the town to increase local accessibility and reduced travel time.

- 7.7 Looking at the present programmes of use for the pools, it is immediately apparent that the closure of all the pools other than Mill House (or its replacement) would have a significant impact on the delivery of the Swimming Strategy and the school swimming curriculum. There would be insufficient water space to meet the needs of current user groups and such an approach would not meet the Government's current agenda for sport and physical activity nor Hartlepool's specific needs where the ability to be able to swim is essential in a coastal environment.
- 7.8 Alternative solutions to meet water-space needs would therefore have to be considered to ensure the recommended minimum of 985m² of water space could be provided in accordance with the demand analysis.

8. FACILITY OPTIONS MODELING

- 8.1 In order to reassess the appropriateness of the recommended option (**Option 3**), Sport England's FPM was utilised to assess the implications of the proposed future swimming pool and sports hall provision.

8.2 Swimming Pools

- 8.2.1 Two models were assessed. The first was to:

- cease operating the pools on 3 of the secondary school sites
- replace the current water space at Mill House or its equivalent with a new 8 lane x 25m pool plus learner pool as part of a new leisure complex
- provide a new 6 lane x 25m pool plus learner pool at Brierton Sports Centre.

- 8.2.2 The second model was to provide exactly the same, except that the main pool at Mill House or its equivalent would be a 6 lane x 25m pool.

- 8.2.3 With both models, the overall amount of water space would reduce from 1,308m² to either 1,090m² or 990m² when an optimum of 985m² is required.

- 8.2.4 This does however result in a significant increase in capacity in terms of community accessible water-space where 94% of demand can be met from a smaller number of pools, with the replacement Mill House Leisure Centre pools able to operate at a more 'comfortable' level. The new pool at Brierton would however expect to be very busy and this level of demand would

therefore justify pool provision of a larger main pool tank at Mill House (8 lanes).

- 8.2.5 Under both scenarios, Hartlepool would move from being a below average local authority in terms of pool provision to one which matches the national average in terms of access to pools. The larger main pool tank provision however would offer greater flexibility of use and ensure that all water-space needs could be accommodated including those of the Borough's two swimming clubs. This further underlines the need for an 8 lane main pool provision at Mill House.
- 8.2.6 Having the network of three pools across the Borough, (a replacement "Mill House", Brierton and High Tunstall) would allow for the accommodation of the primary school teaching programme and capacity for growing swimming as a sport.

8.3 Sports Halls

- 8.3.1 Only one model was tested as part of the preferred option (**Option 3**) and that was to assess the appropriateness of providing a reduced size sports hall as part of a new leisure centre provision for Mill House Leisure Centre. The issue of whether to provide one at all was also considered and as concluded in 2007, was felt necessary as part of the Borough's main leisure centre facility offer.
- 8.3.2 Consequently the FPM analysed replacing the 6 court hall at Mill House with a smaller 4 court hall and as anticipated, this would have has no significant impact on the supply-demand balance and how that demand is met. The case for providing a replacement hall at Mill House has less to do with meeting general demand and more about reflecting the council's sports development objectives and the greater flexibility which a larger hall can provide in terms of the range of sports it can accommodate its suitability as a competition venue and its programming potential.

9. SUMMARY AND CONCLUSIONS

- 9.1 As a result of an assessment and analysis of future facility needs, the following key points have emerged:-
- The current position regarding facilities is not sustainable in the long-term as many key sites are beyond their economic life – in particular, the school swimming pools are life expired.
 - The newer facilities at the Headland and Brierton are key facilities in terms of the Borough's provision now and longer-term into the future.
 - The strategy recommends that a new Borough leisure centre facility is constructed to replace the existing provision at Mill House. Ideally this should be done in such a way that the swimming facilities in particular remain in operation until such time as this opens. The capital cost is

estimated to be in the region of £16m or at a significantly reduced cost if new pool facilities were constructed alongside the present dry facilities at the Mill House site. A further assessment of this would be required.

- The options review has highlighted that the most appropriate approach to replacing the present school pools would be to add swimming facilities (6 lane x 25 metre and teaching pool) to the existing Brierton Sports Centre at a capital cost estimated to be in the region of £5m.
- In order to ensure access to a pool facility on the North West of the Borough, the pool at High Tunstall should be retained. This will require refurbishment works (estimated minimum £250k). The alternative would be to construct a replacement pool estimated at £3.5m.
- The redevelopment and/or refurbishment of the school/college sports halls serves to consolidate the service provision to the town's residents but additional investment may be required to provide separate entrances, reception areas etc.
- The Council has a role to ensure that educational facilities are developed, managed and operated in a consistent manner and in accord with industry and legislative standards.
- The current provision of sports halls is well over what is required if the parameters of the FPM are to be adopted but current programmes of use demonstrate that there is actual demand for more than the minimum suggested.
- Whilst not eligible to be included as part of Sport England's Facility Planning Model, Belle Vue Community, Sports and Youth Centre plays an important part in the overall provision of the town's facilities.
- The strategy would provide a good range of indoor multi-purpose sports facilities but in order to maximise their value in the development of sport and physical activity, it will be important to ensure the delivery of an enhanced and coordinated programme of participation opportunities, both targeted at specific user groups and available to the general resident and visitor population. This may have some implications for revenue potential given the low levels of income in some areas of the Borough.
- The Council will need to consider and explore the financial options open to it in terms of the delivery of the Strategy. This may also ultimately mean considering alternative management arrangements for the facilities in order to provide the capital investment required rather than continuing the management under the current in-house arrangement.

10. FINANCIAL IMPLICATIONS

- 10.1 It is generally recognised that the Council will not be able to deliver such developments in isolation and other procurement options will have to be explored.
- 10.2 The longer-term procurement route with regard to incorporating major investment is complex, with a number of variables that could have a major impact on the future delivery of sport and recreation services. Variables such as planning, funding and investment issues, affordability, market interest and capacity and other commercial opportunities on the existing sites could have an impact. If there are no significant capital reserves available, in order to deliver the potential development programme, it will be essential for the Council to find a viable long term solution.
- 10.3 Whilst it is accepted that the Borough Council do not have funding readily available for any major capital investment at the present time, this Strategy is a key component or building block in preparation for aspiration positioning.

11. RECOMMENDATIONS

- 11.1 That the Committee approve:-
1. The adoption of the Indoor Sports Facility Strategy 2013 incorporating the revisions as identified in **Appendix A** as a result of the consultation period.
 2. That officer's continue to explore the management and procurement options available in order to deliver facility developments.

12. REASONS FOR RECOMMENDATIONS

- 12.1 It is important for the Borough to have a current 'Indoor Sports Facility Strategy' and this revised document provides an update on the existing 2007 strategy. The provision of the existing Playing Pitch Strategy and Indoor Facilities Strategy has ensured that Hartlepool Borough has been well served with contemporary data to assist in the development of business cases when bidding for external grants and being able to demonstrate need.
- 12.2 The adoption of this revised Strategy will enable Hartlepool Borough based public and voluntary sector services to consolidate and assess need and provide a foundation to attract investment to improve the quality of indoor facilities in the years ahead.
- 12.3 The current budgetary pressures on local authorities also means that all potential management and procurement of services, particularly in the sports sector, require ongoing assessment and consideration as part of the Councils future service delivery.

13. BACKGROUND PAPERS

- 13.1 Cabinet Report 1st October 2007 – Indoor Leisure Facility Strategy
Cabinet Report 3rd December 2012 – Hartlepool Playing Pitch Strategy

14. CONTACT OFFICERS

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INDOOR SPORTS FACILITY - CONSULTATION RESPONSES

| STRATEGY REFERENCE | RECEIVED FROM | MAIN POINT | COMMENT |
|--------------------|---------------------------------|---|--|
| 2.1.2 | Sport England | Suggestion made to include a fourth objective concerning the need to provide a sustainable and affordable facility offer. | Comment taken on board and included in the strategy document. It will also be incorporated into paragraph 3.5 of the Committee Report. |
| Table 3.1 | Hartlepool Swimming Club | Factual correction – Club no longer use the swimming pool at Dyke House Sports & Technology College. | Corrected in the strategy document. |
| Para 3.8.1 | Sport England | Felt that the fourth bullet point could be stronger about the business and sustainability case for replacement v refurbishment for Mill House Leisure Centre. | Comment taken on board and included in the strategy document. |
| Para 4.2.2 | Sport England | Would be useful to clarify justification for short/medium term investment in Mill House Leisure Centre in relation to pool programming / income benefits. Need to include that Trust model option will need to be revisited along with other potential operating models. | Comments taken on board and included in the strategy document. |
| Para 4.2.3 | HBC Schools Transformation Team | Factual correction - Delete 5 th bullet point as funding availability to schools is not based on building condition surveys. | Deleted from strategy document. |
| Para 4.2.3 | Sport England | Consultation need with EFA re Priority School Building Programme noted and will be followed up. | |
| Para 4.2.5 | HBC Planning Policy | Factual correction – Information regarding Wynyard housing development corrected. Typing amendment regarding Local Plan required. | Corrected in the strategy document. |
| Para 4.5.2 | Hartlepool Swimming Club | Factual correction – Club has never used the swimming pool at Manor College of Technology. | Corrected in the strategy document. |

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|--------------|---------------------|--|--|
| Para 5.2.9 | Sport England | Suggested expanding the point on rationalising facility provision to include the need to maintain / grow physical activity participation. | Comment taken on board and included in the strategy document. |
| Para 6.6.1 | Sport England | Suggestion of expanding the seventh bullet point to refer to meeting demand in a sustainable way while meeting user expectations. | Comment taken on board and included in the strategy document. |
| Table 6.8 | HBC Planning Policy | % figure in Table do not add up to 100% (100.1%). | This was due to rounding but has been amended in the strategy document. |
| Para 7.5.1 | Sport England | Suggested strengthening the seventh bullet point relating to the need to rationalise provision of halls against the need to ensure enough hall space for sports development opportunities and the needs of local clubs. | Comments taken on board and included in the strategy document |
| Para 8.8.7 | Sport England | Same comments as for Para 7.5.1 | Comments taken on board and included in the strategy document |
| Para 11.11.1 | Sport England | Third bullet point - Commented that they believed the capital cost mentioned for the replacement of Mill House Leisure Centre to be high (£16m). This is based on the most recent development in the North East (Washington Leisure Centre) which has cost £11m. | <p>The estimate of £16m quoted in the strategy document is based upon Sport England's facilities cost modelling framework (2nd quarter 2012 being the latest available) with inflation added in an attempt to future-proof the figure. The cost estimate of £16m is quoted as a "worst case scenario" figure.</p> <p>The facility mix at Washington is different to that envisaged for Mill House and upon what the estimate is based (for example, 6 lane pool and not an 8 lane pool; 4 court hall instead of a 6 court hall). A more accurate cost will not be known until the facility mix is determined.</p> <p>Whilst the comments have been noted, the estimate of £16m has not been altered in the strategy document or the Committee report.</p> |

| | | | |
|---------------------|-----------------------|---|---|
| 11.11.1 | Sport England | Tenth bullet point under Summary and Conclusions – Whilst commenting this was a good point to make, they suggested expanding this to incorporate the potential revenue implications of providing good, accessible activity programmes given the low income levels in some areas of the Borough. | Comment taken on board and included in the strategy document as well as paragraph 9.1.10 of the Committee report. |
| General Observation | HBC Planning Policy | Good piece of work from their perspective. | |
| General Observation | HBC Regeneration Team | Happy with the principles established particularly given the flexibility for future potential development opportunities. | |
| General Observation | Sport England | “Thorough and well reasoned strategy which sets out a clear way forward for indoor facility provision in Hartlepool”. | |

REGENERATION SERVICES COMMITTEE

12th November 2013



Report of: Assistant Director of Child and Adult Services,
Community Services

Subject: LOAN OF PAINTING: GALA DAY AT NEWLYN

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key.

2. PURPOSE OF REPORT

- 2.1 To seek authorisation for the temporary loan of a painting from the Museum Collection to an UK Accredited Gallery and Museum during 2014.

3. BACKGROUND

- 3.1 Culture and Information Services has been approached by Penlee Art Gallery and Museum of Penzance to request the temporary loan of our painting "*Gala Day at Newlyn*" by Stanhope Forbes (HAPMG 1920.74) for inclusion in their exhibition "*Model Citizens : Myths and Realities*".
- 3.2 The exhibition will take place at the Penlee Art Gallery and Museum of Penzance, a single venue located in Cornwall, between 14th June and 6th September 2014.
- 3.3 Stanhope Forbes was the leader of the Newlyn School of painters, a town close to Penzance, who from about 1880 rejected the old traditions of landscape painting in favour of work influenced by artists on the Continent. "*Gala Day at Newlyn*", painted in 1907, is the premier example of the Newlyn *plein air* (outdoors) style, painted in the open air using non-professional models drawn from local fishing communities. It is a major artwork of national significance.
- 3.4 We have lent to this venue several times in the past and have good relationships with the organisation and its curatorial staff.

4. PROPOSALS

- 4.1 That all associated costs of the loan of this item are covered by Penlee Art Gallery and Museum of Penzance.
- 4.2 That the artwork is transported door-to-door by experienced professional fine art handlers and carriers and insured by the lender on a 'nail to nail' basis.
- 4.4 That the Penlee Art Gallery and Museum of Penzance supplies us in advance with a current facilities report for the exhibition venue. This is a formal statement of best practice, and includes comprehensive details of the exhibition space, storage, their security and environmental controls, as well as who would pack and hang the painting.
- 4.5 That the borrower considers the reciprocal loan of works in their own collection to Hartlepool Borough Council for potential exhibition in the period 2015-18.

5. RISK IMPLICATIONS

- 5.1 Minimal, given that all the specific conditions above are met as part of a detailed formal loan agreement between the Authority and the borrower.

6. RECOMMENDATIONS

- 6.1 That Committee approves this loan to the Penlee Art Gallery and Museum of Penzance.

7. REASONS FOR RECOMMENDATIONS

- 7.1 This loan significantly raises the public profile of the quality of the collection of the Museum and Art Gallery service.
- 7.2 It gives us the opportunity to sustain strong links with the borrower, especially one who would lend to us in return.
- 7.3 It sustains and enhances our reputation as a professional organisation that assists other venues with their core objectives. This reputation directly contributes to our recognition as an Accredited Museum, and enhances our ability to secure external government funding for cultural activity within the Borough.
- 7.4 Stanhope Forbes is widely regarded as one of the most important British artists of the late Victorian and Edwardian period. Exhibitions of his work are major events in the arts and cultural world, and it is an endorsement of the quality of our collection to be asked to contribute to this exhibition.

