

FINANCE AND POLICY COMMITTEE AGENDA



Monday 19 May 2014

at 9.30 am

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

FINANCE AND POLICY COMMITTEE:

Councillors C Akers-Belcher, Cook, Dawkins, Jackson, James, A Lilley, Martin-Wells, Payne, Richardson, Simmons and Thompson

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To receive the minutes of the meeting of the Finance and Policy Committee held on 25 April 2014 (*previously circulated/attached for information*).
- 3.2 To receive the minutes of the meeting of the Health and Wellbeing Board held on 26 March 2014 (*attached for information*).

4. BUDGET AND POLICY FRAMEWORK ITEMS

- 4.1 Hartlepool Youth Justice Plan 2014-15 – *Director of Child and Adult Services*

5. KEY DECISIONS

- 5.1 Disposal of Surplus Assets – Strategic Housing Land Allocation Assessment – Council Owned Sites – *Director of Regeneration and Neighbourhoods*



6. OTHER ITEMS REQUIRING DECISION

6.1 Workforce Strategy – *Assistant Chief Executive*

7. ITEMS FOR INFORMATION

7.1 Delegated Property Transactions – *Director of Regeneration and Neighbourhoods*

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

9. LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006

EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006

9. OTHER ITEMS REQUIRING DECISION

9.1 Approval for Compulsory Redundancies (para 1) – *Assistant Chief Executive*

ITEMS FOR INFORMATION

Date of next meeting – to be confirmed.



FINANCE AND POLICY COMMITTEE MINUTES AND DECISION RECORD

25 April 2014

The meeting commenced at 2.00 pm in the Civic Centre, Hartlepool

Present:

Councillor: Christopher Akers-Belcher (In the Chair)

Councillors: Rob Cook, Marjorie James, Robbie Payne, Carl Richardson,
Chris Simmons and Paul Thompson

In accordance with Council Procedure Rule 5.2 (ii), Councillor Kevin Cranney was in attendance as substitute for Councillor Peter Jackson.

Officers: Dave Stubbs, Chief Executive
Peter Devlin, Chief Solicitor
Chris Little, Chief Finance Officer
Denise Ogden, Director of Regeneration and Neighbourhoods
Louise Wallace, Director of Public Health
Sally Robinson, Assistant Director, Children's Services
Wally Stagg, Organisational Development Manager
Deborah Gibbin, Health Improvement Practitioner
Steven Carter, Workplace Health Improvement Specialist
Joan Stevens, Scrutiny Manager
Steve Hilton, Public Relations Officer
Angela Armstrong, Principal Democratic Services

246. Apologies for Absence

Apologies for absence were received from Councillors Keith Dawkins, Peter Jackson, Alison Lilley and Ray Martin-Wells.

247. Declarations of Interest

Councillors Rob Cook, Kevin Cranney and Chris Simmons declared a personal interest in minute 251.

248. Minutes

- (i) Minutes of the Finance and Policy Committee held on 28 March 2014 – Received with the following amendments:
Minute 227 Rec (viii) – *That a list of all expenditure of the Council to Housing Hartlepool be circulated to the Committee. That this*

information be circulated to Members of the Committee as soon as practicable in a letter by the Director of Regeneration and Neighbourhoods under confidential cover due to the commercially sensitive information included.

Minute 236 Rec (d) be amended as noted in bold below, republished and recirculated by the Democratic Services Team:

d) That any remaining funding be allocated to the Regeneration and Neighbourhoods Department to match-fund the £131k received from the Government to repair local highways **and footpaths**.

- (ii) Minutes of the Safer Hartlepool Partnership held on 7 February 2014 – Received.
- (iii) Minutes of the Health and Wellbeing Board held on 13 February 2014 – Received.

249. **Review of Carers' Leave** (*Assistant Chief Executive*)

Type of decision

Non key.

Purpose of report

To obtain Finance and Policy Committee ratification of changes to the Carers' Leave arrangements which had been provisionally agreed with the Trade Unions.

Issue(s) for consideration

The report provided the background and national conditions of service for employees along with details on carers' leave arrangements within the Council. The report listed the current carers' leave provisions for the Council and schools based on the Single Status Agreement and the provisions contained within the Children and Families Act 2014.

A review of the support provided by the Council was undertaken with the trades unions and Assistant Director (Children) and a provisional agreement had been reached subject to ratification by the Committee. The proposed changes to the occupational carers' leave arrangements were detailed in Table 2 of the report and the Chief Executive advised that the arrangements would apply to Council funded apprentices and that the statutory keeping in Touch arrangements during maternity and adoption leave would apply to long term fostering leave. It was anticipated that the above changes would harmonise the arrangements for Council employees and school support staff on the same conditions of service. The Hartlepool Joint Trade Union Committee supported the proposed changes and its response to the proposals was included within the report. It was highlighted that Corporate Management were also supportive of the recommended

changes.

Decision

- (i) That the provisional agreement reached with the Trade Unions to incorporate into the Single Status Agreement the current occupational carers leave arrangements for employees including Council funded apprentices (excluding teachers) as amended by the proposed changes (as summarised in Table 2 and detailed in Appendix 1) be ratified.
- (ii) That the revised policy be communicated widely.

250. School Nursing Services *(Director of Public Health)*

Type of decision

Key Decision – Test (i) and (ii) apply – Forward Plan Reference PH/03.

Purpose of report

To seek approval from the Finance and Policy Committee to secure a school nursing service, funded through the ring fenced Public Health Grant to commence 1 April 2015.

Issue(s) for consideration

The report provided the background to Local Authorities assuming the accountability for the commissioning of school nursing services. Details of the current school nursing provision were included in the report. A new national model for School Nursing had been published by the Department of Health that aimed to reduce health inequalities amongst children and young people and it was intended that the Council's procurement process commence in October 2014 with a view to the successful provider being mobilised to begin operation no later than April 2015. The financial considerations were detailed in the report including the need to commit resources for the procurement of a school nursing service from the 2015/16 ring fenced public health grant. The Director of Public Health indicated that communication with the current provider of the service was ongoing as a service review was undertaken.

Decision

- (i) That the content of the report be noted.
- (ii) That the development of a new service specification during 2014/15 based on the national model and taking into consideration local needs and view from the engagement process was approved.
- (iii) It was agreed to secure a provider for a school nursing service funded by the ring fenced public health grant in 2015/16.

Councillor Rob Cook and Kevin Cranney declared personal interests in the following item – minute 251.

251. Community Pool Category 4 Grant Allocations 2014-15 - Update *(Director of Regeneration and Neighbourhoods, Director of Child and Adult Services and Chief Finance Officer)*

Type of decision

Key Decision – Test (ii) applies – Forward Plan Reference RN 8/14.

Purpose of report

To update the Finance and Policy Committee on an opportunity to fund additional Voluntary and Community Sector (VCS) organisations through Category 4 of the Community Pool for 2014/15.

Issue(s) for consideration

The report outlined the available budget and the grants approved at the Finance and Policy Committee on 28 March 2014. It was noted that in the current economic climate, the Community and Voluntary Sector were suffering from income funding pressures and required confirmation of any available funding as early as possible to enable them to maintain their service and retention of key staff. Early indications from the latest forecast outturn indicate that the underspend will exceed the minimum forecast of £0.792m. An opportunity had arisen to commit resources from the latest forecast outturn from the Child and Adult Services Adult Social Care budget of £21,143 to the Community Pool Programme for Category 4 to support additional VCS organisations with core costs.

It was proposed that the additional funding will support the Hartlepool Foodbank enabling the full grant allocation originally requested and support the next two highest scoring eligible grant applications. Details of the additional applications recommended for approval were included in confidential Appendix 1. **This item contains exempt information under**

Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely Information relating to the financial or business affairs of any particular person (including the authority holding that information) (para 3). It was highlighted that this additional funding allocated to Category 4 of the Community Pool was a non recurring amount for allocation in 2014/15 only and continued financial support would not be available on an ongoing basis.

In response to a question from a Member, the Director of Regeneration and Neighbourhoods confirmed that the majority of the additional allocation to the Hartlepool Foodbank was to be topped up from slippage from other community pool grants as per the decision of the previous Committee meeting. However, to enable the full £10k grant allocation to be met a small amount would be funded from the Adult Social Care budget.

A discussion ensued on the monitoring of how the organisations spend the allocated grant and the Director of Regeneration and Neighbourhoods indicated that all grant applications were robustly challenged and monitored on a quarterly basis, which led to a wider debate around Ward Member budgets and monitoring of spend. Ward member budgets were reported to the Neighbourhood forums on a quarterly basis and annually to the Neighbourhood Services Committee. The Director of Regeneration and Neighbourhoods advised that further monitoring arrangements could be explored and reported to a future meeting of the Neighbourhood Services Committee.

A Member highlighted the opportunity of applying for European Funding and suggested that a way of match funding this to support and sustain the community pool should be explored further. The Director of Regeneration and Neighbourhoods advised that the Big Lottery had been appointed by the TVU and would be responsible for allocating the European Funding, however government guidance regarding the model of delivery for this funding was yet to be published. There was some concern expressed by a Member that some smaller community groups may miss out on funding opportunities as they may not have the expertise of the larger groups to write successful bids.

The Director of Regeneration and Neighbourhoods indicated that organisations were unable to apply for community pool funding in consecutive years and would confirm this to Members in writing.

In response to a question raised by a Member, the Director of Regeneration and Neighbourhoods confirmed that in situations where more than one Member supported an organisation's request for funding from their Ward Member Budget, this would be combined and processed as one transaction.

Decision

- (i) That the following allocation of grants in Category 4 were approved:
Hartlepool Foodbank - £10,000
Age UK Teesside - £9,032
Hartlepool Access Group - £10,000
- (ii) That the monitoring the how organisations spend the allocated funding from Ward Member budgets be explored and reported to a future meeting of the Neighbourhood Services Committee.
- (iii) That a further report be submitted to the Finance and Policy Committee attaching previous update and annual reports submitted to the Neighbourhood Services Committee.
- (iv) That the Director of Regeneration and Neighbourhoods explore further the model of delivery and opportunities available to secure European funding from Tees Valley Unlimited through the Big Lottery for Hartlepool with a view to sustaining the community pool funding.
- (iv) The Director of Regeneration and Neighbourhoods to confirm to Members the arrangements for organisations applying for community pool funding on more than one occasion.

252. Defibrillation Units (*Director of Public Health*)**Type of decision**

Non key.

Purpose of report

To inform Members of an opportunity for the Council to contribute to reducing deaths in Hartlepool due to sudden cardiac arrest, by installing easy to use defibrillation units at key sites for both staff and members of the public.

To obtain Members' views on the location of the defibrillation units and gain support to help raise awareness and knowledge of the units among Hartlepool residents and Council employees.

A demonstration for Members of the preferred defibrillator had taken place prior to the meeting.

Issue(s) for consideration

The report provided the background to the support provided by the British Heart Foundation (BHF) and the North East Ambulance Service (NEAS) to install defibrillator units in remote locations and key community sites in the

UK. It had been identified in conjunction with NEAS that Hartlepool Borough Council had a number of sites that could warrant hosting a defibrillator unit and these were identified in the report. It was noted that some Council leisure services sites already had units in place and were checked and replaced as appropriate and funded through departmental budgets. A training schedule would be developed for host sites to include designated first aiders, Members, staff, caretakers and other staff/volunteers however, it was reiterated that anyone on the scene can use the device in an emergency.

The financial implications were detailed in the report and it was noted that the total cost per unit would be £849 plus approximately £100 per year in maintenance costs.

Members were fully supportive of the proposals and requested that wider promotion of the installation and location of these devices be undertaken including through the Council's Hartbeat magazine as the importance of raising awareness was reiterated.

In response to Members' concerns, the Workplace Health Improvement Specialist indicated that the units can be procured with anti-vandal boxes which were operated by a key code provided from the Emergency Services Control Room. However, the Director of Public Health commented that the risk of vandalism needed to be weighed up against the risk of saving a life and this was the opportunity for Members to do something practical in their leadership role for public health within the community.

It was suggested that consideration should be given to the purchase of more of the defibrillator units as and when such additional funding became available.

During the discussions that followed, it was suggested that consideration be given to the location of defibrillator units within the local villages surrounding Hartlepool. This could be done in partnership with the local Parish Councils. In addition, it was suggested that additional defibrillator units be installed where the Council had staff employed such as lifeguards at the local beaches or possibly within refuse collection wagons.

In response to a query from a Member, the Workplace Health Improvement Specialist confirmed that the North East Ambulance Service had produced statistical information on the position of defibrillator units in the north east and the number of times the units had been used. There had also been a number of high profile cases nationally.

Decision

- (i) That resources be identified from the ring-fenced public health grant (circa £10k) to meet the costs of the defibrillator units and ongoing maintenance.

- (ii) That the installation of the defibrillator units be promoted and communicated widely across Hartlepool including through the Council's Hartbeat magazine.
- (iii) That further consideration be given to locating defibrillator units within the local villages surrounding Hartlepool working in partnership with local Parish Councils, at local beaches where lifeguards operated and in places where other Council staff would have access to them such as on refuse collection wagons.
- (iv) That should any additional funding become available, consideration be given to the purchase and installation of more defibrillator units.

253. Hartlepool Borough Council Alcohol and Substance Misuse Policy and Procedure *(Assistant Chief Executive)*

Type of decision

Non key.

Purpose of report

To provide an update to the Committee on the review of the Council's substance misuse policy and to seek the Committee's support in the adoption of an alcohol and substance misuse policy.

Issue(s) for consideration

The report provided the background to the introduction of the Council's substance misuse policy. This policy had now been revised and was attached by way of Appendix and aimed to address any ambiguities and strengthens the testing regime to maintain a robust and comprehensive policy.

A number of issues were considered as part of the review of this policy including alcohol misuse leading to impaired judgement and risk taking and substance misuse which leads to a range of health and social problems and had been linked to crime mainly through acquisitive crime to fund the addiction. The revised policy makes it clear that being under the influence of alcohol or other substance in work time or whilst on Council business was not acceptable. The risks to the Council can be quite significant under the Corporate Manslaughter and Corporate Homicide Act 2007 and further detail around this was included in the report.

