CHILDREN'S SERVICES COMMITTEE AGENDA

Tuesday 21 February, 2017

at 4.00 pm

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

MEMBERS: CHILDREN'S SERVICES COMMITTEE

Councillors Beck, Clark, Hamilton, Harrison, James, Lauderdale and Moore.

Co-opted Members: Jo Heaton, C of E Diocese and Stephen Hammond, RC Diocese representatives.

School Heads Representatives: Mark Tilling (Secondary), David Turner (Primary)

Six Young Peoples Representatives

Observer: Councillor Thomas, Chair of Adult Services Committee

1.   **APOLOGIES FOR ABSENCE**

2.   **TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**

3.   **MINUTES**

    3.1   Minutes of the meeting held on date 17 January, 2017 *(previously circulated and published).*

4.   **BUDGET AND POLICY FRAMEWORK ITEMS**

    4.1   Council Plan 2017/18 – 2019/20 – *Director of Child and Adult Services*

5.   **KEY DECISIONS**

    5.1   Schools Funding Formula 2017/18 – *Director of Child and Adult Services*

6.   **OTHER ITEMS REQUIRING DECISION**

    6.1   To Nominate Local Authority Representatives to Serve on School Governing Bodies – *Director of Child and Adult Services*

7.   **ITEMS FOR INFORMATION**

    7.1   Development of Tees Valley Regional Adoption Agency – *Director of Child and Adult Services*

    7.2   The Children's Hub – Six Month Progress Report – *Director of Child and Adult Services*

8.   **ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT**

FOR INFORMATION

Date of next meeting – Tuesday 21 March, 2017 at 4.00pm in the Civic Centre, Hartlepool.

CHILDREN'S SERVICES COMMITTEE
MINUTES AND DECISION RECORD
17 JANUARY 2017

The meeting commenced at 4.00 pm in the Civic Centre, Hartlepool.

Present:

Councillor: Alan Clark (In the Chair)

Councillors: Paul Beck, Lesley Hamilton, Brenda Harrison, Marjorie James (Vice-Chair), John Lauderdale and Shane Moore.

Co-opted members:
Mark Tilling, Secondary Head Representative (Chair of the Schools Forum)
David Turner, Primary Head Representative

Also present: Evelyn Leck and Ruby Marshall, Hartlepool Healthwatch
E Espley, St Hild's School, A Degnan, Adastra Academy Trust and A Hall, West Park Primary School.

Officers: Sally Robinson, Director of Child and Adult Services
Danielle Swainston, Assistant Director, Children's Services
Mark Patton, Assistant Director, Education, Learning and Skills 0-19
Rachel Smith, Strategic Commissioner
Emma Rutherford, Headteacher of the Virtual School
Sandra Shears, Head of Finance, Corporate
David Cosgrove, Democratic Services Team

57.   Apologies for Absence

Councillor Stephen Thomas, Chair of Adult Services Committee.
The young people's representatives.

58.   Declarations of Interest

Councillors Beck and Lauderdale and Mr Tilling and Mr Turner declared personal interests as School Governors.

59.   Minutes of the meeting held on 6 December, 2016

Confirmed.

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60. School Place Planning – Secondary Provision
(*Director of Child and Adult Services*)

Type of decision

Key Decision (tests (i) and (ii) apply). Forward Plan Reference Number: CAS 60/16.

Purpose of report

To approve the spend of Basic Need allocation to fund the increase of school places in the secondary sector, 2017-2023.

Issue(s) for consideration

The Strategic Commissioner reported that current pupil projections and forecasts suggested that there would be a significant increase in secondary school pupil numbers over the next seven years. The projections indicated that Year 7 intakes in future years would exceed the number of places available or will allow few surplus places within the system at times with the surplus level being below 1% of capacity. Historically, a surplus capacity of 7% in each school had been considered a reasonable figure to allow for parental choice and to meet demand. Over the next seven years, the current secondary provision would not be sufficient for the local authority to carry out its statutory duty in providing secondary school places to every Hartlepool child/young person.

There were five mainstream secondary schools within the town and an analysis had been undertaken of the requirements for additional places by planning area (Central and East, North West and South West) and a desk top exercise to determine which schools could be developed/expanded to meet demand. Whilst parental choice may be an issue, for planning purposes the local authority had to focus on the strategy that a child would be provided a school place within 3 miles of their home.