8. CONTACT OFFICERS

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REGENERATION SERVICES COMMITTEE

12th November 2013



Report of: Director of Regeneration and Neighbourhoods

Subject: SAVINGS PROGRAMME 2014/15 –
REGENERATION SERVICES DIVISION

1. TYPE OF DECISION

For information, members of the Committee are recommended to note the content of this report and formulate a response to be presented to Finance and Policy Committee on 29 November 2013.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to identify proposals for the delivery of savings in respect of the Regeneration Division for consideration as part of the 2014/15 budget process.

3. BACKGROUND INFORMATION

- 3.1 As part of the 2014/15 Savings Programme, a number of service areas were identified where potential savings could be made. As part of the process for the budget for 2014/15 it has been agreed that individual Policy Committees will consider these savings proposals prior to consideration by Finance and Policy Committee and then Council.
- 3.2 Details are provided in this report in relation to the:-
- i) Proposals identified to make the savings;
 - ii) Risks associated with the proposed savings; and
 - iii) Financial considerations taken into account in developing the proposals.
- 3.3 In further developing the information provided to Members to assist them in consideration of budget proposals, experience gained through the implementation of a Social Return on Investment (SROI) process by the Regeneration and Planning Services Scrutiny Forum is to be utilised. Key to the SROI process was the provision of additional information in relation to the aim and scope of the service, its service users and engagement, inputs,

outputs and outcomes. On this basis, information in relation to the Regeneration service is also provided below.

3.4 The services under consideration as part of this report are as follows,

3.4.1 **Economic Regeneration** - The Economic Regeneration Team provides the Council lead on the Jobs and Economy Theme and offers services to residents and businesses. The Business Team is responsible for Hartlepool's Business Incubation System providing business infrastructure such as Queens Meadow, Incubation Units at Hartlepool Enterprise Centre and working with key partners including UK Steel Enterprise (UKSE) to develop high quality business units. The Team has established Enterprise Zones at Queens Meadow, Port Estates and Oakesway. At the same time the team works with growth companies to ensure they can maximise financial assistance available through, for example, Regional Growth Fund where the team has a successful track record. The Regeneration Team is driving forward regeneration plans for Seaton Carew, based on mixed development opportunities, Mill House and Skills Quarter initiative. The Team will also be actively involved in the development of a new master planning programme to identify key regeneration opportunities to drive forward investment. The Tourism Team undertakes specialist business support for the visitor economy and is actively involved in the development of a range of activities including the EAT Initiative. The service is also at the forefront of e-marketing activities. Hartlepool Working Solutions offers employability services to get residents back into training and employment. Recognising that youth unemployment is a key issue for the Town the Team has a very specific focus on young people including NEETS. A range of training, placement and apprentice opportunities are offered and the service works very closely with key partners including the 14-19 Partnership and JCP.

The above clearly highlights the extent to which the service contributes towards a significant SROI, given that it is encouraging job creation, working with young people and those who are NEET or at risk of becoming NEET in order to provide them with meaningful employment opportunities, in many cases potentially diverting them from reliance on welfare benefits, stimulating the growth of new businesses and encouraging significant inward investment and wealth creation.

3.4.2 **Planning Services** – Planning Services is responsible for Planning Policy Development Control, Planning Enforcement, and Landscape Planning and Conservation. Planning Policy is responsible for spatial planning policy and sustainable development policy, this includes the preparation, monitoring and review of the statutory Local Development Framework including the Core Strategy, which will establish the overarching planning policy framework for the Borough and will eventually replace the Hartlepool Local Plan. The section also provides policy advice in relation to planning applications and guidance on development activities, including the preparation of development briefs. Development Control & Planning Enforcement section focuses on assessing proposals for new development

and their impact on their surroundings, particularly in the form of planning applications. The service encourages the use of an advisory service (One Stop Shop) to enable proposals to be considered informally before applications are submitted, helping to improve the quality of development where appropriate. The section is also responsible for monitoring development and, where necessary, implementing enforcement action against unauthorised development, including derelict and untidy buildings and land. Landscape Planning and Conservation provides professional and technical expertise aimed at the conservation, protection and enhancement of the natural and built environment of Hartlepool.

Through a wholly sustainable approach to addressing land use, the service aims to maximise the socio-economic return on investment through job creation, housing development and more particularly the maximisation of community benefits associated with developer contribution for affordable housing, job creation, environmental enhancements and strategic and community infrastructure.

- 3.4.3 Housing Services** - The Housing Services Team is responsible for administering and undertaking the Council's strategic housing functions, together with Housing Market Renewal activity and the Housing Options Service based at Park Tower. Activity also includes managing bids for associated housing and regeneration funds, together with funding for the provision of affordable housing, housing advice and homeless services, tenancy advice and assistance. The team works with Registered Providers to build affordable housing in the town and with other developers to improve and increase the affordable housing options available in Hartlepool. Their role is also to support and assist in the progression of the Housing Partnership. In addition, the team co-ordinates and works with housing delivery services teams to ensure an integrated Housing Service across the Authority. The Private Sector Housing team is involved in the current problems associated with low demand in the private housing sector, working with landlords regarding empty homes and Selective Licensing and leads on key delivery projects such as the empty property acquisition project. The team also provides financial help for adaptations to houses for disabled persons and to owners to improve the condition of private houses. The Housing Advice Team runs the Choice Based Lettings Service, maintains the Housing Register (waiting list), gives free advice and, where appropriate, assistance in obtaining and keeping accommodation. The team operates a Landlord Tenant Services to give advice and assistance to landlords and tenants in the conduct of tenancies.

The SROI associated with the delivery of these services can be measured through the direct outcomes achieved through the delivery of affordable housing, bringing empty homes which blight local neighbourhoods back into use, enforcing improved housing standards for the most vulnerable members of our community in the private rented housing sector and tackling homelessness and the causes of homelessness.

- 3.4.4 Building Control** - The Building Control Section provides a mix of advisory, consultancy, inspection and enforcement services. Its aim is to ensure that building work is carried out to meet the national Building Regulation requirements, which include health and safety, energy conservation, disabled access and facilities, electrical safety and water conservation measures. This is achieved by examining submitted plans, site inspections, enforcement of non-compliant and unauthorised work and consultations on various matters such as safety at sports grounds. The Building Control team work closely with many agencies and Council sections, especially Development Control, to allow for ease of development for those undertaking building work, providing pre-submission advice via the One Stop Shop.

The SORI derived from this service is not as obvious in terms of tangible outcomes, but can be measured in terms of the buildings we see being developed or adapted in the borough. Compliance with building regulations means that buildings are safe for our residents and that they allow access for vulnerable members of our community, such as those with disabilities.

- 3.4.5 Estates and Asset Management** - The Estates & Asset Management section are responsible for the strategic and operational management of the Councils property portfolio. Strategically the unit prepares a Corporate Asset Management Plan setting out the current and future operational requirements of the Council together with plans to ensure the property stock matches service requirements and corporate goals through the implementation of rationalisation and acquisition programmes.

The unit is responsible for maximising income from the disposal of surplus assets and the achievement of Capital Receipts targets together with active management of the non operational leased estate to generate maximum revenue return.

Statutorily the unit undertakes all Asset Valuations across the Councils portfolio together with, National Assessment Act valuations and Rating appeals where appropriate.

3.5 Service Users

- 3.5.1** The range of services covered by this report are delivered across the whole of the borough dealing with all age groups, however, within these functions there are many discreet services which are tailored for particular user groups, for example,

- Going Forward project – 16 to 24 year olds (NEETS).
- Family Wise – Supporting residents with multiple problems.
- Selective Licensing – targeted towards areas of the town with a high proportion of private rented housing.
- Housing Adaptations service – targeted towards people with disabilities.

- Housing Advice service which deals with people in need of housing or who are homeless or at risk of becoming homeless.
- The Business Team – supports the business community from both new start businesses through to large inward investors.

3.6 Engagement

3.6.1 Feedback from service users is obtained in a number of different ways and this is often determined by the type of service, the target audience, the way in which it is delivered. Examples include,

- Development of the Economic Regeneration Strategy – involved full consultation and engagement with the business community, partner agencies, the third sector, colleges, residents, etc through workshops and web based engagement.
- Building Control – regular annual customer satisfaction survey.
- Private Sector Housing services – full scrutiny investigation including workshops with residents, landlords, agents and presentations to the Neighbourhoods Services Scrutiny Forum.
- Housing Regeneration Carr and Hopps Street – fortnightly drop in session for local residents to keep them informed of developments and discuss their housing needs.
- Development of Housing Strategy – visited all residents groups and consultative forums to share information and discuss proposals.
- Regular attendance at residents groups related to issues of housing standards, Selective Licensing, Empty Homes strategy, etc.
- Visitor surveys related to tourism activities, for example the Golf Week to evaluate the success and to learn from comments and suggestions.
- Annual satisfaction survey with tenants of the Hartlepool Enterprise Centre.
- Regular consultation with key stakeholders through the Economic Regeneration Forum and the Housing Partnership.
- All trainees on employability programmes including Going Forward are regularly consulted for satisfaction ratings.
- These are just a few examples of the many forms of consultation and engagement undertaken to ensure that the right services are being

delivered and in the right way to meet customer needs and expectations. The information and feedback collected is then used to shape and inform future service delivery.

3.7 Inputs

3.7.1 The net cost to the Council of providing the services within the Regeneration and Planning Division are as follows:-

| | |
|----------------------------|--------------------|
| Economic Regeneration | £ 1,005,000 |
| Planning Services | £ 392,000 |
| Housing Services | £ 637,000 |
| Building Control | £ 68,000 |
| Strategic Asset Management | £ 100,000 |
| Total | £ 2,002,000 |

3.8 Outputs and Results

3.8.1 Economic Regeneration

- The service contributes to a range of key economic performance outcomes including unemployment and employment rates, business start up and business stock levels, provision of key business infrastructure including business park development and managed workspace. Whilst not the focus of the service, the health and wellbeing of local residents is positively impacted on through meaningful employment and economic engagement
- To date the employability services of Family Wise, Going Forward and Connect 2 Work have achieved 221 employment outcomes for mainly young people.
- Hartlepool was particularly successful in attracting RGF and Let's Grow grants for local businesses and for example Huntsman was awarded an RGF grant and has just completed a £25m investment safeguarding at least 500 jobs.
- Hartlepool achieved 33% of the land allocation within the Tees Valley Enterprise Zone with Port Estates achieving ECA status, Queens Meadow achieving NDR discount status and Oakesway Industrial Estate achieving local Enterprise Zone status. To date seven projects have been delivered at Queens Meadow and the Port, the highest number of projects achieved across the Tees Valley Enterprise Zone to date.
- Hartlepool's business start up rate per 10,000 head of population has been consistently higher than the Tees Valley and North East rate.

3.8.2 Planning Services

- The service contributes to key outcomes including supporting the long term sustainable development and growth of the town which in turn impacts on the health and wellbeing of local residents.
- The determination of planning applications which supports the development and growth of the town and also carries out appropriate planning regulation enforcement which supports appropriate development and growth. Planning plays a key role in a comprehensive and coordinated approach of action against untidy and derelict buildings and land and also deals extensively with the control of waste sites.
- Production of the Local Plan which provides a long term plan to support the development of the town and at the same time supporting the Council's priorities. In addition the framework will incorporate Community Infrastructure Levy (CIL) obligations to secure funding to implement new infrastructure investment.
- The service has supported the development of Hartlepool's three Enterprise Zones with the implementation of Local Development Order's.
- Development of planning and development briefs for key sites including master planning which helps deliver growth through the allocation of sites.
- Provision of the One Stop Shop advisory service which helps to ensure applications are submitted that address relevant issues.
- Conservation provides specialist advice aimed at the conservation, protection and enhancement of the natural and built environment of Hartlepool including advice and guidance to owners of listed buildings and other historic assets and has supported conservation areas by providing grant support. The service includes ecology and arboricultural advice and the service has undertaken paid for consultancy work. Current key projects include the Limestone Landscape project in Hart and Elwick, the Village Atlas for Elwick and the delivery of greater public access and connectivity in the area supported by Heritage Lottery Funding. In addition the service ensures that the Authority complies with all statutory duties and contributes to external environmental plans such as the European Marine Site Management Plan.

3.8.3 Housing Services

- The service contributes to key performance outcomes including the reduction in empty homes, improved residential accommodation including HMR and reducing and preventing homelessness, which in turn contributes to the health and wellbeing of local residents.

- Empty Homes initiatives are a key activity within this service, including a pilot programme with Housing Hartlepool and the Empty Homes purchase scheme.
- The service proactively uses section 215 planning powers to improve housing conditions and at the same time undertakes statutory enforcement where appropriate.
- A range of grant assistance is delivered to help owners carry out essential repairs and also offers the disabled facilities grant.
- Housing and homelessness advice is provided and specific targeted support is given to many vulnerable groups and clients which allows individuals to maintain independent living.
- The service also develops strategies and provides specialist advice on the development of appropriate Council policies in relation to the housing market and at the same time liaises with external partners and developers to ensure the appropriate provision of residential accommodation. A developing area of work is around welfare reform and there is extensive liaison with partners to ensure that local residents are fully supported through major reform processes.
- Housing Regeneration remains a key issue for the town with several sites including Carr Hopps seeing significant investment in improving homes and housing stock.
- Choice based letting allocations has been successfully implemented in the town and is very popular with clients and service partners.
- Selective Licensing has been introduced to improve standards in properties in low demand areas. This tool is proving useful in conjunction with other measures to improve housing management.

3.8.4 Building Control

- The service significantly impacts on key outcomes by the enforcement of the Building Regulations, contributing towards the health, safety and wellbeing of Hartlepool residents and visitors alike by ensuring their safety in and around buildings. The service also has a positive key impact on sustainability in regard to climate change issues and at the same time contributes to the health and wellbeing of local residents.
- Hartlepool Building Control section enforces the national Building Regulations by way of plan appraisals, site inspections, and contravention inspections. This ensures that buildings and developments are built to agreed national building regulation standards.

3.8.5 Estates and Asset Management

- Capital Receipts target of £6.5M 2013 - 2016 as part of the MTFS.
- Rental income target of £361,500 for 2013/14.
- Fee Income target of £25,000 for 2013/14.