The key elements of the revised policy encourages and was supportive of individuals who acknowledge they had an issue and ask for assistance. However, it strengthens the arrangements for testing of an individual following an accident or if there were "grounds to suspect that an employee was impaired" due to the influence of alcohol or other substance.

Discussions had been undertaken with the Corporate Management Team who support the revised policy and the policy had been formally agreed with the trade unions at the Single Table meeting.

In response to a question from a Member, the Director of Regeneration and Neighbourhoods indicated that the testing of an individual had been instigated several times with employees almost always agreeing to take the test.

Members were supportive of the revised policy as it reiterated the support and help given to the Council's employees to overcome some of the problem they may have.

Decision

That the Committee supported the adoption of the revised Alcohol and Substance Misuse Policy and Procedure.

254. Hartlepool Maritime Experience – Lease of Catering Outlets *(Director of Regeneration and Neighbourhoods)*

Type of decision

Non key.

Purpose of report

To seek approval for the lease of the catering premises at Hartlepool Maritime Experience and also Museum of Hartlepool (the Wingfield Castle) to a new lessee.

Issue(s) for consideration

The report provided the background to the operation of the catering arrangements of the HME and associated the function rooms and the Historic Quay Café as well as the Wingfield Castle. The opportunity arose to take a new lease of the catering facilities of both the HME and Wingfield Castle arise and was marketed at the end of 2013. A tender which was considered suitable was received from Johnorr Development Ltd, the terms offered were included in confidential Appendix 1. **This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information.**

It was noted that under the previous arrangements, the caterers also undertook the catering for events on HMS Trincomalee on behalf of the Trincomalee Trust and it was the intention that the new incumbent take on the same role and discussions had therefore taken place with the representatives of the Trust. Subject to references, it was proposed to proceed with a new lease to Johnorr Developments Ltd on the terms outlined in confidential Appendix 1.

The Director of Regeneration and Neighbourhoods added that the operation of the catering arrangements will be monitored regularly as the operation of the HME and associated catering was key to the success of the Hartlepool Vision.

Decision

That the proposed lease to Johnorr Developments Ltd is progressed.

255. Better Care Fund (*Director of Child and Adult Services*)

Type of decision

For information.

Purpose of report

To provide the Finance and Policy Committee with information regarding the Better Care Fund, including the latest guidance, financial allocations and timescales. The report included the final plan that was approved by the Health and Wellbeing Board on 26 March 2014 for submission by 4 April 2014.

Issue(s) for consideration

The report provided the background to the announcement of a £3.8bn pool of funding to promote the integration of health and social care services that support some of our most vulnerable population groups. In December 2013, the North of Tees Partnership Board agreed the local principles for the Better Care Fund (BCF) which were consistent with the principles and aims set out in the planning guidance published on 20 December 2013. The main principles were outlined in the report.

Hartlepool's BCF had been developed in partnership with stakeholders from the Council, CCG, primary care and community services and acute and mental health service providers and the plan templates were attached by way of Appendix.

The next steps including key timescales and milestones were outlined in the report. Further detailed work was underway to confirm the risk sharing and contingency arrangements and a paper outlining these arrangements would be submitted to the Health and Wellbeing Board for approval in April 2014.

The Chief Executive added that this was a different way of working with adult social care and which will bring about a number of changes.

Decision

That the Committee noted the Better Care Fund Plan for Hartlepool.

256. Corporate Procurement Quarterly Report on Contracts *(Director of Regeneration and Neighbourhoods)*

Type of decision

For information.

Purpose of report

To satisfy the requirement of the Council's Contract Procedure Rules with regard to the Finance and Policy Committee:

- Receiving and examining quarterly reports on the outcome of contract letting procedures including those where the lowest/highest price was not payable/receiveable;
- Receiving and examining reports on any exemptions granted to these Contract Procedure Rules.

Issue(s) for consideration

Detailed information for each procurement tender issued since the last quarterly report was attached at Appendix A. Details of the required information in relation to Contract Procedure Rules exemptions granted since the last Corporate Procurement Quarterly Report on Contracts was also attached at Appendix B.

A table including all the commercial information in respect of the tenders received was attached at confidential Appendix C. **This item contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely information relating to the financial or business affairs of any particular person (including the authority holding that information) para 3.**

Decision

The contents of the report were noted.

257. Any Other Items which the Chairman Considers are Urgent

None.

The meeting concluded at 3.01 pm

P J DEVLIN

CHIEF SOLICITOR

PUBLICATION DATE: 2 MAY 2014

HEALTH AND WELLBEING BOARD

MINUTES AND DECISION RECORD

26 March 2014

The meeting commenced at 10 am in the Civic Centre, Hartlepool

Present:

Councillor Richardson (substitute for Councillor C Akers-Belcher, Leader of Council) (In the Chair)

Prescribed Members:

Elected Members, Hartlepool Borough Council – Councillors Ged Hall, Geoff Lilley and Chris Simmons

Representatives of NHS Hartlepool and Stockton-on-Tees Clinical Commissioning Group – Dr Pagni and Alison Wilson

Director of Public Health, Hartlepool Borough Council - Louise Wallace

Director of Child and Adult Services, Hartlepool Borough Council – Gill Alexander

Representative of Healthwatch - Stephen Thomas.

Other Members:

Director of Regeneration and Neighbourhoods, Hartlepool Borough Council – Denise Ogden

Representative of the NHS England – Caroline Thurlbeck

Representative of Hartlepool Voluntary and Community Sector – Tracy Woodhall

Representative of North Tees and Hartlepool NHS Foundation Trust – Alan Foster

Representative of North East Ambulance NHS Trust – Nichola Fairless

Representative of Cleveland Fire Brigade – Steve McCarten

Also in attendance:-

Dr Philippa Walters, Tees Valley Public Health Shared Service

Paula Swindale, NHS Hartlepool and Stockton-on-Tees Clinical Commissioning Group

Hartlepool Borough Council Officers:

Richard Starrs, Strategy and Performance Officer

Joan Stevens, Scrutiny Manager

Amanda Whitaker, Democratic Services Team Manager

68. Apologies for Absence

Representative of Healthwatch - Margaret Wrenn

Representative of Tees Esk and Wear Valley NHS Trust – Martin Barkley

69. Declarations of interest by Members

None

70. Minutes

The minutes of the meeting of the Health and Wellbeing Board held on 13 February 2014 were confirmed

With reference to minute 66, a Board Member thanked the Chief Executive of North Tees and Hartlepool NHS Foundation Trust for sending contact details following discussion, at the last meeting of the Board, on hospital car parking issues. In response to a request at the meeting for clarification of timescales, the Chief Executive advised that he expected that the car parking changes would be made within the next 3 months.

71. Better Care Fund (BCF) Programme for Hartlepool

(Director of Child and Adults and Chief Officer, NHS Hartlepool and Stockton-on-Tees Clinical Commissioning Group)

Further to minute 62 of the meeting of the Board held on 13 February 2014 the report set out the background to the Better Care Fund; a £3.8bn pool of funding to promote the integration of health and social care services that would support some of the most vulnerable population groups. The report set out the six National Conditions that had to be met in order for the pooled money to be accessed. The five nationally determined performance measures associated with the BCF were presented together with the one locally determined performance measure.

Board Members were reminded that the Fund would be allocated to local areas where it would form a pooled budget jointly governed by the Clinical Commissioning Group (CCG) and the Local Authority. In order to access the fund, CCGs and Local Authorities had to jointly agree plans for how the money would be spent. The draft BCF plan had been approved by the Health & Wellbeing Board on 13 February 2014 and the plan had been submitted to the NHS England Area Team on 14 February 2014. Further guidance had been issued regarding the assurance process and issues that were expected to be addressed within the plans. There had also been feedback provided by the Area Team identifying areas requiring clarification or further work. In response to the feedback, and through work already planned, there had been changes made since the plan was presented to the Board which was set out in the report. The final BCF plan templates had been circulated as appendices to the report. The planning templates included the detailed information relating to the Hartlepool BCF schemes, including a financial summary, the investment required to deliver the proposed developments and the outcomes and metrics against which the BCF plan would be measured. The BCF plan has been jointly developed and agreed with key stakeholders from the Council, CCG, primary care and community services and acute and mental health service providers.

The report included forthcoming key milestones in terms of progressing and implementation of the BCF plan. Although the majority of the impact of the BCF plans was expected in 2015/16 it was highlighted that there was a drive to deliver as much as possible during 2014/15. The North of Tees Partnership Board would continue to provide ongoing oversight of the Hartlepool and Stockton BCF plans, ensuring that there was strategic alignment of plans across North of Tees and encouraging the sharing of best practice. A project team and programme structure would be required to manage the BCF implementation. Funding was available from the CCG to help support this and detail of how this will be structured and the associated resource implications would be developed and submitted to the Board for approval in April 2014. More detailed work was also underway to confirm the detailed risk sharing and contingency arrangements. A paper outlining these arrangements would also be submitted to the Health and Wellbeing Board for approval in April 2014.

Whilst welcoming the Plan and the opportunities it presented, Board Members sought assurance regarding the evaluation process and engagement activities. In response, it was acknowledged that evaluation of the Plan was critical. It was highlighted also that the plan had been informed by a range of existing engagement activities involving service users, carers, families and the public, focusing on a range of local health and social care services. There had not yet been any formal consultation relating specifically to the BCF plans but it was recognised that further engagement and consultation activities would be required throughout the implementation of the plan and a communication and engagement plan would be developed to support implementation. Reference was made to the Communication and Engagement Strategy which had been approved by the Board.

Decision

The final BCF plan for Hartlepool was approved.

72. Health and Wellbeing Strategy Performance Report (Quarter 3) *(Director of Public Health)*

The Director of Public Health reported that following approval of the Health and Wellbeing Strategy in April 2013, the Board was required to provide a performance update on the Strategy to the Councils Audit and Governance Committee. Performance was identified against the newly established Vulnerable Adults and Health Inequality Forums as well as the existing Children's Strategic Partnership. Each of the groups was responsible for the delivery of the Health and Wellbeing Strategy outcomes set out in the report. The remaining themes of the Health and Wellbeing Strategy not covered within the report were reported through the Councils performance framework. Detailed performance reports for the themes of Children, Vulnerable Adults and Health Inequality were appended to the report. Agreement was sought

as to how future performance reporting of the three sub groups to the Health and Wellbeing Board was taken forward for 2014/2015 and whether each group should develop an annual action plan with key performance indicators.

Decision

That the Quarter 3 performance report of the Health and Wellbeing Strategy be noted.

73. Process for Response to Pharmacy Applications and Publication of Supplementary Statements to Pharmaceutical Needs Assessments *(Director of Public Health)*

The report sought the confirmation of the Board in relation to the process for response to applications made to NHS England Area Team to provide Pharmaceutical Services. The report set out the process for publication of Supplementary Statements to the Pharmaceutical Needs Assessment for Hartlepool. The Board had received reports relating to the statutory duties and responsibilities regarding the National Health Service (Pharmaceutical and Local Pharmaceutical Services) Regulations 2013 SI 2013/349 and Pharmaceutical Needs Assessments. The report set out the process associated with the Board's duties which included the requirement to respond to any consultation request from NHS England in respect of pharmacy applications and undertake the decision-making required in relation to the publishing of any associated Supplementary Statement.

It was proposed that the Health and Wellbeing Board delegate the process of initial review of any changes to pharmaceutical services to the Director of Public Health. It was suggested at the meeting that delegation should be in consultation with the Chair. Review of the changes would determine whether or not there was a requirement to publish a Supplementary Statement or to review the PNA (in accordance with the 2013 Regulations). The Health and Wellbeing Board would thereafter receive notice of changes made to pharmaceutical services, reviews undertaken, and approve any Supplementary Statements to be published, on a periodic basis, according to decisions/ changes notified (approximately quarterly). Changes made, including any Supplementary Statements and updates to maps if required, would be published on the Tees Valley Public Health Shared Service website.

Decision

The Board agreed the processes outlined in the report and delegated authority to the Director of Public Health, in consultation with the Chair of the

Board, to be responsible for the process of initial review of any changes to pharmaceutical services.

74. Face the Public Event (*Director of Public Health*)

The Board was updated on a proposal to hold the Health and Wellbeing Board Face the Public Event on Monday 23rd June in the Council's Civic Suite. Board Members were reminded that the Health and Wellbeing Board's Terms of Reference stated the Board should hold a Face the Public Event each year. It was proposed that the event would be held on Monday 23rd June between 4:30pm and 7pm. Board Members agreed to an alternative suggestion that, in order to attempt to maximise attendance, the event be held on a Saturday. A programme for the event had yet to be finalised, however details of proposed breakout sessions were included in the report. In order to plan and promote the event it was suggested that the Board agree to establish a small sub group which would oversee the planning, delivery and evaluation of the event.

Decision

That the Health and Wellbeing Board agree that the Face the Public event be held on a Saturday, on a date to be determined by the Chair and that a small sub group be set up to deliver the Face the Public Event comprising:-

Chair, T Woodhall, S Thomas, L Wallace, R Starrs

75. Call to Action (*Chief Officer, NHS Hartlepool and Stockton-on-Tees Clinical Commissioning Group and Healthwatch*)

The report provided the Board with the output from the CCG's activity in relation to call to action including the Healthwatch Hartlepool's engagement activity undertaken on behalf of the CCG. NHS England had launched a Call to Action in July 2013, which outlined the key challenges facing the NHS over the next 10 years. The CCG in response to a call to action and building upon engagement plans had held a number of public engagement events. The CCG had also undertaken engagement activity which was set out in the report. As well as undertaking public engagement, the CCG had actively sought the views of people with Hartlepool and Stockton, in particular hard to hear/reach groups.