In the Central and East planning area, there were three secondary schools – Dyke House Sports and Technology Academy, St Hild's Church of England School and The English Martyrs Roman Catholic School and Sixth Form College. In light of the housing developments proposed within the area, the expected numbers of pupils they would yield and the current capacity at the three schools, it was proposed that, as part of the Priority School Building Programme (PSBP Phase 2), English Martyrs was increased to accommodate 270 pupils in each year group (up from the current PAN of 240). Due to the small number of housing developments planned for the future in this area and limited financial resources, it was not considered a viable and cost effective option to increase capacity at Dyke House and St Hild's schools.

High Tunstall College of Science was based in the North West planning area and the local authority had successfully secured government funding to either re-build or carry out major refurbishment at High Tunstall College of Science. Initial engagement is currently underway with the Education Funding Agency (EFA) in relation to the scope of works. The EFA would fund building the new school to accommodate the PAN as at the bid submission date of July 2014. The PAN in 2013/14 was 240. It is anticipated that the works will be completed by 2019/20.

The overall capacity of the secondary school in North West planning area is based on 220 per year group (High Tunstall PAN 220). There were a number of housing developments, approved and pending, identified in the Local Plan in the North West planning area. A primary school site (1 form entry) had been reserved as part of the potential Tunstall Farm development.

Currently High Tunstall has a PAN of 220. In order to accommodate the number of Year 7 pupils in September 2017, the school would require additional places with an increase of their PAN to 240. Works would be needed to reorganise and recondition existing space to meet this number and the costs for these works would be reported once further detail was known through the engagement with EFA on the PSBP Phase 2.

It was proposed that, as part of the Priority School Building Programme (Phase 2), High Tunstall should be increased to accommodate 270 pupils in each year group. This would require additional funding to be provided to the EFA from the local authority's Basic Need allocation and any Section 106 education contributions from proposed developments. Due to the redevelopment of the school buildings, the expansion of High Tunstall would be a cost effective option and allow whole school reorganisation and efficiencies to be achieved. Members were, therefore, asked to approve funding for works (as detailed in Appendix 1 to the report - Appendix 1 contained exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (Para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information)) to increase the admission number in the short term to 240 and further increase the overall capacity at High Tunstall to 270 to coincide with the proposed new build completion date. These costs were subject to agreement with the EFA.

In the South West planning area, Manor Community Academy had benefitted from PSBP (Phase 1) funding and the new school building was opened in April 2016. The school was rebuilt to a capacity of 1250, plus provision for 26 additionally resourced places. The new building was designed to enable it to be expanded over time. The school currently has a Published Admission Number (PAN) of 250 per year

group.

There was a significant housing development proposed for the South West of the town which would see in excess of 1200 new homes built over the next 10 years. Secondary pupil yields from the development were expected to be in the region of 164 (this included a Roman Catholic element). The Section 106 agreement was currently in its final stages of completion. Education contributions had been agreed with the developer. The secondary element of funding was £2,001,620 which would be released at specific trigger points which were set out in the report.

It was proposed that Manor Academy be increased to accommodate 280 pupils in each year group. Section 106 education contributions would be used, supplemented by Basic Need to fund any expansion in line with the reported trigger points. Members were, therefore, asked to approve funding for works (as detailed in Appendix 1 to the report) to increase the admission number and overall capacity at Manor to 280 by 2022.

The Strategic Commissioner reported that consultation meetings had been held with all secondary headteachers and representatives of the RC and CE Diocese to discuss the proposals within this report. All schools and colleges had been sent a briefing summary explaining the proposals and had been invited to respond as part of the consultation exercise. The proposals had been welcomed by schools and the only specific comment received had been from St Hild's where it was indicated that they would be increasing their PAN from 180 to 190 pupils from September 2018. This did not, however, change any of the recommendations to Members.

The Chair welcomed the report and the proposals, particularly as they had the support of the schools in the town. The Vice-Chair commented that with the Central and East and North West planning areas, the pupil figures could be reasonably predicted as many of those children were already in the primary sector. However, with the South West planning area because of the size of the proposed housing development much of the proposals were based on the receipt of phased S106 monies. If development slowed, or even stopped part way through the construction phase, were there sufficient plans in place to finance the development of the additional school places. The Strategic Commissioner stated that the building programme was matched to the funding that would be made available at the reported trigger points and a phased approach would be implemented.

The following recommendation was approved unanimously by the Committee.