4. SAVINGS TARGET

- 4.1 The savings target for the Regeneration and Neighbourhoods Department is **£1.3m** for the financial year 2014/15. The approach taken within the Department has been not to apportion specific percentage targets to each Division/service, but to look at options emerging from across the department in a more structured manner in order to achieve the overall target.

5. PROPOSALS

5.1 Economic Regeneration

Further to the management reconfiguration which has been undertaken in the Division over the past two years, it is proposed that there is a reduction by one further post. This will bring the management structure in line with other sections within the Division.

5.2 Planning Services

It is proposed to reduce staffing by one post in the Landscape and Conservation section as a result of an early retirement. The volume of work in this area has decreased recently in line with the reduction in the level of funding available for building conservation and as such, it is anticipated that the remaining work can be picked up by the remaining staff and in particular the Landscape and Conservation Team Leader.

5.3 Housing Services

No changes proposed.

5.4 Building Control

Following a full review of the Building Control Service to explore options to reduce the income shortfall on the trading side of the business, there is little scope to reduce the service significantly due to statutory requirements. The options included exploring outsourcing, setting up an arms length company, reducing to the minimum statutory functions and restructuring the service in line with a request for early retirement. As a consequence of the impacts associated with some of the options and the limited scope associated with reducing to the statutory minimum requirements, it appears that the most favourable option is to accept the early retirement and re configure the service

accordingly. This will see the frontline services protected and will have minimal impact upon the income streams generated by the staff in relation to the trading account.

5.5 Estate and Asset Management

No changes proposed.

Grand Total across the division - £110,000.

6. OPTIONS ANALYSIS

6.1 Various options have been explored across all of the service areas within the Division, including the following,

- Reducing staffing levels to only provide statutory services. This would preclude the Council from delivering on socio economic wellbeing for its residents.
- Ceasing or reducing delivery of a range of services. This would specifically affect the Council's ability to deliver on key policy areas.
- Outsourcing key services. No obvious efficiencies could be achieved at this stage.

6.2 In reaching the decision as to why these options have not been put forward in this report, the key driver has been the impact this would have on the delivery of frontline service. All of the above listed options would seriously impact upon the Council's ability to deliver key frontline and often statutory services at a time when these particular services are in increasing demand.

7. RISK IMPLICATIONS

7.1 There are a number of risks implicit in the delivery of any package of savings and it is important to recognise these as part of any decision making. A summary of the risks considered as part of the proposals has been identified below:

- Reduced staff morale. Where restructuring has a staff impact in a service area full consultation will be undertaken with staff in those areas and staff will be actively engaged in redesigning services to ensure that the service is delivered in an effective and efficient manner.
- Loss of expertise. The proposed staff restructure will ensure that the majority of management and operational skill sets are still maintained at an appropriate level and training will be provided to staff where appropriate.

- Reduced operational budgets can lead to a reduced ability to deliver against key targets, outputs and outcomes.

8. FINANCIAL CONSIDERATIONS

- 8.1 It has been highlighted in previous reports that failure to take savings identified as part of the Savings Programme will only mean the need to make alternative unplanned cuts and redundancies elsewhere in the Authority to balance next year's budget.

The proposals deliver the following proposed savings:-

| Service | Proposed Savings |
|-------------------------------|------------------|
| Planning Services | £9,000 |
| Economic Regeneration | £63,000 |
| Building Control | £38,000 |
| Total Proposed Savings | £110,000 |

- 8.2 An Impact Assessment has been undertaken and is attached at **Appendix A**.

9. RECOMMENDATIONS

- 9.1 That Members of the Committee note the content and formulate a response to be presented to Finance and Policy Committee on 29th November 2013.

10. STAFF CONSIDERATIONS

- 10.1 Initially informal communication will be undertaken with Trade Unions and staff regarding the staffing implications as a consequence of these proposals being accepted. Formal consultation with staff and Unions in line with Council policies.

11. CONTACT OFFICER

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Impact Assessment Form

| Department | Division | Section | Owner/Officer |
|--|--|------------|----------------------|
| <i>Regeneration and Neighbourhoods</i> | <i>Regeneration</i> | <i>ALL</i> | <i>Damien Wilson</i> |
| Function/Service | <ul style="list-style-type: none"> • Building Control • Economic Regeneration including Housing Services • Estates & Asset Management • Planning Services | | |
| Information Available | <p><i>A range of data has been collated and reviewed, this has included Hartlepool's Economic Strategy and Assessment, Hartlepool fact file, Comprehensive Area Assessment 2009, JSNA, INRAs', Local Plans and the Voluntary/Community Compact. A range of mechanisms are in place to consult with a broad range of partners, these include business network groups including womens networks, Economic Regeneration Forum which includes representation from BME group, Housing Partnership, formal consultation with key service groups including disadvantaged residents from a range of backgrounds including NEET clients. HMR projects have worked extremely closely with neighbourhood residents groups and individuals and extensive consultation has been carried out with Housing Associations and their respective networks and the Housing Service has engaged community sector through the HVDA network</i></p> <p><i>Most services have undergone independent evaluations including EU and other funder audits. Job Evaluation information, job descriptions of affected post and workforce profiles have been utilised.</i></p> | | |
| Relevance | Age | | X |
| <i>Identify which strands are relevant to the area you are reviewing or changing</i> | | | |
| | Disability | | X |
| | | | |
| | Gender Re-assignment | | |
| | | | |
| | Race | | X |
| | | | |
| | Religion | | |
| | | | |
| | Sex | | X |
| | | | |
| | Sexual Orientation | | |
| | | | |
| | Marriage & Civil Partnership | | |

| | | |
|--------------------|--|---|
| | | |
| | Pregnancy & Maternity | X |
| | | |
| Information Gaps | <i>The data available across the service is comprehensive and client profiles have been built up over a number of years. Substantial consultation has been carried out with clients and partners which has served to shape service delivery.</i> | |
| What is the Impact | <p><i>The proposals have been designed to have a minimum impact on clients, and largely affect senior management structures. The ethos of universal access to services remains and much of the work of the Division is actively working with under represented groups and disadvantaged residents.</i></p> <p><i>Within Planning Services the loss of a Conservation Officer through VR/ER will have an impact on the service, however conservation expertise will be retained and as such it is considered that there are ample skills and experience which exist across the Team.</i></p> <p><i>Economic Regeneration - the proposed budget reduction has been designed to have minimal impact locally and will not have a significant impact on the ability to deliver appropriate services to residents and businesses. The reduction in TVU funding is offset against reduced rental levels at Cavendish House.</i></p> <p><i>The provision of the Building Control service has been considered and several alternative delivery models explored. It is felt that the most suitable delivery model at this time is to retain the service provision within the Local Authority but to ensure reduced costs and reduced budget pressures. It is therefore proposed to reduce the staff by 1 officer post. Impact wise the service delivery can and will be maintained at a required high standard providing workload remains at existing levels. Income generation opportunities will be pursued and year end accounts will be adjusted accordingly by the Building Control Manager and the accounts section in view of staff reduction.</i></p> <p><i>Housing Services will undertake some operational efficiencies which will have no significant impact on services.</i></p> <p><i>Estates and Assets has been set an income target and there are no specific negative impact on services.</i></p> | |

| | | | |
|---|---|------------|--|
| Aim 1: <i>Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the act.</i> | | | |
| <i>The loss of 2 posts is through voluntary processes.</i> | | | |
| Aim 2: <i>Advance Equality of opportunity, between people who share protected characteristics and those who don't.</i> | | | |
| N/A | | | |
| Aim 3: <i>Foster good relations between people who share a protected characteristic and those who do not share it.</i> | | | |
| N/A | | | |
| Addressing the impact | 1. No Major Change <i>The proposal is robust there is no potential for discrimination or adverse impact. All opportunities to promote equality have been utilised through the adoption of corporate HR policies in conjunction with the Trade Union.</i> | | |
| | 2. Adjust/Change n/a | | |
| | 3. Continue as is n/a | | |
| | 4. Stop/Remove n/a | | |
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| | | | |
| Date sent to Equality Rep for publishing | | | |
| Date Published (equality rep to enter date) | | 00/00/0000 | |

Regeneration Services Committee

12th November 2013



Report of: Assistant Director (Community Services)

Subject: SAVINGS PROGRAMME 2014/15 – (Community Services)

1. TYPE OF DECISION

For information, members of the Committee are recommended to note the content of this report and formulate a response to be presented to Finance and Policy Committee on 29 November 2013.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to identify proposals for the delivery of savings in respect of Community Services for consideration as part of the 2014/15 budget process.

3. BACKGROUND INFORMATION

- 3.1 As part of the 2014/15 Savings Programme, a number of service areas were identified where potential savings could be made. As part of the process for the budget for 2014/15 it has been agreed that individual Policy Committees will consider these savings proposals prior to consideration by Finance and Policy Committee and then Council.
- 3.2 Details are provided in this report in relation to the:-
- i) Proposals identified to make the savings;
 - ii) Risks associated with the proposed savings; and
 - iii) Financial considerations taken into account in developing the proposals.
- 3.3 In further developing the information provided to Members to assist them in consideration of budget proposals, experience gained through the implementation of a Social Return on Investment (SROI) process by the Regeneration and Planning Services Scrutiny Forum is to be utilised. Key to the SROI process was the provision of additional information in relation to the aim and scope of the service, its service users and engagement, inputs,

outputs and outcomes. On this basis, information in relation to Community Services is provided below.

- 3.4 The universal services provided within Community Services have seen significant reductions in recent years, including the reduction of senior management and amalgamation of service areas. The services provided by the local authority are unique in scope and apart from some specialist private, educational or voluntary sector specific service providers in sport, music and specialist heritage, the town's cultural sector provision is largely underdeveloped in broad service terms outside of those services provided by Hartlepool Borough Council. The current scope of Community Services included for consideration is wide ranging and includes:
- 3.5.1 **Culture & Information – Libraries** This area consists of a very busy central library with four branch libraries, a mobile library and home library service and the network gives good geographic coverage across the town. The service was reduced by the closure of two branch libraries in 2011/12 with one being demolished and one former library and community centre building transferring to the voluntary sector for alternative use. The home library service and the outreach activities undertaken by staff, particularly targeted at older people and children are very well patronised.
- 3.5.2 **Culture & Information – Museums, Arts & Events** A wide ranging service which provides the Museum of Hartlepool, Hartlepool Maritime Experience, Hartlepool Art Gallery, Town Hall Theatre, Community centres and a wide ranging events and arts outreach programme. The service was severely reduced in size as part of the 2013/14 budget but remains resilient in providing core services to the resident and visitor alike. Visitor figures at the Museum and Art Gallery have shown good increases in the current year whilst admissions income for the Hartlepool Maritime Experience remains challenging in the current economic climate.
- 3.5.3 **Sport & Recreation – Leisure Services** The facilities are focused on Mill House Leisure Centre, Headland Sports Centre, Brierton Sports Centre and Grayfields Recreation Ground, supported by the Sport & Physical Activity Team providing sport, health and wellbeing programmes such as club and coach development, disability sport, fitness and exercise programmes and holiday activities for example which all contribute towards the aim of increasing participation to contribute to the Public Health Agenda. These are complemented by the Hartlepool Exercise for Life Programme (HELP) supported with CCG funding, the Outdoor Activity Team and the Community Learn to Swim Team which provides the Primary School Swim Programme as well as community lesson provision. The current improvements scheduled for the expansion of the Brierton Sports Complex with the provision of a new artificial turf 3G pitch are a measure of the need to continue to invest in services when resources allow, maintaining good quality facilities in a reducing footprint. Supporting third party sports organisations to achieve improvements is also important, the most high profile example being the grant success to assist the Hartlepool Indoor Bowls Club.

3.5.4 **Sport & Recreation - Outdoor Education** The service manages Carlton Outdoor Education Centre (OEC) and has been very successful in reducing costs and increasing income over the last three years as the centre has been robustly managed and marketed to achieve good occupancy. This has been very challenging as former local authorities have withdrawn their funding in past years and the Carlton Trustees have been very supportive of the initiatives introduced and executed.

3.5.5 **Sport & Recreation – Summerhill** Summerhill Local Nature Reserve (LNR) & Outdoor Activity Centre (OAC) is becoming more active as a centre for outdoor activity. The recent cycling centre initiative and the capital investment improvements to the BMX track greatly improved its standing in the national circuits producing timely legacies following the 2012 Olympics.

3.6 **SERVICE USERS**

The range of services outlined is delivered across the Borough supporting all age groups and abilities. Within this broad definition there are many specialist and targeted activities and these are usually in respect to well established core functions. For example with the Home Library service for housebound users, these are generally the elderly in the community and the service links well with colleagues in adult social care as part of the preventative agenda whereas the primary swimming programme is targeted at primary schoolchildren who have swim standards to meet and therefore covers a different age group altogether. Similarly, the service supports the development of sport and physical activity from grass roots community provision to elite programmes increasingly in partnership with colleagues from Public Health.

All the service areas are also able to secure opportunities for grants which often have very specific output criteria to meet, therefore, in general Community Services has a very diverse range of delivery opportunities and outputs.

3.7 **ENGAGEMENT**

Feedback and engagement with service users and non users is obtained in a number of different ways and this is determined by the nature of the service, the target audience, the way in which the services are delivered or as previously mentioned, the criteria of any specialist funding. Examples include:

- Satisfaction questionnaires / annual customer surveys
- Active People national data
- Annual returns to funding bodies and annual inspections/monitoring
- Activity evaluation and feedback forms
- Consultation to aid project development
- Standards achieved in relation to service standards
- Quality accreditation awards/Licences – e.g. VAQAS for visitor attractions, Adventurous Activity Licensing Authority (AALA) and Learning outside The Classroom (LoTC) for Carlton Outdoor

Education Centre and the Outdoor Activity Team. Matrix standards for library services, Quest for Leisure Facilities and the Sport & Physical Activity Team, Green Flag for Summerhill etc.

- Immediate customer feedback – compliments & complaints
- Mystery Visits
- Inspections e.g. AALA, LoTC, Quest, Green Flag etc
- Visitor / admission numbers
- Scrutiny investigations – e.g. Museum Collections
- Third party user participation statistics e.g. Sport England
- Income generation targets.