The CCG had commissioned Catalyst (in partnership with Healthwatch Stockton) and Healthwatch Hartlepool to undertake a focussed exercise to consult with a number of key groups over an intensive period between November and January. The report which had been produced by Healthwatch Hartlepool had been circulated to Members of the Board. The Healthwatch representative outlined the approach which had been undertaken in respect of

the consultation. Whilst the consultation results had been far reaching there was a common theme relating to communication and access to services. A concern that was repeated in most key sections of the questionnaire related to transport and the need to travel outside of the Borough. However, there was also an overwhelming desire for more services to be provided locally complimented by a greater number of home visits. From the results there appeared to be a clear alignment between the expectations of respondents and the key actions embedded in the future implementation of the Better Care Fund. Whilst there was recognition of diminishing resources respondents did indicate that there needed to be a shift in priorities and a greater focus on maintaining front-line services, invest in training & development and enhance communication for the hard to reach. A representative of the Clinical Commissioning Group commended the Healthwatch report and advised that the CCG had offered support in progressing issues highlighted in the report. Consideration of specific actions required and the output would be used by the CCG to support the development of the organisation's 2 year operational and 5 year strategic plan. The Chairman expressed his appreciation of the report and thanked Healthwatch, on behalf of the Board, for the work which they had undertaken.

Decision

- (i) The approach taken with regard to A Call to Action was noted.
- (ii) The findings of the Healthwatch Hartlepool engagement with seldom heard groups were noted.
- (iii) Joint working arrangements were encouraged to ensure that the issues identified are responded to by both commissioners and providers.

76. Any Other Items which the Chairman Considers are Urgent

The Chairman ruled that the following items of business should be considered by the Committee as a matter of urgency in accordance with the provisions of Section 100(B) (4)(b) of the Local Government Act 1972 in order that the matter could be dealt with without delay

77. Hartlepool and Stockton On Tees goes Digital 'Looking Local'

The Board received a presentation which provided the Board with an overview of the Clinical Commissioning Group's 'Looking Local' development. The presentation highlighted opportunities for collaboration and identified 'next steps' which involved finalising the communication plan, launching the initiative on 2 April 2014 and ongoing development arrangements.

Decision

Board Members acknowledged the opportunities for collaboration arising from the development.

CHAIR

FINANCE AND POLICY COMMITTEE

19th May 2014



Report of: Director of Child and Adult Services

Subject: HARTLEPOOL YOUTH JUSTICE PLAN 2014 - 2015

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Budget and Policy Framework

2. PURPOSE OF REPORT

2.1 To present and seek comments from the Finance and Policy Committee on the development of the annual Youth Justice Strategic Plan for 2014-2015 (see **Appendix 1**).

3. BACKGROUND

3.1 The national Youth Justice Performance Improvement Framework is the Youth Justice Board's primary tool for monitoring and securing performance improvement across Youth Offending Services in England and Wales. The framework builds upon the statutory responsibilities for Youth Offending Services established under the Crime and Disorder Act 1998 through a requirement for all Youth Offending Services to annually prepare, as part of the local business planning cycle, a local Youth Justice Plan for submission to the Youth Justice Board.

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

3.3 The annual Youth Justice Plan should provide an overview of how the Youth Offending Service, the Youth Offending Service Strategic Management Board and wider partnership will ensure that the service has sufficient resources and infrastructure to deliver youth justice services in its area in

line with the requirements of the *National Standards for Youth Justice Services* to:

- promote performance improvement;
- shape youth justice system improvement;
- improve outcomes for young people, victims and the broader community.

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

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

4. PROPOSALS

4.1 The planning framework to support the development of the 2014/2015 Youth Justice Strategic Plan has drawn upon the appraisal of the Youth Justice Boards Regional Partnership Manager, the local Youth Offending Service Strategic Management Board and the views and opinions of service users, staff and key partners.

4.2 Alongside the above, the development of the plan has also incorporated recommendations from Children's Services Committee, the views of the Safer Hartlepool Partnership Executive Group and the current scrutiny investigation into re-offending in Hartlepool. The plan also acknowledges the role of the Youth Offending Service in taking forward the priorities of the Cleveland Police and Crime Commissioner.

4.3 Based upon the findings from the Strategic Assessment, it is proposed that the Youth Offending Service and broader youth justice Partnership focuses on the following key strategic objectives during 2014 - 15:

- **Re-offending** - reduce further offending by young people who have committed crime
- **Early Intervention and Prevention** – sustain the reduction of first time entrants to the youth justice system by ensuring that their remain strategies and services in place locally to prevent children and young people from becoming involved in crime and anti-social behaviour
- **Remand and Custody** – demonstrate that there are robust and comprehensive alternatives in place to support reductions in the use of remands and custody.
- **Restorative Justice** – ensure all victims of youth crime have the opportunity to participate in restorative justice approaches and restorative justice is central to work undertaken with young people who offend.
- **Risk and Vulnerability** – ensure all children and young people entering or at risk of entering the youth justice system benefit from a structured needs assessment to identify risk and vulnerability to inform effective intervention and risk management.
- **Think Family** – embed a whole family approach to better understand the true impact of families in our communities and improve our understanding of the difficulties faced by all members of the family and how this can contribute to anti-social and offending behaviour.
- **Maintain Standards** – ensure that all assessments, reports and interventions developed by the Youth Offending Service are effective and of a high quality.
- **Effective Governance** – ensure that the Youth Offending Strategic Management Board will be a well constituted, committed and knowledgeable Board which scrutinises Youth Offending Service performance.

4.4 The local Youth Justice Strategic Plan for 2014 – 2015 will establish responsibility across the Youth Offending Service and the Youth Offending Strategic Board for taking each improvement activity forward within agreed timescales.

5. RECOMMENDATIONS

5.1 Finance and Policy Committee is requested to comment upon the priorities identified as part of the planning process.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The development of the Youth Justice Plan for 2014 - 2015 and the comments of the Finance and Policy Committee will provide the local youth justice partnership with a clear steer to bring about further reductions in youth offending and contribute to the broader community safety agenda.

7. BACKGROUND PAPERS

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

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

8. CONTACT OFFICERS

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Hartlepool Youth Justice Strategic Plan
2014 - 2015

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1 FOREWORD

Welcome to the 2014 - 2015 Hartlepool Youth Justice Strategic Plan. This plan sets out our ambitions for Youth Justice Services in Hartlepool and how they will contribute to our overarching aspirations for the town, set out in our Community Strategy 2008-20 wherein:

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

The Youth Offending Service has a key role in contributing to this vision by building upon the success of 2013-2014 through the delivery of high quality, effective and safe youth justice services that prevent crime and the fear of crime, whilst ensuring that young people who do offend are identified and managed appropriately without delay.

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

Beyond this the service was the subject of a Short Quality Screening Inspection in 2013 – 2014 undertaken by Her Majesty’s Inspectorate of Probation who found that ‘Hartlepool Youth Offending Service can be ‘rightly proud of the substantial progress it has made since our previous inspection in 2011’. The inspectors highlighted that staff were well supported, committed and were delivering high quality services. They produced good quality assessments and plans and had ready access to an appropriate range of services.

This plan seeks to build upon the above progress by identifying priorities for the Youth Offending Service in the coming year and highlighting further areas for improvement.

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

On behalf of the Youth Offending Service Strategic Management Board I am pleased to endorse the Youth Justice Strategic Plan for 2014 -2015.

Signature

A handwritten signature in black ink, appearing to read 'L Beeston', written in a cursive style.

Lynn Beeston Youth Offending Service Strategic Management Board Chair

2 INTRODUCTION

The national Youth Justice System primarily exists to ensure that children and young people between the age of 10 and 17 who are arrested and charged with a criminal offence are dealt with differently to adult offenders to reflect their particular welfare needs.

In summary, children and young people who offend are:

- dealt with by youth courts
- given different sentences
- and when necessary, detained in special secure centres for young people as opposed to adult prisons.

It is the responsibility of the Local Authority and statutory partners to secure and coordinate local youth justice services for all of those young people in the Local Authority area who come into contact with the Youth Justice System as a result of their offending behaviour through the establishment and funding of **Youth Offending Services**.

The primary functions of Youth Offending Services are to prevent offending and re-offending by children and young people and reduce the use of custody.

Hartlepool Youth Offending Service was established in April 2000 and is responsible for the delivery of youth justice services locally. It is a multi-agency service and is made up of representatives from the Council's Children's Services, Police, Probation, Health, Education, Community Safety and the local voluntary/community sector and seeks to ensure that:

- all children and young people entering the youth justice system benefit from a structured needs assessment to identify risk and protective factors associated with offending behaviour to inform effective intervention.
- courts and youth offender panels are provided with high quality reports that enable sentencers to make informed decisions regarding sentencing.

- court orders are managed in such a way that they support the primary aim of the youth justice system, which is to prevent offending, and that they have regard to the welfare of the child or young person.
- services provided to courts are of a high quality and that magistrates and the judiciary have confidence in the supervision of children and young people who are subject to orders.
- comprehensive bail and remand management services are in place locally for children and young person's remanded or committed on bail while awaiting trial or sentence.
- the needs and risks of young people sentenced to custodial orders (including long-term custodial orders) are addressed effectively to enable effective resettlement and management of risk.
- those receiving youth justice services are treated fairly regardless of race, language, gender, religion, sexual orientation, disability or any other factor, and actions are put in place to address unfairness where it is identified

Beyond the above, the remit of the service has widened significantly in recent years due to both national and local developments relating to prevention, diversion and restorative justice and there is a now requirement to ensure that:

- strategies and services are in place locally to prevent children and young people from becoming involved in crime or anti-social behaviour.
- assistance is provided to the Police when determining whether Cautions should be given.
- out-of-court disposals deliver targeted interventions for those at risk of further offending.

- restorative justice approaches are used, where appropriate, with victims of crime and that restorative justice is central to work undertaken with young people who offend.

The Hartlepool Youth Justice Plan for 2014-2015 seeks to establish how youth justice services will be delivered, funded and governed in response to both local need and the changing landscape and how the Hartlepool Youth Offending Service will work in partnership to prevent offending and re-offending by Children & Young People and reduce the use of custody.

3 STRATEGIC NEEDS ANALYSIS

The strategic assessment contains information to aid understanding of the priority youth justice issues identified for the communities of Hartlepool, including what has changed over the last year, what work we are doing and how we are measuring effectiveness and future challenges, alongside a description of the current local and national delivery landscape.

As the service nears the end of its annual Youth Justice Plan 2013-2014, the Strategic Assessment will assist the Local Authority and broader partnership in setting strategic objectives to inform the new Youth Justice Plan 2014 – 2015.

The Delivery Landscape

There are many factors that will impact on the Youth Offending Service in the coming years:

- A challenging economic climate, including the impact of welfare reform.
- Changes to commissioning arrangements following the transition of Public Health into Hartlepool Borough Council and the election of a Police and Crime Commissioner.
- Significant changes to and development of Government policy in key areas, including re-offending, anti-social behaviour and alcohol.
- Widespread restructuring and change across local public sector agencies due to the significant loss of funding.
- The transfer of financial burdens associated with the remand of young people to the Local Authority continues to be a key financial pressure.
- The decision to transfer Youth Court listings to Teesside Magistrates

The Hartlepool Youth Offending Service remains well placed to meet these challenges. The service is confident that it has a structure and the staff with the appropriate skills alongside the support of a committed, strong strategic management board to meet any future challenges.

We recognise that youth justice priorities impact upon each other, and those of partner organisations, and with limited resources and budgets, there is opportunity to maximise collaborative working and joint commissioning at a local level.

Local Context

Hartlepool is the smallest unitary authority in the North East region and the third smallest in the country comprising of some of the most disadvantaged areas in England. Issues around youth justice can be understood by a number of contextual factors:

Population

- Hartlepool has a stable population rate, maintained by low levels of migration.
- Hartlepool has become more diverse in recent years, although a very small proportion of the population are from the Black Minority Ethnic (BME) community.
- 46% of the population in Hartlepool live in five of the most deprived wards in the country, where crime and anti-social behaviour rates are high.

Unemployment

- Unemployment rates in Hartlepool are above the regional average and more than double the national average.
- 14.5% of young people aged 18-24 years are unemployed.
- Hartlepool has high rates of people incapable of work due to disability and ill health.

Housing

- Strong links exist between the occurrence of anti-social behaviour and the location of private rented housing.
- The percentage of long term empty properties in Hartlepool is higher than the regional average.

Deprivation

- Hartlepool has pockets of high deprivation where communities experience multiple issues: higher unemployment, lower incomes, child poverty, ill health, low qualification, poorer housing conditions and higher crime rates.
- Residents living in more deprived, and densely populated areas have high perceptions of crime and anti-social behaviour and feel less safe.

Health & Wellbeing

- The health of people in Hartlepool is generally worse than the England average.
- There is a higher prevalence of long term health problems, including mental health.
- The number of alcohol related hospital admissions and hospital stays for self-harm in Hartlepool are significantly worse than the England average.
- The number of Class A drug users in Hartlepool is more than double the national average.

Geography

- Community safety problems are not evenly spread and tend to be concentrated in geographic hotspots, particularly in the most deprived wards in Hartlepool.

Children, Young People and Families

Most young people in Hartlepool make the transition to adulthood successfully through a combination of supportive families, good schools, colleges and training providers and access to opportunities for personal and social development outside the classroom along with the vision and belief that they can succeed.

Whilst many young people make mistakes along the way and do things they should not do, or wish they had not done, most are able to get back on track quickly with little harm done.

But whilst many young people in Hartlepool are thriving, evidence is clear that it is young people from deprived and disadvantaged backgrounds and communities who lack many of the protective factors highlighted above, who are disproportionately at greater risk of involvement in anti-social and offending behaviour and poorer outcomes generally.

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

low Income;

exclusion from the labour market;

impairment of quality of life by poor physical and mental health and disability;

educational underachievement, barriers to progression and a shortage of skills and qualifications amongst adults;

barriers to accessing key local services and affordable housing;

low quality of individuals' immediate surroundings both within and outside the home; and

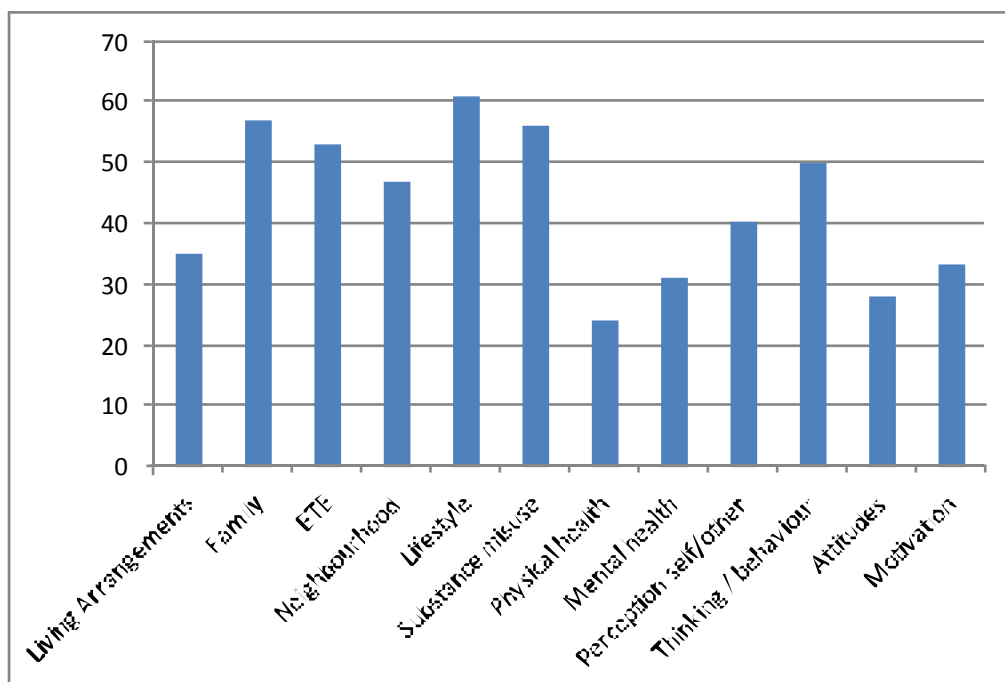
a prevalence of violent crime, burglary, theft and criminal damage in an area.

Local analysis of need and outcomes highlights that, whilst there are families who are more resilient to deprivation, the interplay of the above factors clearly places families who are

contending with deprivation at a disadvantage. This can significantly limit the opportunities and outcomes for their children which, in time, will tend to perpetuate a cycle of deprivation and disadvantage due to diminished life chances.

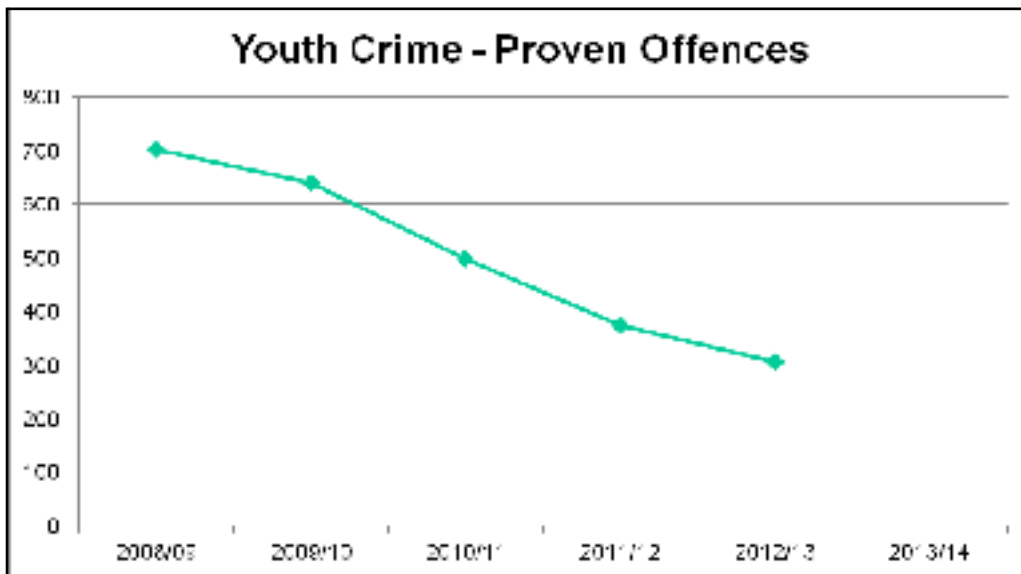
A more detailed analysis of the broader circumstances/factors of families whose children are experiencing difficulties indicates that parenting, parental substance misuse, housing and home conditions, employment issues and domestic violence are often the main factors linked to the prevalence of poor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

An annual local analysis (see below) of the factors that contribute to young people's offending behaviour highlights that the most prevalent factors are often a combination of the young person's family circumstances, their lifestyle, their misuse of substances and a lack of engagement with education and/or further learning all of which shapes thinking and behaviour.



Youth Crime

In spite of the adversities that significant numbers of young people, families and communities contend with in Hartlepool the local Youth Justice Partnership has had significant success in recent years in terms of preventing and reducing youth offending behaviour.



It is notable that there have been significant reductions in:

- Violence against the person
- Criminal Damage
- Public Order offences
- Breach of Bail

Some crimes, particularly those falling within the acquisitive crime category are estimated to be on the increase with projections indicating an increasing trend for the following twelve months. Whilst current socio-economic factors can affect this crime type, locally it is recognised that substance misuse continues to be the key driver in the prevalence of acquisitive offences across the young offender cohort..

Given the recent decision to transfer Youth Court listings to Teesside Magistrates it is anticipated that there is likely to be an increase in Breach of Bail as young people and their broader families struggle to undertake the journey to from Hartlepool to Teesside.

Anti-social behaviour relating to young people continues to follow a strong seasonal trend with incidents and complaints often related to alcohol reaching their peak during the summer months.

Community perception results from the recent Household Survey indicate that from a town wide perspective the fear of crime and anti-social behaviour related issues have generally improved, however it is noted that these results do vary across wards with perceptions in our most disadvantaged communities remaining high.

Youth crime continues to be concentrated in our most disadvantaged and vulnerable communities, co-existing with high levels of anti-social behaviour, health inequalities, unemployment and poor housing all of which place a significant demand on partner resources. People living in deprived areas experience significantly higher levels of crime and disorder; therefore they are at greater risk of victimisation and for this reason remain vulnerable.

Offence Category - Year on Year Comparisons

OFFENCE CATEGORY	Apr 2010 - Mar 2011	Apr 2011 - Mar 2012	Apr 2012 - Mar 2013	Actual Change 2011/12 Vs 2012/13
Arson	7	0	0	0
Breach of Bail	26	26	10	-16
Breach of Conditional Discharge	14	14	12	-2
Breach of Statutory Order	67	65	27	-38
Criminal Damage	144	121	77	-44
Domestic Burglary	39	10	15	5
Drugs	30	19	20	1
Fraud and Forgery	6	4	0	-4
Motoring Offences	39	13	22	9
Non Domestic Burglary	26	11	9	-2
Other	41	10	18	8
Public Order	189	92	69	-23
Racially Aggravated	5	5	1	-4
Robbery	7	3	0	-3
Sexual Offences	8	2	11	9
Theft and Handling Stolen Goods	221	111	114	3
Vehicle Theft / Unauthorised Taking	26	5	9	4
Violence Against the Person	156	126	93	-33
TOTAL	1051	637	507	

Prevention and Diversion

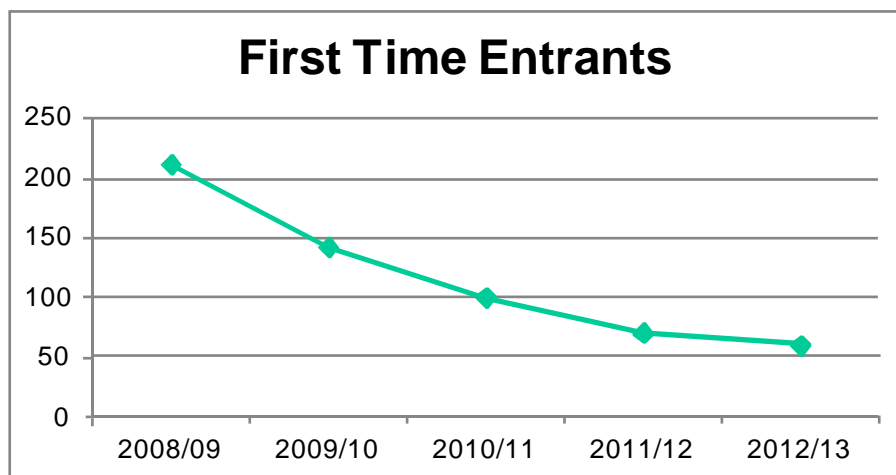
Research consistently highlights that children and young people who are exposed to multiple risks and disadvantage are more likely to become involved in crime and anti-social behaviour. Similarly, children and young people who engage in anti-social behaviour at an early age are more likely to become serious persistent offenders.

In addition to this, research highlights that young people involved in offending behaviour are more likely to experience significant difficulties during adulthood in relation to housing, health, relationships, substance misuse and employment.

Youth crime prevention and diversion is based on the premise that it is possible to change the life-course trajectories of young people by reducing risk factors that may lead to offending behaviour and building on protective factors that might help prevent offending.

It marks a concerted shift away from reactive spending towards early action and intervention through a range of programmes for young people who are deemed to be at risk of offending, which can result in better outcomes and greater value for money.

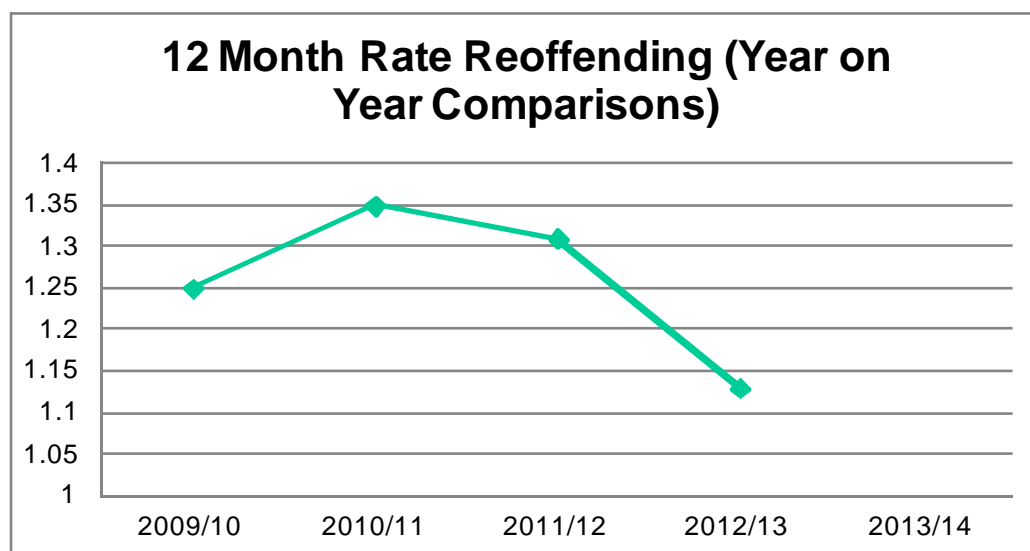
In recent years, Hartlepool Youth Offending Service and the broader youth justice partnership have placed a significant emphasis on the prevention of young people's involvement in crime and anti-social behaviour and this has had a notable impact upon the numbers of young people entering the Youth Justice System.



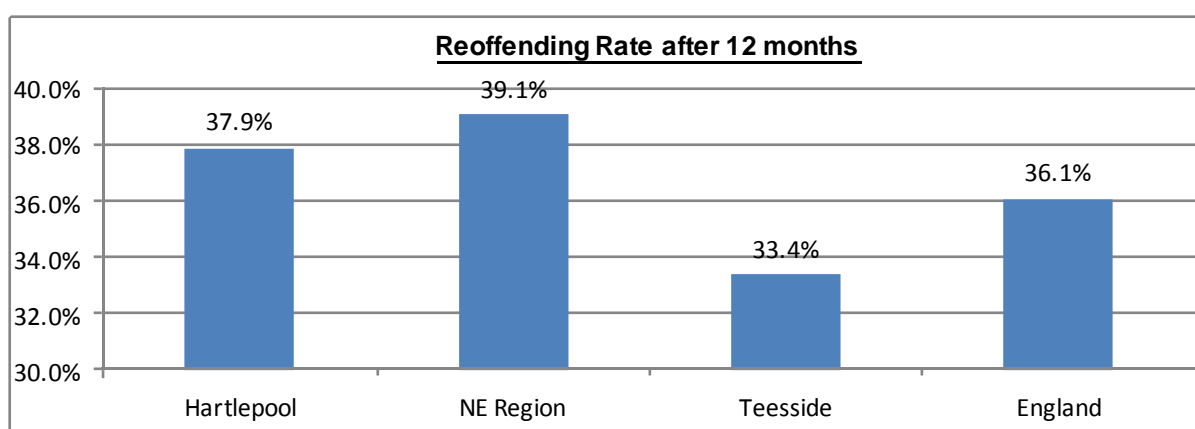
For young people whose behaviour has become more problematic robust pre-court interventions have proven to be highly successful in diverting young people away from further involvement in crime and anti-social behaviour through the use of interventions that whilst impressing upon the young people the seriousness and potentially damaging effect of their actions, do not criminalise the young people in the way that statutory court orders inevitably do.

Re-offending

On top of the continuing reductions in the numbers of young people entering the youth justice system for the first time, we are now starting to see a reduction in the rate of crime being committed by those young people who have previously offended.



However, the re-offending rate for young offenders in Hartlepool remains higher than both the Teesvalley average and the national average.