3.8 INPUTS

The net cost to the Council of providing the services within the Community Services Division is as follows:

| Service Area | Income | | | | INCOME TOTAL | Net | Gross |
|--|-------------------|----------------|-------------------|----------------|-------------------|-------------------|-------------------|
| | Fees & Charges | Other Partners | Grants | Sponsorship | | | |
| Culture – Arts, Museums & Events | -624,100 | | -99,900 | -14,000 | -738,000 | £477,000 | £1,215,000 |
| Culture – Libraries & community | -66,000 | | | | -66,000 | £1,362,000 | £1,428,000 |
| Sport & Rec – facilities & sport & physical activity | -825,000 | | -134,000 | | -959,000 | £760,000 | £1,719,000 |
| Sport & recreation – Carlton OEC | -429,000 | | | | -429,000 | £30,000 | £459,000 |
| Sport & Rec – Summerhill LNR & OAC | -31,000 | | | | -31,000 | £91,000 | £122,000 |
| Archaeology | -54,700 | -38,200 | -12,100 | | -105,000 | £21,000 | £126,000 |
| Adult Education | -58,000 | | -1,357,000 | | -1,415,000 | £0 | £1,415,000 |
| TOTAL | -2,087,800 | -38,200 | -1,603,000 | -14,000 | -3,743,000 | £2,741,000 | £6,484,000 |

3.9 OUTPUTS

A brief overview of service outputs for Hartlepool is impressive:

| Visitor attractions | Annual visitors/users 2012/13 |
|---|--|
| Hartlepool Art Gallery | 56,294 |
| Town Hall Theatre | 52,733 |
| Museum of Hartlepool | 149,372 |
| Hartlepool Maritime Experience | 44,352 |
| Libraries | |
| Annual visits | 417,529 |
| Book loans | 353,695 |
| Number of people supported by the Home Library Service 2012/13 | 578 |
| Use of the Peoples Network computers [hours per annum] | 34,734 |

| | |
|---|---------|
| Visitor Survey analysis for Headland, MHLC and Brierton 550 customers surveyed by independent researchers Sports & Recreation | |
| Customers who were either very satisfied or satisfied | 92% |
| Customers who feel what they get is good value for money | 85% |
| Leisure Centre attendances – 2012/13 | 333,197 |
| Carlton OEC – respondents who felt centre was offering a service at either above or in excess of expectations (Sept 2010 to Sept 2011) | 93% |
| 2011/12 GP Referrals – people assisted | 687 |

3.10 OUTCOMES

Outcomes are always difficult to quantify, particularly in the short term, however the services provided contribute greatly to the health & wellbeing agenda, supporting people to live longer with better physical and mental health, adult literacy and mature student qualifications via Adult Education, and generally a contribution to the quality of life. Libraries directly input into

improving literacy levels and enabling people to reach their full potential through the delivery of early years literacy programmes, services to schools and successful engagement with adults seeking informal learning opportunities.

The library provides a safe, non-judgemental and welcoming community space where people can meet or engage with others.

4. PROPOSALS

- 4.1 The savings target allocated to Community Services is £291,000 which reflects the size of the net budget of Community Services.
- 4.2 The Regeneration Services Committee, 29th August 2013 considered the proposed savings and budget pressures for 2014/15. Members commented on the following proposed savings:-

Library Service

Members questioned whether the review of the library service included the mobile library service. It was confirmed that it did and that a further report would be brought back to the Committee following the review. This is anticipated to be submitted to the Committee December meeting.

- 4.3. Sport & Recreation:

Sport & Recreation Income & cost reduction

The Mill House Leisure Centre is currently benefitting from the installation of a pool dividing 'boom' which is expected to be complete at the end of December. The cost benefit analysis was outlined in the Committee approval for this project and will lead to a more effective programme of use within the Leisure Centre. The creation of an additional bespoke water space will allow the complementary use of the main pool for joint activities – this in turn will then allow for additional income and greater flexibility for user demand. The cost of the service will benefit from a reduced pool lifeguard requirement due to the assessment of the required minimum staffing levels. No compulsory redundancies are expected due to post vacancies/voluntary redundancy applications.

Additional income estimates have been secured from the installation of the new 3G pitch due to be completed at Brierton Sports Centre early in 2014. Once a current shortfall is allowed for, this new income source will contribute to the revised income levels.

Overall, a saving of £75,000 will result.

Carlton Outdoor Education Centre:

Carlton Outdoor Education Centre has improved its trading position significantly over the last three years and we continue to be in a period of

transition. The aim is to ensure that the Centre will be able to operate at nil cost to the council and the current year's budget plan is demonstrating that by reducing costs on an ongoing basis and improving the occupancy we are continuing on a satisfactory trajectory towards this aim. The savings proposal is to remove the remaining budget and achieve a break even trading position by the end of 2014/5. This is not without risk to the budget position but the current pricing schedules and new markets being developed are proving fruitful. It is anticipated that any negative out-turn will be small and it is acknowledged that any balancing of the budget will be required from within the Sport & Recreation section in the first instance. There is no detrimental impact on the users of Carlton and the Council and Steering Group members are very supportive of the facility. A saving of £31,000 will result.

Sport & Recreation Staff Re-structure:

A management realignment/restructure is being implemented and the saving identified follows the reassessment of the sections range of duties and changes in the span of control. The resultant saving achieved is £30,000.

4.4 Culture & Information:

Culture Management Review

There are two strands to this element of the review, a reduction in the senior management staff and the reallocation of duties within the strategic events team. This has the effect of small adjustments to the remaining staff in respect of their span of control and increased responsibilities. The net saving is £30,000. The second strand relates to the ongoing review of the community resources, marketing and events teams. This is linked with the transfer of services into Regeneration and the opportunity to realign areas of commonality in terms of promotion and delivery of services. The restructure of services is expected to deliver £40,000 of savings and may result in some posts being at risk. Every effort will be made to ensure redeployment through the review process. Total savings of £70,000 will result.

Library Services Review & Efficiencies

The Library Service review will be outlined in detail in a separate report to the December Committee, which is aiming to demonstrate the need to restructure the Library Service in a considered and measured manner to ensure that continued longer term reductions in service could be achieved without jeopardising the statutory requirement to provide a comprehensive library offer. However certain savings have been identified which include reductions in the running costs of the 'People's Network', the regional ICT contribution and a reduction of the Library Book stock fund. In addition a minor staffing review has been achieved due to existing staff vacancies and a remodelling of current duties. Total savings of £43,000 will result.

Culture & Information Income & Cost reductions

The final area of cost reduction relates to removing the non –pay inflation increases across the service, and allowing for new lease income achieved at

Owton Manor Community Centre. This approach allows for the retention of existing services without the requirement to seek additional efficiencies which would begin to impact directly on jobs and service closures. It is appreciated that while this is an efficiency to ensure achievement of the 2014/15 savings target, it is highly unlikely that this approach can be undertaken in future years. Savings of £17,000 will result

5. OPTIONS ANALYSIS

5.1 A number of other savings options have been considered within Community Services, however these have been discounted primarily due to the potential impact they have on service delivery and the risks associated with realising the savings. These include:

- Increases in fees and charges across a wide range of income generating service areas. It is strongly believed that existing fees and charges are effectively at a 'glass ceiling' in respect to the market and the current economic climate. It would be short sighted and counterproductive to increase charge and suffer a consequent expected drop in footfall. The service objectives therefore are to maintain prices (as assessed against peer organisations and local providers where these exist). A separate fees and charges report will be brought to this Committee in December in relation to the 2014/15 recommendations.
- Additional savings are anticipated within the Library Service following the current review which will be reported to the December Committee. If the review demonstrates the validity of a new community-based delivery model, the Library Service has the opportunity to strengthen its core services to the elderly, schools and targeted communities of need through more efficient working. The over-riding concern in any proposed sequence of cost efficiencies will allow the Council to preserve its Statutory Library Function – this will better enable the Authority to fulfil its statutory duty to 'provide a comprehensive and efficient library service' in the future.
- Close major sports facilities – this would be short sighted and impact greatly on the health and wellbeing agenda of the town when there is a recognised need to provide places for people to participate. The emerging vision for the town includes regeneration options and it would undermine this with any premature reduction of services.
- Alternative sports management options could potentially provide significant reduced costs of operation and this requires time to investigate. A strategic spread of service facilities is required to ensure this potential option would be attractive.
- The current Hartlepool Maritime Experience Review aims to determine how this major tourist and visitor attraction can be refreshed and contribute to the emerging vision for Hartlepool. It is premature to consider any significant change to this popular and high profile facility until the review is completed.

- 5.2 The proposals outlined in this report, in the view of officers, are the most efficient and effective options as they involve the lowest risks in terms of the impact on the remaining Community Services provision for the wellbeing of the town and its people.

6. RISK IMPLICATIONS

- 6.1 There are a number of risks implicit in the delivery of any package of savings and it is important to recognise these as part of any decision making. A summary of the risks considered as part of the proposals has been identified below:

- Reduced flexibility within the services provided to manage peaks of activity particularly within the broadening spans of management control.
- Reduced capacity to effectively manage community services and participate in local and regional developments.
- A risk that income generation from trading accounts will not be sustained.

7. FINANCIAL CONSIDERATIONS

- 7.1 It has been highlighted in previous reports that failure to take savings identified as part of the Savings Programme will only mean the need to make alternative unplanned cuts and redundancies elsewhere in the Authority to balance next year's budget.
- 7.2 From the perspective of the service, the proposals outlined in this report are sustainable and deliverable, whilst taking into account the impact and risks detailed in this report.

The proposals deliver the following proposed savings:-

| Service | Proposed Savings |
|--|------------------|
| Sports Income and cost reduction | £75,000 |
| Carlton OEC | £31,000 |
| Sport & Recreation management review & restructure | £30,000 |
| Culture Management restructure | £70,000 |
| Library Services Review | £43,000 |
| Culture income and cost reduction | £17,000 |
| Total Proposed Savings | £266,000 |

NB. The Library Review Report to be considered by this Committee in December is **not** included within this savings total.

- 7.3 The savings proposed have staffing implications with potential redundancy costs attached. The exact costs cannot be determined until redeployment opportunities are fully explored and the relevant redundancy selection processes are undertaken.

8. EQUALITY & DIVERSITY CONSIDERATIONS

- 8.1 An Equality Impact Assessment has been undertaken and is attached at **Appendix A**.
- 8.2 By definition, all of the savings proposals in Community Services will affect the people who access services which are affected; however the greatest area of potential change is within the Library Service. Within the sports facilities the savings are being achieved against a background of investment which will bring opportunity for increased income and lower revenue costs and additional income from increased patronage.

9. STAFF CONSIDERATIONS

- 9.1 There are staffing implications arising from the savings proposed in relation to the review of the divisional management structure. Preliminary discussion has taken place with the Trade Unions on the impact of the proposed savings on staffing.
- 9.2 If the proposals are accepted by the Committee, a full consultation process will be undertaken with staff and trade unions and redeployment opportunities identified wherever possible. Should suitable alternative employment not be available there are redundancy costs associated with these proposals. However within the proposals it is anticipated there will be one voluntary redundancy and current vacancies are being held.

10. RECOMMENDATION

- 10.1 That Members of the Committee note the content and formulate a response to be presented to Finance and Policy Committee on 29 November 2013.

11. BACKGROUND PAPERS

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

- (i) Minutes of the Regeneration Services Committee meeting held on 29 August 2013.

12. CONTACT OFFICER

John Mennear – Assistant Director, Community Services
Child & Adult Services – Community Services Division
Hartlepool Borough Council
Tel: 01429 523417
Email: john.mennear@hartlepool.gov.uk

| Department | Division | Section | Owner/Officer |
|-----------------------|--|---------|---|
| Child & Adult | Community Services | | John Mennear, Assistant Director – Community Services |
| Function/Service | <p>Community Services consists of the following core services:-</p> <p>SPORT & RECREATION</p> <ul style="list-style-type: none"> Leisure Centres – Mill House LC, Brierton Sports Centre and the Headland Sports Centre Grayfields Recreation Ground Sport & Physical Activity – Summerhill, Outdoor Activities Service, GP Referral Programme, Learn to Swim Team (including Primary Schools programme), core sports development (club and coach development, schools links, Health Walks etc.) Carlton Outdoor Education Centre Recreation Development – Funding, Grants, Marketing, service accreditation, Community Activities Network, sub regional links. <p>CULTURE & INFORMATION</p> <ul style="list-style-type: none"> Libraries – Central Library, Throston, Headland, Seaton Carew, Owton Manor, Mobile Library and Home Delivery Service. Community Centres – Burbank, Owton Manor, and Masfield Centre. Town Hall Theatre. Hartlepool Art Gallery and Tourist Information Centre. Museum of Hartlepool and PSS Wingfield Castle. Hartlepool Maritime Experience. Sir William Gray House, museum collections. Arts outreach & Strategic Events. | | |
| Information Available | <p>Savings proposals have been identified following careful consideration of budgets and expenditure over the past two to three years, service priorities for the forthcoming financial year and beyond (for example delivery/partnership commitments with external funding bodies), the capacity for additional income generation in certain service areas, service structures and any existing consultation feedback from the public. These proposals are identified as follows.</p> <p>SPORT & RECREATION</p> <p><i>Mill House Leisure Centre Pool Reconfiguration/Increased Income generation/Staff Efficiencies</i></p> <p>The installation of a Pool Boom into the main pool tank has already been approved by Members and this will provide increased flexibility for the use of the pool facilities, increased public access times, increased income generation as well as some staffing efficiencies.</p> <p>Whilst this will bring some disruption whilst the work is ongoing and change to the pool operating programme when completed,</p> | | |

| | | |
|--|---|---|
| Relevance <i>Identify which strands are relevant to the area you are reviewing or changing</i> | <p>this will be communicated in advance to the public and the impact will be monitored and reviewed. This should deliver positive outcomes to all potential users of the pool with greater participation opportunities being available.</p> <p>The installation of the Boom is due to commence in November 2013. All staff are due to be consulted.</p> <p>Staffing Review / Management Restructure Whilst there will not be a direct impact on service users, there may be an indirect impact as the roles, responsibilities and workloads of the senior team within Sport & Recreation are realigned.</p> <p>Carlton Outdoor Education Centre Again, there will not be a direct impact on service users as the savings proposals purely relate to a further review of the service to achieve additional cost efficiencies and income generation to achieve a cost neutral budget for the service.</p> <p>CULTURE & INFORMATION Staffing Review/Management Restructure There will be no direct impact on service users, however there may be an indirect impact as the roles, responsibilities and workloads of the Senior team within Culture & Information are realigned.</p> <p>Library Services Review & Efficiencies. The current proposals are all structural and management related and will have no direct impact to the library service users.</p> <p>Culture & Information Income and Cost Reductions. The cost reduction by removing non-pay inflation increases will have no direct impact on service users. Likewise new lease income at Owton Community Centre will not affect existing users of the Centre.</p> | |
| | | |
| | Age | √ |
| | | |
| | Disability | √ |
| | | |
| | Gender Re-assignment | |
| | | |
| | Race | |
| | | |
| | Religion | |
| | | |
| | Gender | √ |
| | | |
| | Sexual Orientation | |
| | | |
| | Marriage & Civil Partnership | |
| | | |