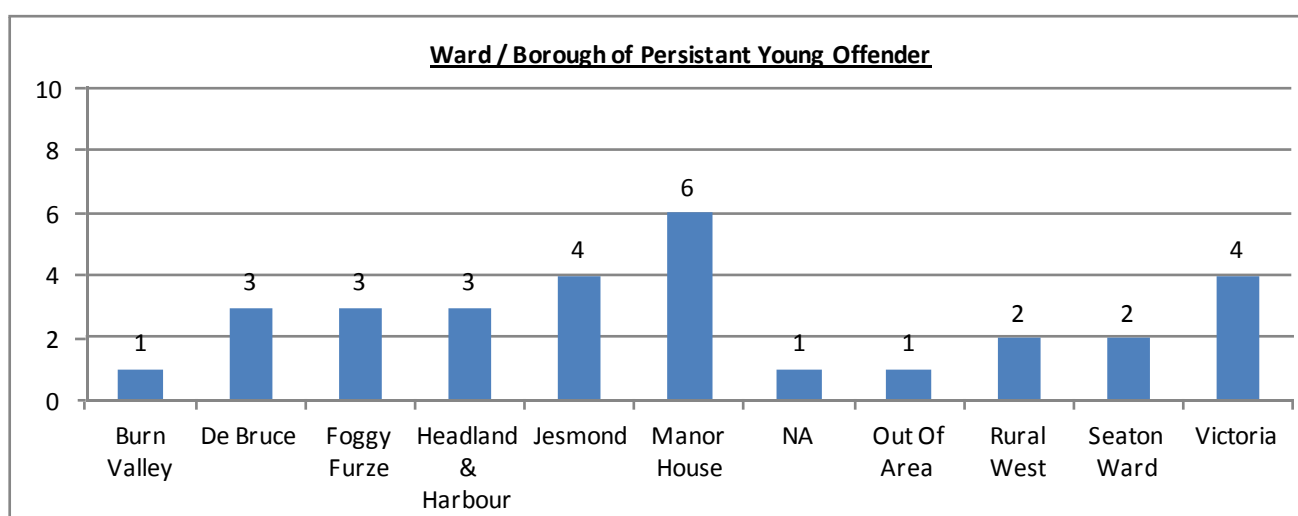


Data highlights that were a young person offends for the first time in Hartlepool 60% do not go on to re-offend. Analysis highlights that the service is dealing with a small number of persistent offenders (see below) who repeat offend; often in line with broader lifestyle choices relating to substance misuse and the need to generate income to maintain substance misuse levels.

Number of Re-offences Committed

No. of Offenders	77	28	13	5	3	5	5	4	2	1	1	1
No. of Re-offences	0	1	2	3	4	5	6	7	8	10	13	14

This cohort of persistent young offenders are predominantly young men who are aged between 15 and 17 and who reside within Hartlepool's most deprived neighbourhoods.



These young people are often the most socially excluded and often have complex and deep rooted health and social problems such as:

- higher than average mental health needs
- higher levels of drug and alcohol use than for the general population and in particular 'heavy cannabis use'
- low educational attachment, attendance and attainment
- having family members or friends who offend
- higher than average levels of loss, bereavement, abuse and violence experienced within the family
- a history of family disruption

Working in partnership with the local 'Think Families – Think Communities' initiative will be key to supporting a greater understanding these underlying issues and addressing them in

a holistic and co-ordinated way to provide “pathways out of offending”, reduce crime and break the cycle of offending behaviour across generations.

Victims of Youth Crime

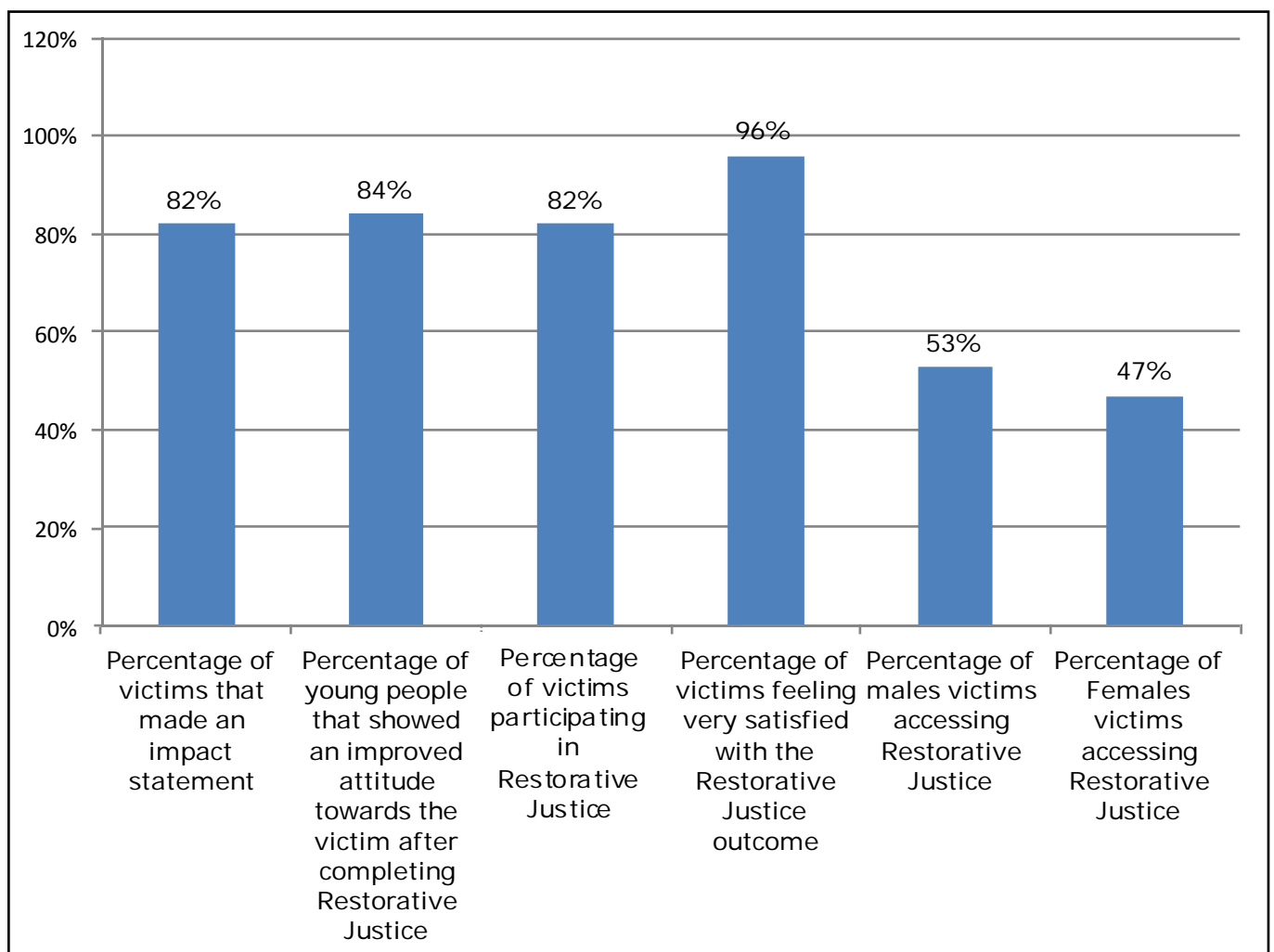
Whilst crime rates in Hartlepool have fallen, the likelihood of being a victim of crime still remains a reality, especially in our most vulnerable and disadvantaged communities. The Youth Offending Service is working hard to reduce the numbers of victims of crime, including the successful use of restorative justice to achieve this objective. Restorative Justice aims to give victims of crime a voice, choice and control in the criminal justice system. Personalised victim impact statements are collected to enable the offender to hear first-hand how their offence has impacted on the victim and wider community.

Restorative Justice in Hartlepool has contributed to the reduction in reoffending rates and repeat victimisation. Over the past 4 years victim satisfaction rates have significantly improved following participation in a Restorative Justice process. This year 96% of victims reported feeling very satisfied with their participation in restorative justice. 84% of offenders also showed an improved attitude towards the victim of their offence.

Victims of crime are helped to access appropriate support pathways that enable them to move on from the impact of crime. A personalised approach is taken to ensure that victims of crime in Hartlepool are placed at the centre. This includes ensuring that individual needs and wishes are fully taken into account. As a result we aim to visit all victims of crime so they are able to access pathways to support, including the option to participate in restorative justice.

Hartlepool is no different from many other areas across England. It has pockets of Anti-Social behaviour which tend to be more prevalent in some of our more disadvantaged areas. To tackle this we gather intelligence to identify the issues that are cause for concern, and are committed to using restorative justice to resolve issues of Anti-Social Behaviour and restore community confidence. To build on this, we are encouraging local communities to get involved in restorative justice and where possible volunteer their time to make a difference. This approach has been successful and we are now looking at how young people tend to migrate out of their local communities to commit crime and or anti-social behaviour.

Hartlepool recognises that females are more likely to suffer repeat victimisation in general; particularly in relation to domestic abuse. As a result Hartlepool is committed to providing services to stop this cycle of abuse from happening. Restorative Justice in some incidences can be used to help victims of domestic violence to tell the perpetrator how they feel about the abuse and how to stop it from reoccurring. Perpetrators of domestic violence are then supported to acknowledge how the victim feels with the aim of stopping cycles of abusive and harmful behaviour from reoccurring. Restorative Justice in Hartlepool has successfully resolved domestic incidents involving young people assaulting their parents/carers. As a result we are currently exploring the wider use of restorative justice to reduce the number of repeat domestic violence incidents in Hartlepool.



Quality of Services

In May 2013 a Short Quality Screening Inspection of Hartlepool Youth Offending Service was undertaken by Her Majesty's Inspectorate of Probation.

The Short Quality Screening inspection is an inspection of the initial assessment, planning, effective management and partnership working undertaken by a Youth Offending Service in response to young people who are subject to a court order.

The inspection focused upon the timelines and quality of the work undertaken to increase the likelihood of successful outcomes relating to:

- Reducing the likelihood of reoffending
- Protecting the public
- Protecting the child or young person
- Ensuring that the sentence is served

Overall, Her Majesty's Inspectorate of Probation found a 'very positive picture' in Hartlepool. The Inspectors reported that Hartlepool Youth Offending Service can be 'rightly proud of the substantial progress it has made since our previous inspection in 2011'. The inspectors highlighted that staff were well supported, committed and were delivering high quality services. They produced good quality assessments and plans and had ready access to an appropriate range of services.

The Inspectors found that Hartlepool Youth Offending Service had responded to its previous inspection by implementing a range of measures aimed at improving the quality of their work. This included co-locating the team with relevant partner services and developing practice guidance for work that tackled risk of harm to others, vulnerability and compliance.

The Short Quality Screening inspection determined that staff had welcomed these developments and had incorporated them into their practice. The inspectors found that the Hartlepool Youth Offending Service staff were well trained and supported in their work and that they were clear about what was required of them. The inspectors reported that staff were aware of the principles of effective practice and of the local policies and procedures that related to addressing risk of harm, vulnerability and compliance in their work with children and young people.

The best aspects of work that the inspectors found in Hartlepool included:

- There was routine engagement with children and young people and with their parents/carers in carrying out initial assessments and in case planning. This was often in the face of challenging circumstances and we noted the determination and persistence shown by staff in this respect.
- The assessments of risk of harm and vulnerability issues were of good quality and reflected the skills and experience of staff and the organisational support that underpinned their work.

The areas for improvement identified were:

- In all cases, assessments, plans and reviews of work to tackle risk of harm and vulnerability should be timely.
- There was scope for further improving the quality of the work by ensuring that plans fully reflected the breadth of the issues that had been identified in the assessments undertaken in the cases.

These areas for improvement were swiftly addressed through the development of an action plan.

4 RESOURCES AND VALUE FOR MONEY

Adequate resourcing and the appropriate use of resources underpin the ability of the Youth Offending Service to deliver high quality services. The Youth Offending Service budget is made up of a central grant from the Youth Justice Board and contributions from statutory partners (Health, Children's Social Care, Police and Probation).

Funding from the national Youth Justice Board for 2014-2015 has remained at the same level to the previous year. However, contributions from some statutory partners will inevitably reduce in light of significant reductions in their own funding arrangements. As a consequence it is anticipated at this stage that the overall budget for the Youth Offending Service will be 3.8% less than 2013/2014.

Organisation	Financial Contribution	In kind staffing contribution	Total
Youth Justice Board	£497,114		£497,114
HBC Children's Services	£355,410		£355,410
Cleveland Police		£45,000 (Police Officer)	£45,000
Durham Tees Valley Probation Trust	£11,146	£36,250 (Probation Officer)	£47,396
Hartlepool Clinical Commissioning Group	£25,736	£41,250 (Nurse)	£66,986
Totals	£889,406	£122,500	£1,011,906

Alongside this, in 2013-2014 Hartlepool Youth Offending Service was able to secure the funding diverted by the Home Office from Youth Offending Services Service's to support the introduction of the Police & Crime Commissioners. Hartlepool Youth Offending Service has again applied to the Cleveland Police and Crime Commissioner to secure this money for 2014 – 2015 to support the ongoing continuation of the local Triage and the emphasis on Out of Court Disposals and remains hopeful that this application will be successful given the historical support for the Triage Programme in Hartlepool and its proven track record of diverting young people from the Youth Justice System.

5 STRUCTURE AND GOVERNANCE

Service Structure

The Youth Offending Service deploys a staff team of thirty eight people, which includes four seconded staff, four commissioned staff and eight sessional workers (**see Appendix 1**). The service also benefits from a team of thirteen active volunteers who sit as Referral Order Panel members. All staff and volunteers are subject to Disclosure and Barring Service (DBS)s which are renewed every three years.

The service has undergone undergoing significant service remodelling in response emerging priorities and areas of need. Historically the service was organised into two discreet areas; Pre-court and Post-court provision. The service now operates a 'through court' model that places the majority of the services resources at the point of prevention and diversion to reflect the decreasing numbers of young people appearing before magistrates and the ongoing reductions in court orders.

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

Governance

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

The board is directly responsible for:

- determining how appropriate youth justice services are to be provided and funded;

- overseeing the formulation each year of a draft youth justice plan;

- agreeing measurable objectives linked to key performance indicators as part of the youth justice plan'

- ensuring delivery of the statutory aim to prevent offending by children and young people.

- giving strategic direction to Youth Offending Service Manager and Youth Offending Service Team

- providing performance management of the prevention of youth crime and periodically report this to the Safer Hartlepool Executive Group.