| | | | |
|--|---|-------------------------------|--|
| | Pregnancy & Maternity | | |
| | | | |
| | | | |
| Information Gaps | <p>The majority of the identified savings have no direct impact on service users. Some programmes of use will be subject to change and this will be monitored and reviewed to ensure that customer needs are met.</p> <p>The review of the library service is the subject of a separate Impact Assessment and Committee report scheduled for December 2013.</p> <p>As identified, reducing management may have an indirect impact on service users. It will be difficult to make specific links to any indirect impact but evidence such as increases complaints will be monitored to assess whether there are any links to management savings.</p> | | |
| What is the Impact | | | |
| Addressing the impact | <p>1. No Impact- No Major Change –</p> <p>2. Adjust/Change Policy—</p> <p>3. Adverse Impact but Continue –</p> <p>4. Stop/Remove Policy/Proposal –</p> | | |
| Actions | | | |
| <i>It will be useful to record and monitor any actions resulting from your assessment to ensure that they have had the intended effect and that the outcomes have been achieved.</i> | | | |
| Action identified | Responsible Officer | By When | How will this be evaluated? |
| Consultation with staff | John Mennear, Assistant Director | 31 st January 2014 | Staff will be offered the opportunity to consider & comment on proposals & put forward alternative suggestions in line with agreed HR policies & procedures. |
| Monitor services | Pat Usher, Head of Service | 31 st March 2015 | Analysis of data / user surveys. |
| Monitor Library provision | David Worthington Head of Service | 31 st March 2015 | User surveys and analysis of engagement figures. |
| | | | |
| Date sent to Equality Rep for publishing | | | |
| Date Published | | | |
| Date Assessment Carried out | | | |

REGENERATION SERVICES COMMITTEE

12 November 2013



Report of: Assistant Director, Child and Adult Services
(Community Services)

Subject: ANNUAL COMPLAINTS REPORT
1st April 2012 – 31st March 2013

1. TYPE OF DECISION/APPLICABLE CATEGORY

For information.

2. PURPOSE OF REPORT

- 2.1 To present the Annual Complaints Report of the Child and Adult Services Department on complaints and representations for the period 1 April 2012 to 31 March 2013.
- 2.2 The Annual Report is attached as **Appendix 1** to this report.

3. BACKGROUND

- 3.1 The Annual Report provides information on the complaints and representation frameworks appropriate in the department. It draws together information in relation to complaints that have been received and dealt with during the reporting period.
- 3.2 The report includes details of complaints relating to Adults and Children's Services. These come within either a statutory framework or the Authority's Corporate Complaints Framework and are also reported to their respective Policy Committees.
- 3.3 The relevant section for Regeneration Services Committee relates to the Community Services functions and services of the department. Members attention is specifically drawn to paragraph 6.3 of the attached report which identifies 5 complaints regarding Community Services all of which have been concluded and resolved. The Report's Appendix 5 gives a sample of the Compliments the department has received for its Community Services and

Appendix 6 of the Report details the nature of the complaints and lessons learned.

4. PROPOSALS

- 4.1 The report offers an opportunity to demonstrate learning that has occurred from complaints and also consideration of trends emerging through the year's activity within the Complaints Framework.
- 4.2 The content of the Report includes the following areas:
- Types of complaints and representations received 2012/13
 - Profile data on service users who were the focus of the complaints
 - Outcomes of complaints
 - Compliance with timescales
 - Learning lessons and service improvement
- 4.3 The Report provides an analysis of recorded complaints, compliments and representations and draws comparisons with the previous year. Performance is highlighted in a range of areas so that practice issues may be considered.

5. RECOMMENDATIONS

- 5.1 That the Annual Report is noted and online publication agreed.

6. REASONS FOR RECOMMENDATIONS

- 6.1. It is a legal requirement in both adult and children's social care that an Annual Report be published on complaints, presented to the relevant Policy Committees and made available to staff, the Care Quality Commission (CQC), Ofsted and general public.

7. CONTACT OFFICER

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Complaints, compliments and representations report 1 April 2012 - 31 March 2013

Hartlepool Borough Council
Child and Adult Services



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1. Introduction

Welcome to Hartlepool Borough Council's Child and Adult Services Department's Complaints, Compliments and Representations Annual Report. The report covers the period 1 April 2012 to 31 March 2013 and is for adult social care, children's social care and community services.

The report will be presented to the appropriate Committees: the Adult Services Committee; the Children's Services Committee; and Regeneration Services Committee. It will also be provided to the Care Quality Commission (CQC), Ofsted, and made available to members of the public and Child and Adult Services staff on the Internet at www.hartlepool.gov.uk.

The report outlines:

- Details of the complaints and compliments received over the reporting period;
- Lessons learned and resulting improvements following enquiry into complaints;
- Performance in relation to our handling of complaints.

2. Background

Complaints and compliments are valued as an important source of feedback on the quality of services. Each complaint is investigated and, where appropriate, redress made. Equally important is the work to learn lessons to prevent a repeat of failure in service quality and continually improve services.

2.1. What is a complaint?

A complaint is any expression of dissatisfaction about a service that is being delivered, or the failure to deliver a service. The Local Government Ombudsman defines a complaint as *"an expression of dissatisfaction about a council service (whether that service is provided directly by the council or on its behalf by a contractor or partner) that requires a response."*

A complaint can be made in person, in writing, by telephone or email or through the council's website. It can be made at any office. Every effort is made to assist people in making their complaint and any member of staff can take a complaint.

2.2. Who can complain?

A complaint can be made by:

- A person who uses services
- A carer on their own behalf
- Someone who has been refused a service for which they think they are eligible
- The representative of someone who uses services or a carer acting on their behalf. This could be with the consent of the service user or carer or in the case of someone who does not have the capacity to give consent, where they are seen to be acting in the best interests of that person.

- Anyone who is or is likely to be affected by the actions, decisions or omissions of the service that is subject to a complaint.

3. Child and Adult Services complaints frameworks

Hartlepool Borough Council's Adult and Children's Social Care, Children's Services and Community Services complaints framework is derived from the statutory procedure for complaints relating to Adults and Children's social care and the corporate complaints procedure for those relating to Community Services. The overall responsibility for the three areas rests with the Department's Complaints Manager/Assistant Director (Community Services). The remit of the Complaints Manager is:

- Managing, developing and administering the complaints procedures.
- Providing assistance and advice to those who wish to complain.
- Overseeing the investigation of complaints that cannot be managed at source.
- Supporting and training staff.
- Monitoring and reporting on complaints activity.

The framework covers situations where there is dissatisfaction about actions, decisions or apparent failings of services within the department.

3.1. Adult Social Care complaints framework

A single level integrated complaints process was introduced on 1 April 2009 with the implementation of the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009.

These regulations place a duty on NHS bodies and adult social care organisations to coordinate handling of complaints and to advise and support complainants through the procedure.

A joint protocol for the handling of complaints that span more than one health or social care organisation had been developed to ensure a comprehensive response is provided to complaints that cross more than one organisation.

The complaints procedure aims to be as accessible as possible. The policy is flexible to ensure that the needs of the complainant are paramount and allows the Department and the complainant to agree on the best way to reach a satisfactory outcome. Full details of the complaints policy and procedure are available on the council's website. Briefly, on receipt of a complaint the level of impact is determined and complaints screened according to their content as being red (high impact), amber (moderate impact) or green (low impact). The process for handling the complaint is dependant on the impact.

3.1.1. Timescales for the resolution of complaints

Staff will always try to resolve problems or concerns before they escalate into complaints and this ensures that, wherever possible, complaints are kept to a minimum.

Since the introduction of the 2009 regulations the only mandatory timescale is that the complainant receives an acknowledgement within 3 working days. The legislation allows for a more flexible approach to the amount of time in which complaints should be dealt with. In our policy, we aim for even the most complex of complaints to be completed within 65 working days of the complaint plan being agreed. If timescales cannot be met, a new timescale should be discussed with the complainant. Locally, timescales have been introduced for amber and green complaints of 40 and 20 working days respectively.

There is a time limit of 12 months from when the matter being complained about occurred to when a complaint may be made. After this time, a complaint will not normally be considered. However, the 12 month time limit does not apply where the local authority is satisfied that the complainant had good reasons for not making the complaint within that time and where it is still possible to investigate the complaint effectively and fairly.

3.2. Children's Social Care complaints framework

The Children Act 1989 Representations Procedure (England) Regulations 2006 came into force from 1 September 2006. This procedure is for all representations received from children and young people, their parents, foster carers or other qualifying adults about social care services provided or commissioned by children's social care.

The Regulations are now fully embedded into the children's social care complaints system and information derived from complaints is included in the annual monitoring of children's social care and reported to Ofsted.

All children, young people or their families who make a representation are offered the services of an Advocate to enable their views to be effectively promoted.

There are three stages to the procedure.

» Stage 1

Local Resolution: The aim of stage 1 is to sort out the matter as quickly as possible. The complaint will be allocated to a manager who will contact the complainant to discuss the complaint. Stage 1 of the complaints procedure should be completed within 10 working days but if there are a number of issues to look into, this can be extended up to 20 working days. The complainant will receive a response to the complaint in writing.

» Stage 2

Investigation: This part of the procedure is used when the complainant remains unhappy after their complaint has been responded to at Stage 1 or the

complaint is sufficiently serious enough to warrant a more formal investigation. Investigations are conducted by an officer independent of the operational service being complained about. An Independent Person is also appointed at Stage 2. This is a statutory role and the Independent Person (who is external to the council) works alongside the Investigating Officer with a remit is to ensure that the process is open, transparent and fair.

Reports completed by the Investigating Officer and Independent Person are submitted to an Adjudicating Officer (usually Assistant Director level).

The investigation and adjudication process should be concluded within 65 working days.

» Stage 3

Complaint Review Panel: If the complainant is dissatisfied with the outcome at Stage 2, they may request that the issues are taken to a Complaint Review Panel (Stage 3). The Panel consists of an Independent Chair and two independent panel members. The Panel considers the complaint and can make recommendations to the Director of Child and Adult Services.

The Director is required to make a formal response to any findings and recommendations of the Review Panel within 15 working days of receiving the Panel's report.

3.3. Corporate complaints

Where complaints are received in to the Department that do not come under the jurisdiction of the statutory social care complaints procedures, the Corporate Complaints policy provides the framework for resolution. This includes complaints in relation to community services but also includes any complaints relating to services provided by the Department not covered in statutory processes such as: special educational needs and the integrated youth service. Complaints in relation to schools are dealt with by individual schools and their governing bodies. Local authorities have no legal obligation to investigate the substance of a complaint regarding an individual child and have no powers of direction in this regard.

Aspects of the corporate complaints procedure are currently under review to bring in line with the new democratic governance arrangements of the Council. The complaints discussed in this report relate to those received under the old system and that procedure is described below:

3.3.1. Formal complaint

Where a person remained dissatisfied with the service they had received or a decision made, they had the right to take their complaint to a formal stage. The complaint would have usually been investigated by a Senior Officer. A written response to the complaint should have been concluded within 15 working days.

3.3.2. Portfolio Holder

If a person remained dissatisfied with the response to their formal complaint, they had the right for the matter to be referred to the relevant Portfolio Holder who would have reviewed the documentation and the response to the complaint to determine whether or not an appeal should have been heard by the General Purposes (Appeals) Committee.

3.3.3. Appeal

If the Portfolio Holder agreed to an appeal, the complaint would have been heard by the General Purposes Appeals Committee which was made up of five councillors.

3.4. Referral to the Local Government Ombudsman

If, at the end of the relevant complaints procedure, the complainant remains dissatisfied with the outcome or the way in which their complaint has been handled under any of the procedures, they may ask the Local Government Ombudsman (LGO) to investigate their complaint. Complainants may also approach the LGO directly without accessing the complaints process. In those cases it is usual for the LGO to refer them back to the council for their complaint to be examined through the relevant complaints process before they intervene.

4. Principles and outcomes

Good handling of complaints and representations involves:

- Keeping the complainant at the centre of the complaints process;
- Being open and accountable;
- Responding to complainants in a way that is fair;
- Being committed to try to get things right when they go wrong;
- Seeking to continually improve services.

Statutory complaints are underpinned by the following:

- A procedure that aims to be fair, clear, robust and accessible;
- Support being available to those wishing to make a complaint;
- Timely resolution following enquiry into complaints/representations;
- Lessons learnt following complaints and services improved;
- Monitoring being used as a means of improving performance.

5. Public information

Information about the complaints and representations framework is accessible via the council's public access points and also the council's website. Carers and service users of children's and adults social care are provided with leaflets explaining the procedure when they take up a new service and when care plans are agreed and reviewed.

Information in other formats such as large print or Braille or translation in languages other than English are made available upon request.

6. Summary of representations

6.1. Adult Social Care

6.1.1. Compliments

Compliments are generally recognised to be an indicator of good outcomes for service user and carers. They also serve to provide wider lessons regarding the quality of services.

During 2012/13, 48 compliments have been received relating to Adult Social Care. Appendix 1 provides some examples of compliments received during the period.

6.1.2. Complaints received in 2012/13

A total of 14 complaints were received. One complaint received was first considered under safeguarding adults procedures but following the conclusion of those enquiries, the matter was investigated as a complaint. The number of complaints received has decreased by 3 from last year.

Of the 14 complaints investigated, 13 of these have been concluded and one remains ongoing. Details of the complaints concluded are outlined in Appendix 2.

6.1.3. Client groups

| Adult Social Care | | | |
|--|---------|-----------|-----------|
| Client group | 2012/13 | 2011/2012 | 2010/2011 |
| Older Persons | 9 | 9 | 14 |
| Learning Disabilities | 0 | 3 | 1 |
| Physical Disabilities and Sensory Loss | 4 | 3 | 2 |
| Adult Mental Health (Integrated Service) | 1 | 2 | 0 |
| HIV/Aids | 0 | 0 | 0 |
| Substance misuse | 0 | 0 | 0 |
| Carers | 0 | 0 | 0 |
| Total number of complaints received | 14 | 17 | 17 |

The service users who were the focus of the complaints were 5 (36%) male and 9 (64%) females.

Eleven of the service users were White British, one was White Irish and the remaining 2 were Asian/British – Indian. They were aged as follows:

| Age range (years) | Number of service users |
|--------------------------|--------------------------------|
| 18 – 25 | 0 |
| 26 – 35 | 2 |
| 36 – 45 | 2 |
| 46 – 55 | 1 |
| 56 – 65 | 0 |
| 66 – 75 | 1 |
| 76 – 85 | 5 |
| 86 + | 3 |

Complaints which are considered either complex or have a number of elements are usually investigated by someone independent of the council. In 2012/13, Independent Investigating Officers were appointed to 9 of the 14 complaints investigated. The remaining 5 complaints were investigated and responded to internally.

6.1.4. Advocacy services

Of the 14 complaints investigated, none of the complainants chose to have an advocate to assist them with their complaints.

6.1.5. Timescales and the Grading of Complaints

There is no statutory timescale for investigating and responding to a complaint relating to adult social care. However, the overall aim is to respond to complaints in a timely manner. The likely timescales for investigation are discussed with the complainant at the outset of a complaint investigation and updates on progress of the investigation are provided by the Investigating Officer at regular intervals. There are a range of factors that can impact upon timescales such as:

- Whether the complaint has been considered low, moderate or high impact;
- The number of points of complaint for investigation;
- The availability of the complainant and other key people the Investigating Officer needs to interview;
- The time taken to conduct interviews with key people which can range from one person to, in one complaint, 11 interviews;
- Seeking appropriate consent for obtaining information from partner agencies and awaiting the necessary information to inform the complaint investigation;
- Reading case files and records and obtaining copies of local policies and procedures;

- Consideration all available information and the drafting of a complaint investigation report;
- Carrying out factual accuracy checks on the draft report and providing feedback to the complainant before finalising and submitting the final report.

6.1.6. Complaints carried forward to 2013/14

One of the 14 complaints received in 2012/13 has been carried forward and is being investigated in 2013/14.

6.1.7. Complaints considered by the Local Government Ombudsman in 2012/13

One complainant, whose complaints were considered by the council in 2011/12, approached the Local Government Ombudsman (LGO) on 3 separate occasions in 2011/12. In relation to 2 elements of complaint, the LGO recorded these in their statistics for the year ending 31 March 2012 as “insufficient evidence of maladministration” and with regard to the remaining element of complaint, the LGO decided it was “not in jurisdiction” to investigate. The same complainant then approached the LGO in 2012/13 with a further complaint. The LGO decided “*not to initiate an investigation*” and set out the reason why. However, the LGO have since asked the Council to respond to a particular letter sent by the complainant.

6.2. Children’s Social Care

6.2.1. Compliments

During 2012/13, 14 compliments have been received relating to Children’s Social Care. Appendix 3 provides some examples of compliments received.

6.2.2. Complaints received in 2012/13

A total of 21 complaints were received. Two complaints were withdrawn by the complainants and the Council decided not to accept a complaint where nearly 6 years had elapsed since the grounds for making the complaint arose. A total of 18 complaints were investigated. The number of complaints received has increased by 5 from 2011/12. Details of the complaints concluded are outlined in appendix 4.

- Of the 18 complaints investigated, 16 of these have been concluded and 2 remain ongoing.
- All 18 complaints investigated were responded to at Stage 1 in the first instance. Of these, 15 complaints (83%) were concluded at Stage 1.
- Of the 3 complaints (17%) that progressed to Stage 2, one of these has been resolved whilst the other 2 remain ongoing.
- There were no Stage 3 Complaint Review Panels held in 2012/13.
- Complaints were received from 4 males (19%), 16 females (76%) and 1 complaint (5%) was made jointly by a couple.

6.2.3. Advocacy services

One of the 18 complainants were assisted and supported by an Advocate during the complaints process.

6.2.4. Complaints considered by the Local Government Ombudsman in 2012/13

There were no complaints in relation to children's social care that progressed to the Local Government Ombudsman in 2012/13.

6.3. Corporate procedure

6.3.1. Compliments

During 2012/13, 14 compliments have been received relating to Community Services. Appendix 5 provides some examples of compliments received during 2012/13.

6.3.2. Complaints received in 2012/13

A total of 7 complaints were received during 2012/13 (further details are contained in appendix 6), 5 of which related to services delivered within **Community Services Division**. The remaining 2 complaints related to social care which fell outside the scope of the Statutory Complaint Procedures for social care. All complaints have been concluded and resolved.

Complaints were received from 6 females (86%) and 1 male (14%).

6.3.3. Time taken to respond to complaints

The Corporate Complaints Procedure is required to operate within a timescale of 15 working days. Of the 7 complaints, 4 (57%) were responded to within the 15 working day timescale. The remaining 3 (43%) complaints have taken longer to fully investigate and respond to the issues raised. The extra time taken in these complaints was as a result of their complexity and as well as the time taken to await a response from a provider to fully respond to all points of complaint.

6.3.4. Complaints considered by the Local Government Ombudsman in 2012/13

There were no corporate complaints that progressed to the Local Government Ombudsman in 2012/13.

7. Lessons learned

Lessons learned are an important aspect of the complaints framework. Appendix 2, 4 and 6 respectively outline the context of some improvements that have been put in place as a direct result of complaints and representations received in adult social care, children's social care and community services.

8. Conclusions and way forward

8.1. Going forward

We continue to ensure that a person-centred approach is adopted for the handling and investigation of each complaint. We will continue to focus on ensuring that we monitor that: complainants receive appropriate and timely feedback on complaints; appropriate apologies are offered; and any service improvement recommendations are delivered.

8.2. Action plan

- We will continue to promote the complaints procedure for children's social care services to a range of networks to ensure that children and young people feel confident and able to approach the department with any particular concerns.
- We will deliver complaints training to the workforce at new Hartlepool Children's Home based at 302 Stockton Road.
- We will ensure that Healthwatch are aware of the different social care complaints procedures so they are able to inform members of the public of what they can do if they are unhappy with local social care services.
- We will liaise with Independent Complaints Advocacy (ICA), the organisation commissioned by the Council to deliver an advocacy service for NHS complaints, to ensure that the service is meeting the needs of the local population.
- We will await the outcome of the NHS Complaints Review initiated in March 2013 following Robert Francis's report into failings at Mid Staffordshire NHS Foundation Trust and monitor any implications this might have on a review of statutory complaint regulations and social care complaint procedures.

Appendix 1: Examples of compliments received across Adult Social Care services

"... My reason for contacting you is to praise Social Services unreservedly for the care and support I have received from the service, especially the Reablement Workers without whom I wouldn't have made a wonderful recovery"

From a service user about the support received from the Reablement Team.

"I am writing to proffer some well-deserved praise for your Social Worker. I would like to formally place, on record, the sincere thanks of my mother, my family and myself, for the manner in which AL has dealt with the holistic health issues which have been affecting my mother in recent months."

From the son of a service user about a Social Worker.

"Your kindness to my mother-in-law was above and beyond what we could have expected. It has been a very stressful time we could not of managed all the paperwork without you."

From the daughter-in-law of a service user about a User Property and Finance Officer.

"My wife and I have been most impressed by the high professional level of care we have been given by your staff. They are truly professional in their approach to their work and it has been a pleasure having every one of them visiting our home."

From a service user about Direct Care and Support Team Workers.

"I am full of admiration and gratitude for the care I have received and value it tremendously. As you would perhaps expect my gratitude is as much for the presence of the carers as for the tasks they accomplished for me. What could have been a grim and lonely time proved to be anything but. Thank you. "

From a service user about Direct Care and Support Team Workers.

".... My wife and I would like to express our gratitude for the way her Social Worker managed her case and indeed the understanding he showed to each one of us during this trying time. In the media there are constant criticisms of social care and many social workers come under severe pressure themselves in a very testing environment. I wish to put on record that my wife and I were very impressed and wish to take the opportunity to highlight to you the professionalism, compassion and understanding he displayed on each and every occasion we met to discuss my mother's situation."

From the son of a service user about a Social Worker.

Appendix 2: Details of complaints and lessons learned in Adult Services

| Details of complaint/Outcomes | Lessons learned and where appropriate, actions taken |
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| <p>The complainant, (JC), the daughter of a service user, expressed her mother was admitted to a care home inappropriately. Further, the contract was not ended as it should have been resulting in the complainant's mother being charged for a service she didn't receive. (Partly upheld)</p> <ul style="list-style-type: none"> ▪ LOW IMPACT ▪ OLDER PERSONS | <p>An explanation was given to each element raised and the complainant's mother reimbursed her financial contribution of 5 days' care home fees.</p> |
| <p>The complainant, (DH), the son of a service user alleges that:</p> <ul style="list-style-type: none"> ▪ The User Property and Finance Officer did not carry out a financial assessment in a professional manner (Not upheld) and ▪ had an unsatisfactory attitude; (Unable to reach a finding – there was no evidence either way to support or deny the allegation) ▪ He was told his father's care fees would be free of charge up to a period of 12 weeks. (Not upheld) ▪ LOW IMPACT ▪ OLDER PERSONS | <p>None identified.</p> |

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| <p>The complainant, (JB), the daughter of a service user in a residential care home, alleged that:</p> <ul style="list-style-type: none"> ▪ No full explanation has been given to Mrs B and her family of how it was that her mother suffered a fall which resulted in a re-fracture of hip. (Not upheld) ▪ The attitude of the Care Home Manager after her mother's fall was unprofessional and unacceptable. (Not upheld) ▪ Despite having been reassured by the Manager of the Care Home that a full investigation would be carried out into the circumstances which resulted in her mother's fall and that they would receive a report of this investigation, to date, no information had been received by the family relating to this. (Not upheld) <p>Independent Investigating Officer external to the Council appointed to investigate the complaint.</p> <ul style="list-style-type: none"> ▪ MODERATE IMPACT ▪ OLDER PERSONS | <p>Reflecting upon events that occurred when a large family group arrived at a time when paramedics were in attendance, it has been agreed that should a similar situation arise, one family member will be asked if they wish to remain whilst paramedics are in attendance and the remaining family members will be shown to a private room.</p> <p>Managers and Senior Care staff who have not undertaken assertiveness training as part of 'e' learning supervisory management will do so.</p> |
| <p>The complainant, (AB), the wife of a service user, alleged that:</p> <ul style="list-style-type: none"> ▪ Her husband did not have the mental capacity, memory ability or concentration levels to attend meetings connected with the financial assessment process and no financial reassessment took place until some 3 years later. (Not upheld) ▪ The Social Worker did not listen to or action any of her concerns around the mobility difficulties she expressed her husband was experiencing. (Unable to reach a finding - there was no evidence wither way to support or deny the allegation) <ul style="list-style-type: none"> ▪ LOW IMPACT ▪ PHYSICAL DISABILITIES | <p>Carried out a Carer's Assessment to ensure the complainant's needs were being met in her caring role and support provided to help her to continue to care for her husband.</p> |
| <p>The complainant, (AH), the wife of a service user whose husband received respite care in a residential care home, alleged that:</p> <ul style="list-style-type: none"> ▪ Her husband did not receive consistent and regular personal care during a period of respite care at the Care Home. (Partly upheld) ▪ Her husband did not receive his medication as prescribed. (Upheld) ▪ The letter to the complainant from the Care Home Acting Manager does not reflect the extent | <p>The Care Home wrote to the complainant expressing their apologies for the disappointing service the service user and his family received and reimbursed the service user the financial contribution he paid towards the cost of his care.</p> <p>The Care Home also agreed to record greater detail of the personal care given to a resident.</p> |

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| <p>of the failure to care nor does it contain an apology. (Upheld)</p> <p>Independent Investigating Officer external to the Council appointed to investigate the complaint.</p> <ul style="list-style-type: none"> ▪ MODERATE IMPACT ▪ OLDER PERSONS | |
| <p>The complainants, (RC and JA), the son and daughter of a service user, alleged that:</p> <ul style="list-style-type: none"> ▪ The Council mis-sold them a property. (Not upheld) ▪ Their mother's care needs were not adequately assessed. (Not upheld) <p>Independent Investigating Officer external to the Council appointed to investigate the complaint.</p> <ul style="list-style-type: none"> ▪ MODERATE IMPACT ▪ OLDER PERSONS | <p>A recommendation was forwarded to a Registered Social Landlord that they consider a review of their information about their extra-care housing provision and encourage them to include a point that social care needs assessments are required to be carried out to determine a person's eligibility to receive publicly-funded services.</p> |
| <p>The complainant, (PM), the son-in-law of a service user, alleges that a member of the User Property and Finance Team:</p> <ul style="list-style-type: none"> ▪ assumed a "moralistic attitude" in responding to his enquiries regarding his mother-in-law's possible entitlement to financial assistance with her care home fees. (Not upheld) ▪ "went behind their backs" and visited his mother-in-law. (Not upheld) <p>Independent Investigating Officer external to the Council appointed to investigate the complaint.</p> <ul style="list-style-type: none"> ▪ LOW IMPACT ▪ OLDER PERSONS | <p>No recommendations were made.</p> |