- promoting the key role played by the Youth Offending Service within local integrated offender management arrangements.

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

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

The membership of the Board is as follows:

Lynn Beeston Chair	Local Police Area Commander
Mark Smith	Head of Youth Support Services (incorporating YOS Manager functions)
Sally Robinson	Assistant Director - Prevention, Safeguarding & Specialist Services Hartlepool Borough Council
Dean Jackson	Assistant Director – Performance and Achievement Hartlepool Borough Council
Lucia Saiger	Director of Offender Services - Durham Tees Valley Trust
Louise Hurst	Deputy Youth Offending Service Manager
Emma Rutherford	Education Inclusion Co-ordinator
Paul Whittingham	Commissioning Manager NHS
Lindsey Robertson	Community Services Manager for Children and young people North Tees & Hartlepool NHS Foundation
Lynda Igoe	Principal Housing Officer Hartlepool Borough Council
Sally Forth	Community Safety Manager Hartlepool Borough Council
Dave Wise	Chair of the West View Project (Voluntary/Community Sector representative).
Young people's representative	Currently vacant

6 PARTNERSHIP ARRANGEMENTS

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

criminal justice services.

services for children and young people and their families.

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

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

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

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

7 RISKS TO FUTURE DELIVERY

There are many factors that have the capacity to have an adverse impact on the Youth Offending Service in the coming twelve months and potentially beyond.

Secure Remand Costs

The service continues to contend with the financial risks inherent in remand costs following the decision to transfer financial responsibility to Local Authorities for the funding of all remands to Youth Detention Accommodation (A secure Children's Home; a Secure Training Centre; a Young Offender Institution) following the passing of Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act in 2012.

In 2013 – 2014 Hartlepool incurred a total of **115 days** at an approximate combined cost of **£77k** which at this stage represents an estimated **27k** overspend against the monies allocated to Hartlepool.

The financial pressure lies in:

- a) the unpredictability of a youth from Hartlepool being charged with a serious offence which then runs for several months whilst waiting to be dealt with in Crown Court. This could result in a lengthy period on remand for the young person.
- b) the desire to advocate for secure arrangements that are commensurate with the young persons needs.

It will be essential that the service can demonstrate to magistrates going forward that there are robust and comprehensive alternatives in place to support reductions in the use of remands and custody.

The Anti-social Behaviour, Crime and Policing Bill

These recent reforms set out in the Anti-social Behaviour, Crime and Policing Bill are intended to ensure that 'professionals have effective powers that are quick, practical and easy to use, provide better protection for victims and communities and act as real deterrents to perpetrators of anti-social behaviour.

However, it has been highlighted that the grounds of the new civil injunction - 'preventing nuisance and annoyance' and that it is 'just and convenient' – constitute a lower threshold than that for current anti-social behaviour orders.

For example, a civil injunction can be made on the basis of the balance of probabilities. This is a weaker test than currently in place for ASBOs which are subject to a 'heightened civil standard' of proof. Like ASBO's, the new provisions allow the use of hearsay evidence.

Alongside this, the inclusion of positive requirements in civil injunctions and criminal behaviour orders may support some children to address their problem behaviour. However, they are also likely to make compliance harder for children, resulting in more breaches. Children with learning disabilities, communication difficulties, mental health problems and low literacy have difficulty understanding what is expected of them, and what will happen if they fail to comply. Children may lack parental support to ensure they stick to positive requirements. Take-up of Individual Support Orders at present is limited, and many have questioned whether take-up of the new requirements will be significant.

Access to suitable support locally is already highly variable, and is likely to be limited by current budgetary pressures, which are reducing levels of youth service provision and positive activities, with the greatest reductions focused on disadvantaged localities with high levels of anti-social behaviour.

It is hard to predict the likely impact of the provisions in practice on levels of anti-social behaviour by children. However, it is becoming increasingly accepted that aspects of the Bill are likely to lead to an increase in the number of children being subject to civil injunctions, more breaches of orders and injunctions, and more children being sent to custody.

It will be essential that the service works closely with Police and the local Community Safety Team to ensure that orders support local children and young people to address their problem behaviour, whilst ensuring that the correct support arrangements are secured to enable them to fully comply with requirements stipulated within the orders.

Decision to Transfer Youth Court Listings to Teesside Magistrates

From April 2014 local young people listed to appear before magistrates will be required to present at Teesside Magistrates in Middlesbrough. It is anticipated that this additional requirement is likely to have a significant impact upon the ability of local young people and their families to attend court as and when specified and is likely to have the following consequences:

- Cost and time taken to get to Middlesbrough to attend court – families using public transport will have to set off very early and this is expensive. These are generally the families with little spare capacity in weekly budgets.
- Likely increase in non-attendance at court and issuing of warrants which will result in significant police time in chasing these up.
- Travel to and from Middlesbrough court by Youth Offending Service staff will result in a pressure on resources.
- There is the potential of significant expenses being incurred if Hartlepool has to seek internet access through installation of a fixed line at Teesside Magistrates.
- The whole principle of “local justice” will seem less likely. Hartlepool YOS has a good working relationship with all court staff and other users (Solicitors / Magistrates /Security Staff etc)

It will be essential that the service works closely with Teesside Magistrates to develop a similar relationship to the one experienced in Hartlepool.

Alongside this, the impact on local re-offending rates will need to be keenly monitored to determine if the inability of young people and their families to attend Teesside Magistrates has an adverse impact upon local resources and affects local performance in relation to the reduction of re-offending by young people.

8 STRATEGIC SUMMARY

In spite of the adversities that families and communities contend with in Hartlepool the local Youth Justice Partnership has had significant success in recent years in terms of preventing and reducing youth offending behaviour.

However, an emphasis on prevention and diversion needs to be maintained and in spite of recent reductions in re-offending, the rate of re-offending in Hartlepool continues to be higher than the Tees Valley average and national average.

Evidence highlights that it is often the complex interplay of multiple deprivation factors and difficulties that makes problems in some households insurmountable and places the children at significant risk of involvement in anti-social and offending behaviour. As a result there is a need to place an even greater emphasis on whole family interventions to create “pathways out of offending”, reduce crime and break the cycle of offending behaviour across generations.

Whilst crime rates in Hartlepool have fallen, the likelihood of being a victim of crime still remains a reality, especially in our most vulnerable and disadvantaged communities and there remains a need to continue to invest in the delivery of restorative approaches to give victims of crime a voice, choice, control and satisfaction in the criminal justice system.

Alongside the above, there has been a significant shift in the local delivery landscape, such as changes to commissioning arrangements, the transfer of financial burdens associated with the remand of young people to the Local Authority and the decision to transfer Youth Court listings to Teesside Magistrates.

Clearly, the Youth Offending Service and broader Youth Justice Partnership will need to be proactive in addressing the above challenges to ensure it continues to achieve its central aim of preventing offending by children and young people.

Proposed Strategic Objectives and Priorities

Based upon the findings from the Strategic Assessment, it is proposed that the Youth Offending Service and broader youth justice Partnership focuses on the following key strategic objectives during 2014 - 15:

Youth Justice Strategic Priorities
Re-offending - reduce further offending by young people who have committed crime
Early Intervention and Prevention – sustain the reduction of first time entrants to the youth justice system by ensuring that there remain strategies and services in place locally to prevent children and young people from becoming involved in crime and anti-social behaviour.
Remand and Custody – demonstrate that there are robust and comprehensive alternatives in place to support reductions in the use of remands and custody.
Restorative Justice – ensure all victims of youth crime have the opportunity to participate in restorative justice approaches and restorative justice is central to work undertaken with young people who offend.
Risk and Vulnerability – ensure all children and young people entering or at risk of entering the youth justice system benefit from a structured needs assessment to identify risk and vulnerability to inform effective intervention and risk management.
Think Family – embed a whole family approach to better understand the true impact of families in our communities and improve our understanding of the difficulties faced by all members of the family and how this can contribute to anti-social and offending behaviour.
Maintain Standards – ensure that all assessments, reports and interventions developed by the Youth Offending Service are effective and of a high quality.
Effective Governance – ensure that the Youth Offending Strategic Management Board will be a well constituted, committed and knowledgeable Board which scrutinises Youth Offending Service performance.

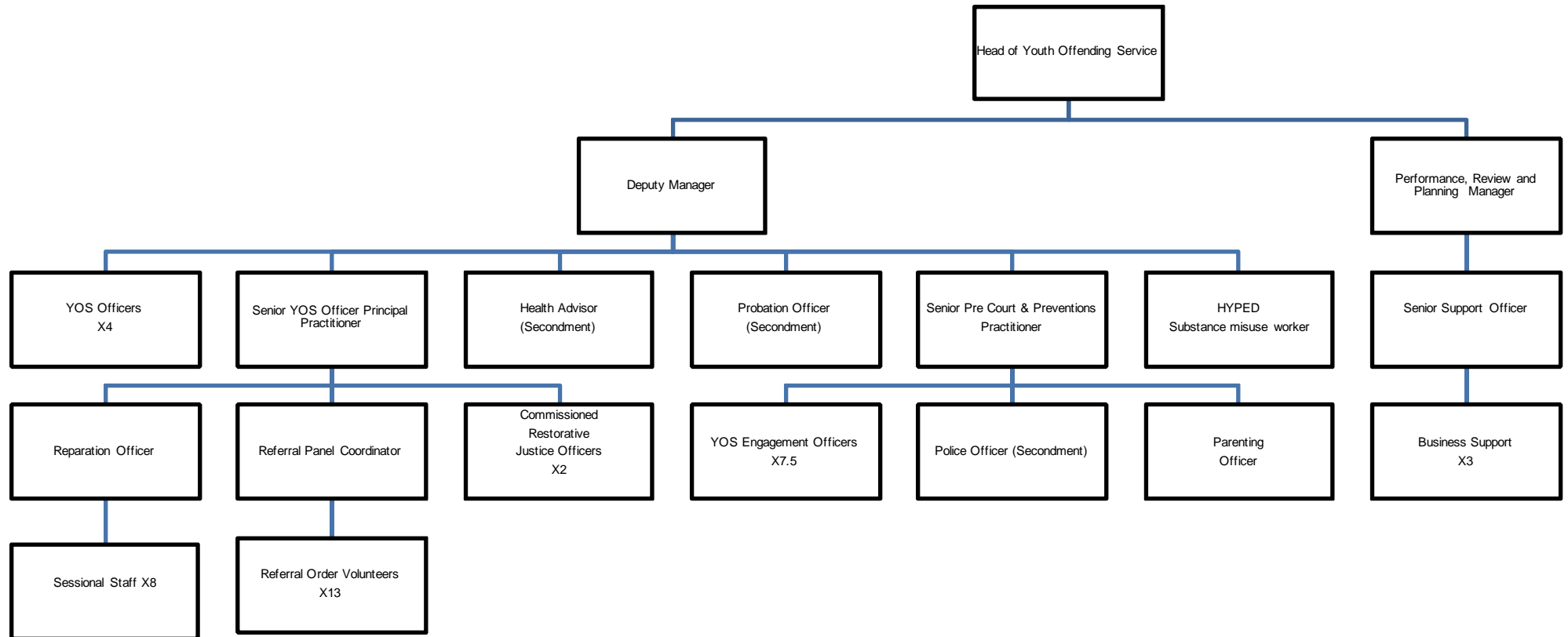
The local Youth Justice Strategic Plan for 2014 – 2015 will establish responsibility across the Youth Offending Service and the Youth Offending Strategic Board for taking each improvement activity forward within agreed timescales.

Hartlepool Youth Justice Partnership



Appendix 1

Youth Offending Service Structure



FINANCE AND POLICY COMMITTEE

19th May 2014



Report of: Director of Regeneration and Neighbourhoods

Subject: DISPOSAL OF SURPLUS ASSETS - STRATEGIC HOUSING LAND ALLOCATION ASSESSMENT – COUNCIL OWNED SITES

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Key Decision (test (i) and (ii)) Forward Plan Reference No. RN 13/09.

2. PURPOSE OF REPORT

2.1 To update Committee on progress in relation to the Strategic Housing Land Allocation Assessment (SHLAA) process and seek approval both to a revised list of Council owned sites being progressed to the next stages of the SHLAA evaluation process and approval for these sites to be made available for disposal

3. BACKGROUND

3.1 Following the decision by Council on 17th October 2013 to withdraw the submitted Local Plan, officers have commenced work on a new Local Plan and in particular the Strategic Housing Land Allocation Assessment (SHLAA) which is a key part of the evidence base that underpins a Local Plan.

3.2 Paragraph 47 of the National Planning Policy Framework states that Local Planning Authorities (LPA's) must use their evidence base to ensure that their local plan meets the full objectively assessed needs for the housing in their area. This includes identifying a list of deliverable sites to provide at least a 5-year supply of housing.

3.3 The SHLAA requires the LPA to demonstrate the availability of sufficient available land for residential development to satisfy the predicted demand for housing within the plan period of 15 years.

- 3.4 As part of the process to identify suitable land private and public owners were requested to submit sites capable of supporting significant numbers of houses and confirm that these sites can be made available for sale if they are included in the allocation within the plan period.
- 3.5 As a significant landowner the Council's Estates and Regeneration Manager was requested to submit site proposals to be considered in conjunction with all other submissions. The Planning Manager would then review all sites submitted and select the most appropriate based on planning evaluation criteria that forms the methodology of the SHLAA.
- 3.6 The Estates and Regeneration Manager, in conjunction with the Planning Policy officers, reviewed the whole Council estate and selected a number of sites which were considered appropriate to be included in the SHLAA process. These were reported to Committee on 31st January 2014 and approval was granted for the sites to be assessed through the next stages of the SHLAA evaluation process.
- 3.7 All the Council owned sites that were previously selected have now been given further consideration under the SHLAA process. Surveys and initial assessments have now been completed and there are a number of Council owned sites that do not comply with the key evaluation requirements of the SHLAA methodology and have been rejected as not being suitable.
- 3.8 The attached schedule at **APPENDIX 1** lists all the Council's land and property assets which have been reviewed and are still considered appropriate to be included in the final stages of the SHLAA process.
- 3.9 **APPENDIX 2** lists all the Council's land and property assets that following the initial assessments are not considered as being suitable together with the justification and as such it is recommended that these are withdrawn from the next stage of the evaluation process.