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| <p>The complainants, (JC and SR), who provided a care and support to a service user in receipt of a direct payment, alleged that:</p> <ul style="list-style-type: none"> ▪ The Council have not paid them for the additional hours they have worked on behalf of the service user. (Not upheld) ▪ They feel their professional expertise as carers had been called into question. (Not upheld) ▪ They feel that the Council have a negative view of the service they provide. (Not upheld) <p>Independent Investigating Officer external to the Council appointed to investigate the complaint.</p> <ul style="list-style-type: none"> ▪ LOW IMPACT ▪ PHYSICAL DISABILITIES | <p>A full review of the direct payments policy, procedure and documentation was already underway but issues which emerged during this complaint investigation will be fed into the review.</p> |
| <p>The complainants, (B & SJ), the son and daughter-in-law of the service user in a care home, alleged that:</p> <ul style="list-style-type: none"> ▪ The complainant was made to feel inadequate as a result of the comments made by the EDT worker to whom she spoke when making the referral. The complainant made the EDT worker aware of the injury to her mother-in-law which she suggested could have been caused by force feeding and believed her mother in law had a UTI. Allegedly, the EDT worker asked “who did she think she was” to make such a statement and that only a GP could arrive at such a conclusion. The complainant alleged she was then advised if she wished she could get the Care Home to contact the Out-of-Hours GP service (Not upheld) ▪ The complainant referred her concerns to the Social Worker on the Monday morning who advised she would visit the Care Home and investigate. The complainant alleges that no one from adult social care actually visited her mother-in-law (Upheld) ▪ The Social Worker informed the complainant that the Care Home informed her of how the injury to the service user’s lip occurred. The complainant refuted the reason for the injury and alleges no further investigation into the cause of the injury occurred (Upheld) ▪ Staff at the Care Home failed to record the injury, the complainants were not advised of the injury, no safeguarding adults referral was made (Upheld) ▪ The Social Worker failed to communicate effectively with them following their contact with her on 1.4.12 (Upheld) ▪ the Care Home failed to communicate effectively with them from 1.4.12 until 22.4.12, They failed to inform the complainants of the injury and her deteriorating health whilst they were away despite leaving numbers to be contacted in the event of any concerns (Partly upheld) | <p>Recommendations were made including:</p> <ul style="list-style-type: none"> ▪ A referral taken by EDT which refers to a possible safeguarding incident should be written on a Safeguarding Alert Form. ▪ The Care Home should review their care planning and safeguarding training. ▪ When procedures are reviewed, the relationship between Duty Team and Multi-Link workers with regard to safeguarding alerts and investigations is clarified. ▪ An apology is offered by the Care Home for the failure to maximise the service user’s independence by use of her flash cards; failing to pursue the possible cause for the injury and failing to inform the family of the injury and subsequent outcome of the GP visit. ▪ An apology is offered by adult social care for the confusion suffered by the complainants as a result of failing to follow safeguarding procedures. |

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| <ul style="list-style-type: none"> the service user's GP was not advised of their concerns when he visited the service user on 4.4.12. (Partly upheld) the service user was not consulted regarding her lip injury. Whilst recognising the service user had lost her speech, the use of cards with pictures and words on to express her needs were not used by staff at the Care Home (Partly upheld) <p>Independent Investigating Officer external to the Council appointed to investigate the complaint.</p> <ul style="list-style-type: none"> MODERATE IMPACT OLDER PERSONS | |
| <p>The complainant, (GM), the daughter of a deceased service user, alleges that:</p> <ul style="list-style-type: none"> It was not made clear to the family by social care staff about what Level 3 medication support entailed, who had responsibility for administering medication or for the safe storage of the large number of tablets her father returned home with on his discharge from hospital (Partly upheld) Social care staff were made fully aware by the family of the late service user's home circumstances and his limited family support before his discharge from hospital. The District Nurse involved in assessing the late service user after his discharge from hospital was not aware of her father's home circumstances or his limited family support (Not upheld) The Carers involved in her late father's care did not appear to be aware of his home circumstances accepting his word about taking medication, eating meals and the support he was receiving (Upheld) It was not made clear to the family by social care staff of who was undertaking the overall management and administration of the level 3 medication support following her late father's discharge from hospital (Upheld) The family were not involved in any safeguarding referral meeting that took place, nor were they asked to contribute to any reports or discussions (Not upheld) The family have not been formally informed of the outcome of the referral nor have they received minutes of any meetings or discussions (Not upheld) The family are unclear as to whether the 'unsafe discharge' comment made by staff at hospital has been fully examined (Not upheld) The family do not understand why social care staff used her late father's mental capacity as a reason to allow him to refuse hospital admission and the care and support that he needed. A formal assessment of her late father's mental capacity was not suggested to the family until after his hospitalisation following his overdose (Not upheld) | <p>Recommendations were made including:</p> <ul style="list-style-type: none"> Apologies were expressed for those points of complaint that were either upheld or partly upheld. Informing Hartlepool Adult Safeguarding of the circumstances of the case. Reminding Social Workers of what is included within the minimum data set as well as obtaining signed agreement and acceptance of services where necessary. Reminding Home Care Supervisors that copies of any changes or additions to MAR sheets should be scanned and stored on the service user's electronic record to ensure traceability. A review of Medication Procedures. |

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| <ul style="list-style-type: none"> ▪ The family are not aware if social care staff separately verified the accuracy of her late father's own statements about his home and personal circumstances which were then used in decisions about his care although the family did make social care staff and others aware of his actual circumstances (Not upheld) <p>Independent Investigating Officer external to the Council appointed to investigate the complaint.</p> <ul style="list-style-type: none"> ▪ MODERATE IMPACT ▪ OLDER PERSONS | |
| <p>The complainant, (VG), alleged that a member of staff breached confidentiality and divulged information about her to a third party. (Unable to reach a finding - there was no evidence either way to support or deny the allegation)</p> <ul style="list-style-type: none"> ▪ LOW IMPACT ▪ MENTAL HEALTH | <p>None identified.</p> |
| <p>The complainant, (JC), a service user, alleges that:</p> <ul style="list-style-type: none"> ▪ A review of the Telecare service has not been undertaken since it was installed in 2009 (upheld). ▪ An assessment of social care needs had not been undertaken (not upheld). ▪ LOW IMPACT ▪ PHYSICAL DISABILITIES | <ul style="list-style-type: none"> ▪ Explanation provided to the service user that annual telecare reviews should have been undertaken and this situation will be addressed and a review scheduled. ▪ Explanation provided to the service user that the referral information related to an OT assessment and there was no detail to suggest a social care needs assessment was required. A referral for a social care needs assessment has now been made. |
| <p>The complainant, (SS), the niece of a service user, alleges that adult social care, through the actions or inactions of its staff, failed to act in the best interests of her aunt (Not upheld).</p> <p>Independent Investigating Officer external to the Council appointed to investigate the complaint. This complaint was suspended whilst the case was being considered with the safeguarding adult arena. Once the safeguarding process was concluded, the complaint was investigated.</p> <ul style="list-style-type: none"> ▪ LOW IMPACT ▪ OLDER PERSONS | <p>The Independent Investigating Officer commended the Council for its safeguarding adult process by taking control of the situation and ensuring the necessary protection for the service user when there was doubt surrounding whether her best interest were being met.</p> <p>No recommendations were made.</p> |

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| <p>The complainant, (AW), a proprietor of a residential care home, alleged that:</p> <ul style="list-style-type: none"> ▪ The Council misrepresented the care home on its website and public information material. ▪ Funded placements were banned from the care home and the Council has effectively placed a 6 year moratorium on the care home without a legal precedent to do so. <p>Complaint considered under Corporate Complaint Procedure.</p> | <p>Complaint: 1 element partly upheld 1 element not upheld</p> <p>Response: 18 Working days</p> | <p>Apology provided for the element of complaint that was partly upheld.</p> |
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Appendix 3: Examples of compliments received across Children's Social Care services

"My husband and I would like to thank you for your reassurance that this authority (Hartlepool Borough Council) will continue to support us and N in the aim to facilitate N's return home in a safe and appropriate manner."

From the mother of a service user about Disability Services.

"Well, thank you for everything you have done in the time you looked after us, I felt you did an amazing job and you have left some "big boots" for N to fill."

From a child's grandparent to a Social Worker in Safeguarding, Assessment and Support Services.

"The older girls were initially placed with me and they advocated venomously to be all placed together. This included speaking to a wide range of professionals, it has been incredible to observe how the team have handled this and were able to facilitate their needs ..."

From a Foster Carer about social workers in Safeguarding, Assessment and Support Services.

"Our new social worker from the children's disability team has been brilliant. She has been very friendly and very understanding of J's individuality and it is very evident that she genuinely likes J and he had engaged very well with her. She had also been a good source of advice and support to me."

From the mother of a service user about Disability Services.

"The initial assessment was very thorough and L certainly went above and beyond in this piece of work. I know that L was 'just doing her job' but actually I feel she has added value to this case and that this should be recognised."

From a Family Court Advisor about a Social Worker in Safeguarding, Assessment and Support Services.

Appendix 4: Details of complaints and lessons learned in Children's Services

| Details of complaint | Outcomes | Lessons learned and where appropriate, actions taken |
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| The complainant, (EB), the mother of child who was under Police Protection, expressed her dissatisfaction in relation to the Emergency Duty Social Worker refusal for her to return to home with the child to collect some personal belongings en route to University Hospital of North Tees. | <p>Response: 10 Working days</p> <p>Resolved at Stage 1</p> <p>Note: This complaint related to the service provided by the Emergency Duty Team (EDT). As part of the arrangements in place with the EDT service, complaints at Stage 1 are looked into and responded to by the EDT service (Stockton Borough Council).</p> | Reinforce with the EDT Social Workers that the request for collection of personal items could have been relayed to the EDT and collection organised by the EDT via a taxi for example. |
| The complainants, (CB and MJ), the grandmother and the sister of a service user, expressed their dissatisfaction about an alleged lack of financial support as well as a decision regarding the closure of the case. | <p>Response: 26 Working days</p> <p>Resolved at Stage 1</p> <p>Note: The complainant met the Investigating Officer within 13 working days of the complaint being received and verbally resolved the complaint. The written letter outlining what was agreed was sent 13 working days after the meeting.</p> | Agreement was reached for the case to remain open and Child-in-Need support offered both financially and practically. |
| The complainant, (CH), the mother of a service user, was dissatisfied with attitude of a Social Worker and expressed disappointment that her Support Worker did not accompany the Social Worker on the visit. | <p>Response: 18 Working days</p> <p>Resolved at Stage 1</p> | None identified. |

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| <p>The complainant, (KG), the mother of a service user, alleged that:</p> <ul style="list-style-type: none"> ▪ The Social Worker recorded an inaccurate description about her (Unable to reach a finding - there was no evidence wither way to support or deny the allegation). ▪ There was a lack of written documentation provided with regard to the involvement of Child & Adult Services (Upheld). ▪ The behaviour of the Social Worker was unprofessional and the process of the complaint investigation at Stage 1 had not effectively addressed this issue (Not upheld). | <p>Response: 62 Working days</p> <p>Resolved at Stage 2</p> | <ul style="list-style-type: none"> ▪ Complainant offered the opportunity to write her own account of the incident which would be added to her son's social care record next to that of the Social Workers. ▪ Apology offered to the complainant for the lack of written documentation provided. ▪ A reminder sent to Social Workers about the need to ensure appropriate and timely written information being provided to children and their families. ▪ A reminder sent to Social Workers about the availability of training around professional skills and dealing with complex situations. |
| <p>The complainant, (CA), the paternal grandfather of a child, alleges that the Social Worker shared confidential information with his parents.</p> | <p>Response: 20 Working days</p> <p>Resolved at Stage 1</p> | <p>None identified.</p> |
| <p>The complainant, (CD), the father of an unborn baby, was dissatisfied with a delay in carrying out an assessment as well as Department's position around the mother's ability to protect her baby after its birth.</p> | <p>Response: 28 Working days</p> <p>Resolved at Stage 1</p> <p>Note: It was agreed that as it was so close to the birth of the baby, the complaint would be put on hold until after the baby was born.</p> | <p>Steps taken to ensure tighter arrangements are in place for the transfer of cases between teams.</p> |

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| <p>The complainant, (LB), the mother of an unborn baby, was dissatisfied with a delay in carrying out an assessment as well as the Department's view on her as potential carer for her baby.</p> | <p>Response: 31 Working days</p> <p>Resolved at Stage 1</p> <p>Note: It was agreed that as it was so close to the birth of the baby, the complaint would be put on hold until after the baby was born.</p> | <p>Steps taken to ensure tighter arrangements are in place for the transfer of cases between teams.</p> |
| <p>The complainant, (RH), the father of a child, alleged that:</p> <ul style="list-style-type: none"> ▪ the mother dictated the supervised contact arrangements; ▪ the Social Worker took sides with the mother; ▪ the Social Worker did not visit the complainant at his home or the home of his grandparents; ▪ the Social Worker did not provide the complainant with a copy of the Section 7 Report. | <p>Response: 19 Working days</p> <p>Resolved at Stage 1</p> | <p>Head of Service to address issue of visits to the child's home when undertaking assessments.</p> |
| <p>The complainant, (PH), the mother of a child, was dissatisfied with the events that took place around her son going to live with his father.</p> | <p>Response: 36 Working days</p> <p>Resolved at Stage 1</p> <p>Note: Christmas and New Year holidays impacted on the timescale.</p> | <p>None identified.</p> |

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| <p>The complainant, (BW), the mother of a child, alleged that:</p> <ul style="list-style-type: none"> there were difficulties in accessing appropriate services for her son; her son experiencing a significant amount of difficulty whilst residing in supported accommodation; there is a lack of support one day per week for her son. | <p>Response: 24 Working days</p> <p>Resolved at Stage 1</p> <p>Note: Christmas and New Year holidays impacted on the timescale.</p> | <p>None identified.</p> |
| <p>The complainant, (CC), the father of 2 children, alleged that:</p> <ul style="list-style-type: none"> the Social Worker failed to contact him in a timely way to introduce himself; the Social Worker was rude, arrogant and treated him with no respect; the Social Worker's attitude around his contact with the children was inappropriate and not within the Social Worker's remit. | <p>Response: 10 Working days</p> <p>Resolved at Stage 1</p> | <p>Case transfer process reviewed to ensure robust arrangements are in place for introductions to family members.</p> |
| <p>The complainant, (LW), the mother of 2 children, alleged that:</p> <ul style="list-style-type: none"> the Social Worker wrote things in reports for Court that were incorrect. the Social Worker had said she would leave her some photographs of the children but failed to do so. | <p>Response: 41 Working days</p> <p>Resolved at Stage 1</p> <p>Note: Annual leave arrangements as well as the complainant initially failing to engage with the complaints process delayed the investigation of the issues raised.</p> | <p>Apology provided for forgetting to leave the photographs at reception as had been arranged. The Social Worker provided the complainant with the photographs of the children at a later date.</p> |

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| <p>The complainant, (ML), the mother of 2 children, alleged that:</p> <ul style="list-style-type: none"> the Social Worker only appeared to be interested in her husband's previous alcohol problem. the Social Worker had not read the notes taken by the previous Social Worker. the Social Worker failed to present her ID and did not leave a card with her contact details on. | <p>Response: 17 Working days</p> <p>Resolved at Stage 1</p> | <p>None identified.</p> |
| <p>The complainant, (DC), the mother of 3 children, expressed her dissatisfaction around:</p> <ul style="list-style-type: none"> one of her son's not being allocated a Social Worker from the Disability Team. transport arrangements around getting 3 children to 3 different schools. the number of Social Workers allocated to the case over a short time period. core group meeting minutes allegedly going 'missing'. | <p>Response: 18 Working days</p> <p>Resolved at Stage 1</p> | <ul style="list-style-type: none"> Liaised with the Disabilities Team Manager to discuss and clarify the process and procedure about the service the Team may provide and provided feedback to the complainant. Explanation provided with regard to the change of Social Workers allocated to the case. Explanation provided about the Core Group Minutes and that a further set would be created and distributed. |

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| <p>The complainant, (RL), the mother of 2 children, alleged that:</p> <ul style="list-style-type: none"> the Social Worker stopped the contact with her children going ahead as a punishment towards her. the Social Worker failed to contact her to advise that a health appointment with regard to her daughter had been cancelled which left her waiting around for 40 minutes before finding out it has been cancelled. | <p>Response: 19 Working days at Stage 1</p> <p>The complainant was dissatisfied with her response at Stage 1 and requested progression to Stage 2. After numerous attempts by both the Investigating Officer and Complaints Officer asking the complainant to get in touch about arrangements to meet, the complainant did not response and her complaint at Stage 2 was withdrawn and the investigation abandoned.</p> | <ul style="list-style-type: none"> Explanations provided and an apology was given for any confusion caused by the arrangements. |
| <p>The complainant, (PH), the mother of a child, expressed her dissatisfaction that a Social Worker and Police Officer visited her home, allegedly on the insistence of her adult son, over concerns that her younger son's safety was at risk.</p> | <p>Response: 14 Working days</p> <p>Resolved at Stage 1</p> | <p>None identified.</p> |
| <p>The complainant, (SN), expressed that she had booked to attend courses at 2 different Children's Centres and was disappointed that one of the courses was cancelled by a member of staff who allegedly indicated that it was not permissible to attend different Children's Centres. The complainant alleges that there are no such limitations outlined in publicity material.</p> <p>Complaint considered under Corporate Complaint Procedure.</p> | <p>Complaint: Upheld</p> <p>Response: 15 Working days</p> | <ul style="list-style-type: none"> Ensured the complainant's bookings at both Children's Centres were honoured. Booking policy, procedures and marketing material to be reviewed in light of the complaint. |

Appendix 5: Examples of compliments received across Community Services

"Absolutely brilliant, nothing too much trouble, excellent organisation, will definitely go back, have never been before – what a fab price for kids to explore, excellent staff, kids loved it, kids still talking about it...."

From a family group visiting Hartlepool's Maritime Experience.

"Having missed the IT revolution by a number of years I required assistance to scan and email important information to my daughter in France and tried Throston library as my first port of call. The staff could not have been more helpful As an infrequent visitor, I was struck by how relevant the library is to the local community with so much local information in a variety of media on offer Library services has never come particularly high on my list of priorities, however with staff and services like those offered to me this morning, I am beginning to see how places such as Throston are a vital hub of community activity"

From a visitor about Throston Library Service.

"... Every time I have been in the centre, it is always really busy and I put this down to all the hard work that all the staff obviously put in. To me it seems like people who visit or use the centre have a really good and fun time in a nice and friendly atmosphere. I would recommend Brierton Sports Centre to anyone. All I can say is keep up the hard and brilliant work, as it is a pleasure to visit and use the centre."

From a leisure centre user about Brierton Sports Centre.

"... may I express my thanks for a most interesting and informative day out, when we visited the Hartlepool Maritime Experience. all in all we are of the opinion that the above visit far outweighs other options/venues we have visited in the last 5 years and I look forward to returning with the younger members of the family. "

From a group visiting Hartlepool's Maritime Experience.

"My wife and I would like to take this opportunity of expressing our gratitude for the excellent service and care given by your employees at the Mill House gym. These young ladies have turned our lives around. We both feel and look better than we have for years. We are now living a more active life and feel so much younger. I am 82 years old this year and wife will be 71 years old this year and we are both looking forward to a much healthier old age, thanks mainly to your gym and your training staff. With our most sincere thanks."

From leisure centre users about Mill House Gym.

Appendix 6: Details of Community Services complaints and lessons learned

| Details of complaint | Outcomes | Lessons learned and where appropriate, actions taken |
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| The complainant, (LD), a leisure centre user, expressed her dissatisfaction with the school holiday opening arrangements at the leisure facility. | Complaint: Not upheld Response: 3 Working days | None identified. |
| The complainant, (AB), a leisure centre user, is dissatisfied with other users not adhering to the booking arrangements. | Complaint: Partly upheld Response: 18 Working days Note: The Investigating Officer wished to observe the practice on site for 2 consecutive weeks before concluding enquiries into the complaint. | Reminder issued to all parties about the booking arrangements and agreements in place. |
| The complainant, (OJ), alleged that: <ul style="list-style-type: none"> ▪ No receipt or guarantee was provided for works carried out by a contractor from an agency whose leaflet was displayed by the Council; ▪ Additional leaflets were put on display advertising the agency despite the complainant advising the Council that the agency were no longer providing the service; ▪ She was signposted to a service by the Council when there were other less costly alternatives available to her. | Complaint: Not upheld Response: 42 Working days Note: The Council needed to obtain information from a third-party before being in a position to respond to all elements of the complaint. | None identified. |

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| <p>The complainant, (HC), a theatre user, alleged that on a number of occasions she had been given the wrong seat/date/time for show booked and feel that staff are taking down information incorrectly which is not acceptable.</p> | <p>Complaint: Unable to reach a finding</p> <p>Response: 10 Working days</p> | <p>A courtesy call would be made to complainant (if booking made at least 2 weeks prior to the show) to ensure all booking details were correct. This would be monitored over a for a 6 month period.</p> |
| <p>The complainant, (HC), a theatre user, alleged that she booked for a 1.30 pm performance and when she arrived she found other people in the allocated seats. Upon checking, she was advised that she had booked for the 3.30 pm performance (which she disputes) and expressed her disappointment at the different seats she was shown to for the 1.30 performance.</p> | <p>Complaint: Unable to reach a finding - there was no evidence either way to support or deny the allegation.</p> <p>Response: 2 Working days</p> | <p>As a gesture of goodwill, the complainant was provided with tickets to attend another show of her choice within a set time period.</p> |

REGENERATION SERVICES COMMITTEE

12th November 2013



Report of: Assistant Director (Regeneration)

Subject: LANKELLYCHASE FOUNDATION FUNDING
OPPORTUNITY

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 For information only.

2. PURPOSE OF REPORT

2.1 The purpose of this report is to inform members of an application to be submitted by the Council to the LankellyChase Foundation.

3. BACKGROUND

3.1 LankellyChase Foundation is an independent charitable funder focused on addressing severe and multiple disadvantages. LankellyChase Foundation's mission is to bring about change to improve the lives of people facing severe and multiple disadvantages. By this, the Foundation means people who are experiencing a combination of severe social harms such as homelessness, substance misuse, mental illness, extreme poverty and violence and abuse. All of these issues lead to wider socio-economic issues including adults being excluded from the labour market and being socially isolated.

3.2 To make people's lives better in the long term, LankellyChase believes that fundamental change is required and that:

- Many of the services that are supposed to help people operate in 'silos' (looking at each need on its own) rather than responding to the 'whole person' and that this needs to change.
- Services are too often set up to respond to crisis rather than preventing problems developing in the first place.

- There is a need to address the lack of power and influence in the hands of people facing severe and multiple disadvantages.
- People facing severe and multiple disadvantages are often excluded from the market - the services and activities most of us take for granted, including employment, finance and leisure.
- Certain discriminated-against groups face even greater disadvantage and this needs to be brought to light and addressed.

4. TENDER OUTLINE

4.1 The tender outlines that any project must transform the lives of individuals and families who face a combination of severe disadvantages at one time and funding can be used to:

- Help people who have experiences of mental health speak out.
- Build a network or movement for change.
- Find different ways to tell people's stories.
- Build the evidence base.
- Support organisations to take risks and try new things that can make change happen.
- Create the space where different and risky ideas can be explored.
- Influence others such as local authorities.
- Support change in local areas and systems rather than just organisations.
- Change the definition of success.
- Support ideas which work at different times in a person's life from childhood through to adulthood.

4.2 LankellyChase has stated that there is up to £5million to fund up to 40 projects, which will be in the form of a grant.

4.3 LankellyChase will prioritise:

- Issues that aren't touched by other funders.
- Ideas where there is a potential to make fundamental change happen.

- Ideas or services which could be an inspiration to others.
- Ideas that push at the boundaries of current systems and norms; that are taking risks.

4.4 The Council contacted LankellyChase on Wednesday 30th October 2013 and were advised that the next deadline for submitting an application is 8th November 2013, with the LankellyChase Board meeting on 27th November 2013 where they will make a decision on submitted applications.

5. HARTLEPOOL BOROUGH COUNCIL'S DELIVERY MODEL

5.1 Helping people to enter into sustained employment is the most important determinant in improving an individual's life chances and to reducing the risks of living in poverty. Work has a wide range of significant benefits for an individual including better mental and physical health, a sense of worth, increased social status, economic independence and feeling socially included within the wider community.

5.2 To meet the requirements of LankellyChase Foundation funding, the Council has designed a project which will focus on providing support to working age adults with mental health problems who live in extreme poverty to remove barriers to employment.

5.3 Hartlepool's project will be called '*Promoting Change, Transforming Lives*' and the key elements of the delivery model are that:

- The Council will be the accountable body and managing agent for this project.
- The project will be delivered from 1st April 2014 to 31st March 2016.
- Specialist partners will be commissioned to provide intensive support for 100 people who have mental health problems and who live in extreme poverty, to remove barriers to employment.
- The specialist partners will provide a range of services, such as access to:
 - Health provision
 - Cognitive Behavioural Therapy (CBT)
 - Dialectical Behavioural Therapy (DBT)
 - Other talking therapies
 - Improved Access to Psychological Therapies (IAPT) provision
 - Financial Inclusion services
 - Employment Advisors and In-work mentors.
- The specialist partners must have a track record of engaging with residents who do not currently engage with public services and who

can effectively provide intensive support which must be personalised and flexible to respond to current and emerging needs.

- Key partners will work together to re-design services so that they are pro-active and offer early interventions for those in greatest need.
- Employment providers will be engaged with to re-shape their provision so that there is more support available for those individuals who are furthest from the labour market.
- Improved links to existing services, particularly health, education, employment and training provision.
- Beneficiaries will be consulted and involved in the design of the delivery model.
- An in depth study will be undertaken to identify the actual numbers of Hartlepool residents who may have mental health problems and live in extreme poverty who do not currently access public services.
- Effective research methods will be undertaken to monitor the progress of the 100 beneficiaries who enter into the project and provide an evidence base for the Social Return on Investment (SROI) of this funding.
- A campaign to reduce stigma and discrimination relating to mental health will occur within the community, led by Community Ambassadors.
- There will be marketing and awareness raising to secure support from employers to offer work experience to adults with severe mental health problems.
- Sourcing and securing additional funding will happen to sustain the project in the longer term.
- A full evaluation of the project will be undertaken and the key findings reported back to partners.

5.4 The Council will bid for £250,000 from LankellyChase.

5.5 There will be a need to ensure that all key partners from the public, private and third sector are consulted on this proposed project to secure buy-in and support, such as Public Health, Clinical Commissioning Group, Health and Wellbeing Board and Job Centre Plus (JCP). As the timescales for submission of the bid are so tight, it would be more realistic to wait for the result of the application and if it is successful, then full dialogue with partners will commence.

6. LEGAL AND FINANCIAL CONSIDERATIONS

- 6.1 Legal and Finance have been informed of this Council application and if the bid is successful, then further consultation will be undertaken with relevant Officers. In addition, Procurement will need to be consulted if any activity is commissioned out to partners.

7. STAFF CONSIDERATIONS

- 7.1 It is proposed that if the application is successful, then the existing staff within the Council's Economic Regeneration Team will manage this project.

8. EMPLOYMENT LINK TEAM

- 8.1 It is worth highlighting that this project would add value to the existing work of the Employment Link Team (ELT) who are currently integrated within the Economic Regeneration Team. The ELT is a dedicated team who provide support for vulnerable adults, particularly those with a disability and/or mental health problem to help individuals to progress into education, employment or training.
- 8.2 The ELT provides significant support to vulnerable people and currently has supported 15% of clients with a Learning Difficulty and/or Disability (LDD) to enter or remain in permitted work or employment. The national average for supporting LDD clients into employment is approximately 7%.
- 8.3 If this funding is secured, then additional investment and resources could be made available to support people with mental health problems which would benefit the ELT client group.

9. IMPACT ON CHILD / FAMILY POVERTY

- 9.1 This project will positively contribute to tackling the longer term causes and consequences of individual and family poverty by supporting those most in need to move closer to the labour market.

10. SECTION 17

- 10.1 This project will positively contribute to Section 17 by improving education and employment routeways for young people with mental health problems. This will include providing early interventions to intensive support programmes for individuals who have been identified as high risk of offending.

11. EQUALITY AND DIVERSITY CONSIDERATIONS

- 11.1 This project is aimed at supporting vulnerable people, regardless of their background, to achieve their career aspirational goals, particularly people with mental health problems.

12. CONTRIBUTION TO OTHER COUNCIL PROGRAMMES AND PERFORMANCE INDICATORS

- 12.1 This scheme will work in partnership and benefit other Council employment initiatives, such as Hartlepool Youth Investment Project and Think Families, Think Communities. Also, the scheme positively contributes to the following indicators:

- Improving the Overall Employment Rate;
- Improving the Overall Youth Employment Rate;
- Reducing the Youth Unemployment Rate, and;
- Reducing the number of young people who are NEET.

13. FUTURE UPDATE REPORT

- 13.1 As stated, a decision is expected to be made by Lankellychase Foundation on 27th November 2013 and once an announcement is made, an updated report will be submitted to the Regeneration Services Committee. Subject to the Council securing this funding, a request will be made to seek approval from Regeneration Services Committee members for the Council to manage the delivery of this project.

14. RECOMMENDATIONS

- 14.1 Members are recommended to note the contents of this report.

15. BACKGROUND PAPERS

- 15.1 For further information on this funding opportunity, please visit: <http://www.lankellychase.org.uk/>

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