4. PROPOSALS

- 4.1 It is proposed that the remaining sites listed in **APPENDIX 1** progress to the next consultation stage of the SHLAA site selection process and those sites listed in **APPENDIX 2** shall be excluded.
- 4.2 In order for the remaining sites to be considered available in the first five years and following the standard SHLAA guidance, Council approval is also required to confirm that should final approval be granted for inclusion within the Local Plan as housing allocations that these sites will be made available for disposal. This is a requirement to ensure that publically owned land is deliverable.

5. FINANCIAL CONSIDERATIONS

- 5.1 Inclusion of Council owned sites in the SHLAA may in the medium term result in significant capital receipts from the sale of land for development but no assessment of the amount likely to be received can be made at present.

6. RISK IMPLICATIONS

- 6.1 It is essential that the Council ensures that all appropriate sites are included within the SHLAA process in order to maximize the sites that may be disposed of in order to generate capital receipts.

7. LEGAL CONSIDERATIONS

- 7.1 The Chief Solicitor has been consulted and confirms that the process of the allocation of sites accords with planning policy.

8. EQUALITY AND DIVERSITY CONSIDERATIONS

- 8.1 There are no equality or diversity considerations in relation to this matter.

9. STAFF CONSIDERATIONS

- 9.1 There are no staffing considerations as part of this report.

10. ASSET MANAGEMENT CONSIDERATIONS

- 10.1 The inclusion of Council owned sites within an adopted Local Plan as residential development sites will in due course enable their sale and development. In some instances this will entail the re-location of services.

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

- 11.1 There are no Section 17 considerations in relation to this matter.

12. CONCLUSIONS

- 12.1 The Estates & Regeneration Manager in consultation with the Planning Services Manager accepts that the taking account of the evaluation criteria, that the sites proposed to be further considered as part of the SHLAA process (**Appendix 1**) are appropriate.

13. RECOMMENDATIONS

- 13.1 It is recommended that approval be granted for the inclusion of sites identified in **Appendix 1** to be considered for the final stages of the SHLAA evaluation process and accept the withdrawal of sites in **Appendix 2**.
- 13.2 Approve that that sites identified in **Appendix 1** will be made available for disposal during the first five years of the plan period. This will ensure that the sites are deliverable in the short term.

14. REASONS FOR RECOMMENDATIONS

- 14.1 The remaining schedules of suitable and unsuitable sites have been compiled following a comprehensive review of the entire estate and consultation with Planning Policy officers, taking into account site location, size, layout, current use, general planning considerations, tenure and other relevant matters. The final SHLAA will be subject to further review during preparation of the draft Local Plan.

15. BACKGROUND PAPERS

- 15.1 Report to Finance and Policy Committee 31st January 2014.

16. CONTACT OFFICER

- 16.1 Denise Ogden
Director of Regeneration and Neighbourhoods
Civic Centre
Victoria Road
Hartlepool
TS24 8AY

Email denise.ogden@hartlepool.gov.uk

Tel: 01429 523301

APPENDIX 1**Sites considered suitable for inclusion in the SHLAA at Stage 3**

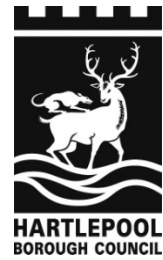
Site Location/Description	Hectares
Lynn Street Depot	2.09
Land at West View Road (Rear of No 238 - 294)	1.31
Land at Coronation Drive (East)	20.87
Land at Marlowe Road, North of Homer Grove	0.52
Land at Macrae Road/ Monkton Road	1.32
Land at Bruntoft Avenue (North of No's 13 - 81)	1.31
Parks & Countryside Depot (Former Focus Unit), Lynn Street	0.56
Land at Eaglesfield Road/ Eskdale Road	0.52
North of Tees Bay	3.80
Land at Masfield Road/ Gulliver Road	6.58
Land at Clarence Road (North of Victoria Football Ground)	0.43
Hart Smallholdings - Mr Britton	10.75
Hart Smallholdings - Mrs Watson	18.26
St. Begas RC Primary School Field (Sure Start)	0.67
Brinkburn Centre (Blakelock Road)	2.26
Briarfields Field & Former Ambulance Station, Elwick Road	1.38
Former Fairground Site, Seaton Carew	0.49
Land at Argyll Road (Between No's 8 - 26)	0.42
Chesterton Road (Masfield Centre)	0.69
Central Housing Regeneration Area (Carr/ Hopp Street Area)	1.93
Golden Meadows Housing Estate, Land West of	0.67
Golden Meadows Housing Estate, Land East of	0.83
Jacksons Landing	2.02
Land at Rossmere Way (former Learner Pool)	0.06
Briarfields Field, Elwick Road	1.14
Land at Hirdman Grove (East of No 10)	0.21
Brus Corner	0.20
Land at Millpool Close/ Brunel Close	0.20
Romaine Park (West View Road)	0.10
Caernavon Grove (Throston Grange Lane)	0.30
Glamorgan Grove (Throston Grange Community Centre)	0.10
Reed Street	0.20
Burbank Street	0.04
Fraser Grove	0.30
Land at Raby Road (near Mill House Leisure Centre)	0.77
Hill View (Land at Saltaire Terrace - East of Nos. 31-38)	0.51
Breamar Road (Beaully Grove)	0.10
Seaton Lane North (Part of 312)	5.40
<u>Total Site Area (hectares)</u>	<u>89.31</u>

APPENDIX 2**Sites not considered suitable for inclusion in the SHLAA at Stage 3**

Location/Site Description	Hectares	Reasons not Suitable
Sir William Gray House, Clarence Road	0.51	Historic building and its setting should be retained in situ
Land at Old Cemetery Road	2.92	Important for SPA Birds and should be retained as a buffer for site 40
Land at Vincent Street (East of No's 1 - 19)	1.31	Allocated as playing fields
Hartlepool Day Services, Warren Road	0.98	Employment Land, could be issues with amenity
Claxton Quarry (Former Civic Amenity Site)	6.66	Topography and landfill use
Land at Clavering Road (East of No's 34 - 54 Talland Close)	0.54	High quality open space with amenity value
Land at Blackwood Close (West of No 12)	0.15	High quality open space with amenity value
West View Road	0.20	High quality open space with amenity value
Sheilds Terrace	0.20	High quality open space
The Spinney (Parklands Way/Auckland Way)	0.30	High quality open space with mature trees
Pikeston Close (Land at Springston Road)	0.20	High quality landscaped open space with amenity value
Seaton Lane South (Part of 312)	0.30	Site completely in flood zone 3 (showstopper)
<u>Total Site Area (hectares)</u>	<u>14.27</u>	

FINANCE AND POLICY COMMITTEE

19 May 2014



Report of: Assistant Chief Executive

Subject: WORKFORCE STRATEGY

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non-Key Decision.

2. PURPOSE OF REPORT

- 2.1 To seek approval from the Finance and Policy Committee to adopt and implement the draft Workforce Strategy 2014 – 2017 (attached as **Appendix 1**).

3. BACKGROUND

- 3.1 In 2007 the Council launched its second workforce development strategy 2007 – 2012. The strategy delivered key actions to develop the skills and ability of the workforce and helped to plan future workforce requirements.
- 3.2 As the workforce development strategy 2007 – 2012 has come to the end of its natural life, Workforce Services have been working on a replacement Workforce Strategy for 2014 - 2017. This new Strategy will focus on maintaining and where opportunities arise, improving the effectiveness of the Authority, by supporting and equipping the workforce, to deliver the changes the Authority faces both now and in the future.
- 3.3 This new Strategy is being developed with the full knowledge that it must be realistic, have the ability to make a positive difference and most importantly be delivered within existing resources.

4. CONSULTATION

4.1 The following groups have been consulted on a draft version of the Workforce Strategy 2014 -2017.

- Strategic Development Group
- Departmental Management Teams
- Corporate Management Team
- Employee Wellbeing and Protection Strategic Group
- Single Table
- Local Joint Consultative Committee

4.2 Feedback received during the consultation process has been positive and minor changes have been made to the draft strategy at the request of the Trades Unions. The Local Joint Consultative Committee recommended that this committee approve the Workforce Strategy 2014 - 2017.

5. RECOMMENDATIONS

5.1 Finance and Policy agree to the adoption and implementation of the Workforce Strategy 2014 - 2017

6. REASONS FOR RECOMMENDATIONS

6.1 To provide a strategic direction in relation to workforce matters.

7. BACKGROUND PAPERS

Draft Workforce Strategy

8. CONTACT OFFICER

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Workforce Strategy 2014 - 2017



***Driving Change
With People***

FOREWORD

The Council is undergoing a significant transformation and budget challenge. The change is both financial and cultural and we need to align strategy and processes to ensure our people can successfully deliver our corporate priorities.

The most obvious challenge is the economic downturn and the impact on local government having a reduced income, resulting in a need to find significant efficiency savings whilst maintaining service provision as far as possible. The need for change to manage this financial climate is inevitable. For us to achieve our vision, in the present and future, we will need to redesign our organisational structure and roles, engage employees to change how they think and operate and in partnership with trade unions review the effective deployment and utilisation of our employees.

With our biggest single financial commitment of taxpayers' money invested in our employees, one of the key things that this strategy must articulate is how we are going to achieve our corporate priorities through effective workforce practices and management;

This 3 year strategy is designed to help focus, maintain and where possible take advantage of opportunities to improve the effectiveness of the organisation and I would encourage you to get involved wherever you can. Your energy, enthusiasm and motivation are critical in driving this key change and enabling us to respond to our future challenges with the knowledge, skills and structure to deliver our services.

Christopher Akers-Belcher
Leader of the Council



INTRODUCTION

This Strategy is for and about our people. Hartlepool Borough Council employs just under 4000 employees who deliver a varied and extensive range of services. This requires a highly skilled, diverse and motivated workforce.

Our employees are our greatest asset and we are proud of the excellent services that our workforce continually provides to the residents of Hartlepool.

The whole of the public sector is facing substantial changes in the years ahead as a result of:

- changes in legislation;
- changing demographics;
- increased demand for services;
- changing customer expectation;
- substantial reductions in local authorities budgets; and
- public sector reform.

Our challenge in the current climate is to continue to deliver excellent services and to deliver them in new and innovative ways as a Council, with partners and with our communities to ensure they are affordable, sustainable and continue to meet people's needs.

Employees will be required to undertake new roles and responsibilities within different structures and teams. Realistically our workforce will need to reduce and, unfortunately, some employees will leave the organisation or be redeployed. In both situations the employees will need support.

To effectively manage change we need a motivated and committed workforce which continues to be suitably skilled and focused on providing excellent services. We must make available support as well as learning and development opportunities, which meet the different and complex needs of individuals and teams who must deliver a diverse range of services and the vision of the organisation as a whole.

If the Council is not ready for significant change, this may lead to low levels of engagement with employees and result in employee dissatisfaction, low morale, low productivity, high sickness levels (particularly stress related), employment relations issues, e.g., grievances, low retention rates and potential difficulties if the Council's reputation as an employer is damaged. This may well adversely impact on the quality of service to the residents of Hartlepool.

We will work with the Trade Unions to deliver this Strategy which sets out specific actions to make sure that our workforce is well led, well managed, supported and developed, motivated and engaged to deliver change.

Dave Stubbs

Chief Executive



BACKGROUND

As with all public sector organisations we are facing very challenging times ahead. We need to respond to significant constraints in funding whilst remaining effective and motivated, as well as be willing to adapt and respond to the changing work and services we need to deliver.

This Strategy makes clear what we need to do, sets out our vision for the workforce, defines our workforce values and identifies what we need to focus on to achieve this and takes account of our own workforce composition.

So what are we like as a workforce?

We have a workforce of just around 4,000 people and provide services to around 90,000 people. As a unitary authority we are responsible for providing all local government functions (except Fire and Police) and because of this we have one of the largest and most varied workforces in the town.

The majority of us are female with more than half of us working part time

Only a very small percentage of us are from a black or minority ethnic background and slightly more of us are disabled. We are a mature workforce with around three quarters of us being 35 years of age or older.

Around seven in ten of us also live within Hartlepool.

So how do we compare to our community?

We employ significantly fewer disabled people than there are in Hartlepool but have a closer match to the proportion of people from black or minority ethnic backgrounds.

Our biggest mismatch compared with the population of Hartlepool is in the employment of people under 25 years of age.

So, to be more reflective of our community we would need to employ more people from a black or minority ethnic background, more disabled people and more younger people.

OVERALL AIM AND VISION

The Council's overall aim remains:

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

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

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

The Council has adopted the eight which form part of the Sustainable Community Strategy:

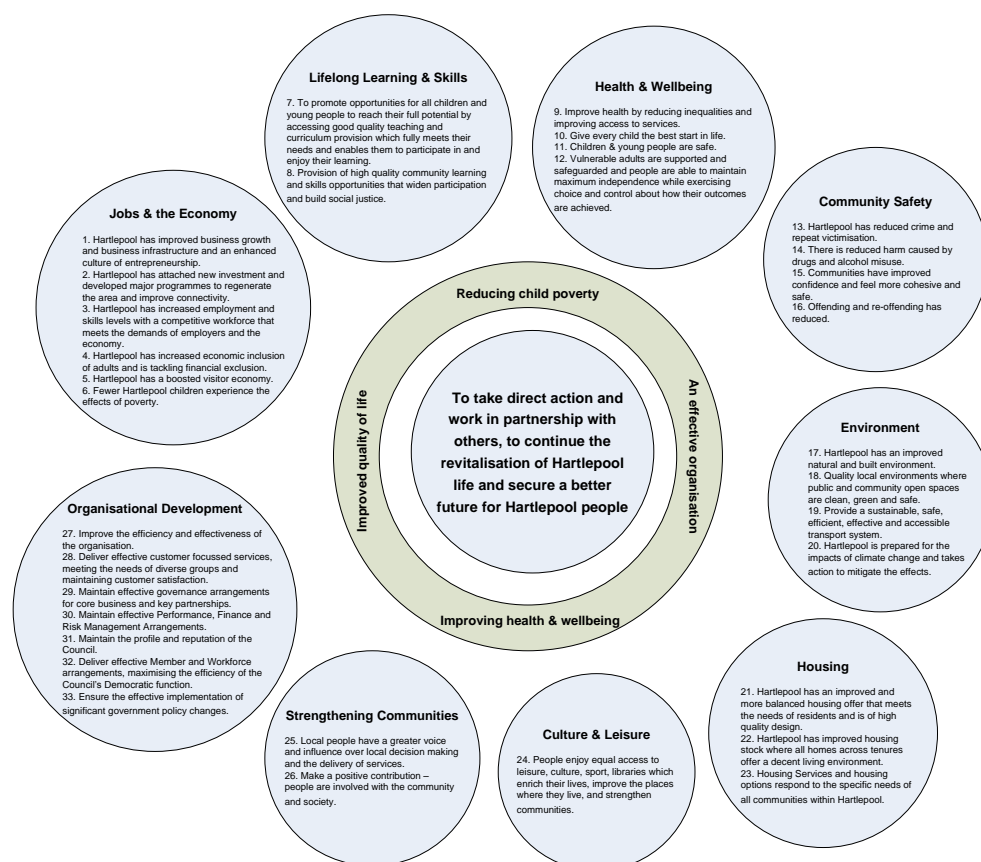
- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Environment
- Housing
- Culture and Leisure
- Strengthening Communities

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

- Organisational Development

COUNCIL PRIORITIES

The Council has identified a number of key outcomes that it will contribute towards in 2014/15. These outcomes work towards delivering the Council's overall aim through the nine themes. This group of outcomes also support the Council's ongoing work to tackle family poverty and the interrelationships between the various outcomes. The following chart demonstrates how the proposed outcomes contribute to the Council's overall aims:



OUR WORKFORCE VISION, VALUES AND STRATEGY

Our vision for Hartlepool is to have a workforce that understands our priorities, is innovative and creative, diverse and inclusive, flexible, ready and willing to respond to changes in the work we do and how we do it. We want everybody to feel involved in how we operate and how we deliver our services and to work together effectively to deliver what our customers need.

OUR VALUES

Values are the starting point of any cultural change programme and a key element of this strategy will be to embed a new set of values for the Council, which have been developed in conjunction with the workforce.

The values will set the minimum standard expected of all employees and define how we do things and how we behave.

The Council's 5 Values are:

Trust – We trust our employees to take the initiative and do what's right

Professional – We value being professional in everything we do, having a clear sense of commitment, perspective and direction.

Teamwork – We work collaboratively and develop and maintain productive working relationships based on mutual respect.

Excellence – We believe that serving the people of Hartlepool is our number one priority and strive to deliver excellent services at all times.

Achieve – We are passionate about achieving the best possible results.

During any major change, the two most important change tools an organisation can use are vision and values. Values provide the trust and appropriate behaviours needed for success. Vision provides the direction and inspiration.

OUR STRATEGY

To achieve our vision we will focus on:

1. HARTLEPOOL LEADERSHIP AND MANAGEMENT (INCLUDING ELECTED MEMBERS)

The Council requires courageous, innovative, ambitious and proactive leaders to lead the Council through the challenging times ahead. Managers who will continue to strive for excellence in the services they provide, recognise employees competence and excellence, tackle poor performance and provide an environment for open and honest feedback are needed at all levels.

2. HARTLEPOOL WORKFORCE SUPPORT AND DEVELOPMENT

The Council will support the workforce through times of change and continue to strive for excellence by ensuring performance management processes focus on employee performance, development, behaviour and outcomes. We will promote and provide a healthy and safe working environment across all areas of the authority and support employees and where practicable partners in maintaining and improving their health and wellbeing.

3. HARTLEPOOL WORKFORCE PAY, REWARD AND ENGAGEMENT

The Council will ensure the effective management of Pay and Reward across the authority to support achievement of a flexible, motivated workforce. We will continually explore how our people think and feel on a range of issues, providing them every opportunity to be involved in decision making, to voice their ideas and be listened to.

4. HARTLEPOOL WORKFORCE FOR THE FUTURE

The Council will continue to recruit and retain a workforce with the skills and values we need, promote jobs and careers as an employer of choice, and identify and develop talent as opportunities arise. We will continue to develop and maintain a diverse and inclusive workforce and actively challenge and address accessibility barriers and issues.

HARTLEPOOL LEADERSHIP AND MANAGEMENT (including Members)

What we want to achieve?

- Effective organisational change through a fundamental period of transition for the Council
- Visible, empowering leadership providing strong strategic vision about the Council
- The Council's values being reflected in the way we provide services and how we behave
- A clear definition of what it means to be a leader and manager in Hartlepool Borough Council
- Increase the capability of new and existing managers across the Council to proactively manage employees

Why is this a priority?

Without effective leadership and management at all levels the Council will not be able to respond to the changes ahead and continue to provide excellent services. The Council must therefore invest in developing current and future leaders and managers.

What actions will help us to respond to these needs?

- Support the implementation of the Councils corporate efficiency programme.
- Provide professional and consistent support and advice for all specialist HR related queries to meet legislative and policy requirements
- Communicate the new vision and values of the Council to the workforce in a language and format that is clearly understood.
- Define the role of 'The Hartlepool Manager' by revising the competency framework for leaders and managers to reflect the values, skills, knowledge and behaviours required to effectively manage in a changing environment.
- Communicate the role and expectations of the Hartlepool Manager to new and existing managers.
- Develop on-line toolkits to support 'The Hartlepool Manager' e.g. to interpret and apply policies and procedures consistently, develop commercial skills etc.

- Continue to provide a Member induction and development programme and where appropriate and resources allow, source regionally to support professional and targeted education programme for elected members to strengthen decision making and leadership.

HARTLEPOOL WORKFORCE SUPPORT AND DEVELOPMENT

What we want to achieve?

- A workforce with the skills to deliver services in a manner, which demonstrates flexibility, innovation, decision-making and at all times a customer focused approach
- Appropriate employee support mechanisms in place to ensure that employees are able to perform to the best of their ability
- A pro active council committed to providing a positive health, safety and well being culture amongst HBC employees and partners

Why is this a priority?

A performance culture is critical to support efficiency, productivity and innovation. Learning and development must link explicitly to performance and support business needs and be innovative in its approach. Also, in order to deliver a performance culture our people need to be healthy both physically and mentally.

What actions will help us respond to these needs?

- Review workforce policies and practices that reflect the requirement of new ways and styles of working and service delivery.
- Revise and communicate the competency framework for employees to reflect the values, skills, knowledge and behaviours required to effectively operate in a changing environment.
- Improve performance management through employee appraisal.
- As opportunities arise, to identify and develop talent e.g., by secondments, project work, development schemes etc (HR)
- Continue to provide support to employees through periods of organisational change
- Continue to provide e-learning opportunities and if and when appropriate develop bespoke courses to support workforce development

- Produce departmental training plans that reflect the skills, knowledge and behaviours required to effectively operate in a changing environment
- Continue to deliver an annual health promotion programme consisting of targeted well being initiatives and evaluate their effectiveness
- Protect the health, safety and wellbeing of the workforce e.g. ensure safe systems of work are in place
- Ensure managers have the knowledge and skills to identify areas of significant health and safety risk, communicate with their teams regarding these risks in order to create a collaborative approach to their control thereby creating a positive Health & Safety culture. Where good practice is implemented this is to be replicated across the Council. A system of independent auditing will be in place to ensure this occurs consistently across the Council
- Continue to provide effective employee support services to include physiotherapy, counselling and occupational health including health surveillance in order to facilitate wellbeing and mitigate the effect of ill health and the associated impact it has on service delivery

HARTLEPOOL WORKFORCE PAY, REWARD AND ENGAGEMENT

What we want to achieve?

- A Council which listens to its employees and develops new ways to readily engage with its workforce
- Fair and appropriate pay and terms and conditions which continue to be applied consistently across the organisation
- Employees who are fully engaged in order to secure their commitment and involvement in achieving the Council's aims and objectives

Why is this a priority?

Effective employee engagement impacts positively on levels of absenteeism, retention, performance, innovation and customer service. A fair and competitive pay and rewards package is a crucial element in recruiting and retaining employees.

What actions will help us to respond to these needs?

- Continue to mitigate equal pay risks by applying Job Evaluation to determine grading of posts where appropriate
- Respond to the JNC for Local Governments Review of its Job Evaluation Scheme
- Undertake regular equal pay audits and develop and implement action plans
- Monitor and maintain terms and conditions and pay structures to ensure they continue to meet business needs
- Undertake employee engagement surveys and respond to findings
- Recognise and celebrate employee achievement
- Expand salary sacrifice and voluntary benefit schemes as opportunities arise
- Explore alternative ways of engaging with the workforce, particularly those without access to the Council's ICT

HARTLEPOOL WORKFORCE FOR THE FUTURE

What we want to achieve?

- To recruit and retain the right people in the right place at the right time with the essential skills and values needed to meet our goals and their aspirations.
- A diverse and inclusive workforce which reflects the profile of Hartlepool residents.
- Clear and flexible recruitment processes that are efficient, attractive to prospective applicants and where accessibility barriers and issues are actively challenged and addressed as they arise.

Why is this a priority?

The requirements of the workforce will continue to change as the Council continues to respond to financial challenges, service redesign and changing needs of customers. It is vital resources are provided in the most cost effective ways and that a workforce capable of responding to these challenges is retained and that talent is encouraged to develop to its full potential.

What actions will help us to respond to these needs?

- Promote and embed flexible working practices across the organisation to support different styles of work and help attract the widest possible range of people
- Actively challenge and address accessibility barriers and issues to under-represented groups applying for job in the Council and issues
- Develop a structured voluntary work experience programme that provides opportunities which are mutually beneficial for both the volunteer and the Council
- Continue to work in partnership with HCFE to offer apprenticeship opportunities
- Review and further develop the on-line jobs portal experience and employer brand to enhance the candidate experience in applying for Council jobs

MONITORING ARRANGEMENTS

Key actions will be included in Departmental Plans each year and be monitored in line with the Council's standard monitoring arrangements.

There are limited direct measures for the assessment of the implementation of the Workforce Strategy. There are however a number of proxy measures which can be used as part of the ongoing assessment of whether the arrangements have been successful and these are outlined below. On this basis the success of this strategy will be measured by:.

- No significant difference in sickness, equal pay claims and gender etc pay gaps
- Positive feedback via the Employee & household survey
- Numbers of complaints or compliments from the public
- Number of employee grievances, bullying and dignity at work complaints
- Whether Staff Turnover is stable
- Attracting good candidates for jobs with the right skills and experience
- Reduction in HR support for employee case management for grievance, discipline and capability.
- Less appeals linked to reorganisation or restructure processes
- A continued reduction in the RIDDOR rate
- An increase in the speed of referrals to occupational health
- A robust job evaluation scheme which has been reviewed and reflects business needs

FINANCE AND POLICY COMMITTEE

19th May 2014



Report of: Director of Regeneration and Neighbourhoods

Subject: DELEGATED PROPERTY TRANSACTIONS

1. TYPE OF DECISION/APPLICABLE CATEGORY

For information purposes only.

2. PURPOSE OF REPORT

- 2.1 To inform the Committee of the recent Minor Property Issues dealt with under Delegated Powers since the matters were last reported on 26th July 2013.

3. BACKGROUND

- 3.1 Under Part 3 of the Constitution (Responsibility for Functions) the Director of Regeneration and Neighbourhoods has delegated powers for a variety of transactions within a prescribed threshold which is currently £30,000 in capital value and £12,000 in rental value. The powers are to approve land and property disposals, leases, lettings, licences, wayleaves, easements, undertaking and concluding rent reviews, lease renewals and the release and amendments of restrictions, covenants and other land and property matters within the prescribed thresholds as approved by the Council.
- 3.2 This enables minor property transactions to be concluded efficiently and effectively.
- 3.3 This report shall now be provided to Committee on a quarterly basis to up-date members of all the land and property transactions that are approved under the Delegated Powers procedure.

4. PROPOSALS

- 4.1 To date the delegation has been effective and a number of transactions have been progressed in accordance with delegated consent as summarised in **Confidential Appendix 1. This item contains exempt information under**

Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information).

5. FINANCIAL AND RISK CONSIDERATIONS

- 5.1 Increased efficiency arising from a simplified approval process is reducing the time spent by the Estates and Regeneration Manager preparing reports in relation to minor transactions. The additional time will be spent facilitating the delivery of other key projects thereby reducing the overall costs of operating the section
- 5.2 Any instances where the Director of Regeneration and Neighbourhoods deems there to be a risk in exercising the delegated power will be referred to Committee for decision.

6. LEGAL CONSIDERATIONS

- 6.1 Legal agreements are in place to safeguard the Council's interests.

7. EQUALITY & DIVERSITY CONSIDERATIONS

- 7.1 There are no diversity and equality issues.

8. STAFF CONSIDERATIONS

- 8.1 There are no staffing considerations as part of this report.

9. SECTION 17 OF THE CRIME & DISORDER ACT 1998 CONSIDERATIONS

- 9.1 There are no Section 17 implications.

10. ASSET MANAGEMENT CONSIDERATIONS

- 10.1 The attention of the Committee is drawn to the Asset Management element of the Medium Term Financial Strategy (MTFS). A previous decision requires a commercial, proactive approach to be taken on Asset Management issues, the proceeds of this transaction being a contribution to the Medium Term Financial Strategy (MTFS).
- 10.2 The decision to adopt a commercial approach to asset management requires the Council to realise the full value of any properties or property rights that it disposes of.

11. RECOMMENDATIONS

- 11.1 The Committee notes the report and the property issues dealt with under Delegated Powers.

12. REASONS FOR RECOMMENDATIONS

- 12.1 To provide information property issues dealt with under Delegated Powers.

13. BACKGROUND PAPERS

- 13.1 There are no background papers.

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