Decision

That approval be given to the spend of Basic Need and expected Section 106 funding on the schemes to increase capacity at English Martyrs School and Sixth Form College, High Tunstall College of Science and Manor Community Academy as detailed in Appendix 1 to the report. Appendix 1 contained exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (Para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information).

61. Deprivation Factor in the School Funding Formula 2017/18 (*Director of Child and Adult Services*)

Type of decision

Non-key decision.

Purpose of report

The purpose of the report was to enable Children's Services Committee to make a final decision regarding the deprivation factor to be used for the local schools formula 2017/18.

Issue(s) for consideration

The Chair commented that this issue had originally been addressed by the Committee at its November meeting when Members had suggested a deprivation factor of 15%. There had been representations since that meeting and there was also further information for the Committee to consider. The Assistant Director, Education, Learning and Skills 0-19 reported that since the November meeting the Department for Education (DfE) had confirmed that a National Funding Formula would be introduced for Schools and High Needs in 2018/19. This was an issue that had been considered for a number of years; however, the Government had previously deferred implementation of this change. The proposed National Funding Formula proposed a weighting for deprivation per pupil at 9.3% although this was yet to be confirmed.

The National Funding Formula would be introduced in two stages and the Government had indicated that there would be transition following the introduction of the National Funding Formula, including how quickly gains were distributed, to provide stability and financial security by limiting reductions. A detailed report on the National Schools Funding Formula would be presented to a future meeting once the Government had finalised the detailed proposals and officers had assessed the impact on Hartlepool schools.

The Schools Forum was reminded at its meeting on the 9th December

2016 that over a number of years the Forum had supported a phased reduction in the deprivation factor but had not agreed the scale and timing of the reduction. Schools Forum members recognised that they needed to give a clearer recommendation for Committee consideration. After discussion it was proposed that Forum Members consulted the schools they represent on a deprivation factor of 12% for 2017/18 (13.5% in current year). At the meeting there were 13 voting Schools Forum members: 12 agreed to consult on the 12% proposal and one Forum member abstained.

The Schools Forum had again met and agreed by a significant majority vote that the 12% deprivation factor be recommended to this Committee.

The Chair referred to the written representation submitted by the Adastra Academy Trust that had been circulated to Members. The Vice-Chair commented that it would have been helpful if the Schools Forum had made a clear recommendation much earlier rather than leaving the situation to the point that a decision was being made today so close to the deadline for submission of the Funding Formula to the Department for Education (DfE) at the end of the week. It would also have been helpful for Members to make a decision in light of the full financial information from schools, particularly the balances they held. Such information was held for the local authority controlled schools but no such detailed information had been made available by Academy Schools. The Vice-Chair supported the proposed deprivation factor of 12% and moved the proposal. This was seconded.

Other Members commented on the previous decision to recommend 15% and expressed disappointment at the lack of full information at the November meeting and a clear guide from the Schools Forum. The previous decision of 15% had been based on Members' desire to support the children of the most deprived communities within the town but Members now understood the impact that such a figure would have on schools when the national funding formula was introduced. The Chair of the Schools Forum acknowledged Members' comments and indicated that the Schools Forum had considered the comments made at the November meeting and, with the assistance of officers and after lengthy deliberations, had proposed the 12% deprivation factor. The Committee's criticisms were acknowledged and in the future the Forum would ensure that clear recommendations would be made.

The Chair supported the proposed reduction of the deprivation factor to 12% as part of the process to moving towards the national funding formula which would have a much lower deprivation factor. Had a 15% figure been retained some schools could have been faced with funding cuts in excess of 6% which could have led to job losses and increased class sizes for children.

The following recommendations were agreed unanimously.

Decision

1.   That the general trend over time to decrease the deprivation factor in anticipation of the National Funding Formula be noted;
2.   That the outcome of Schools Forum deliberations to recommend a deprivation factor of 12% be noted;
3.   That a deprivation factor of 12% be approved for inclusion in the School Funding Formula 2017/18.

62.   The School Funding Formula 2017/18 (*Director of Child and Adult Services*)

Type of decision

Non-key decision.

Purpose of report

The purpose of the report was to enable the Children's Services Committee to agree the local schools formula 2017/18.

Issue(s) for consideration

The Head of Finance, Corporate reported that the local authority (LA) received funding for education via the Dedicated Schools Grant (DSG). This was split into three areas: the Schools Block, the Early Years Block and the High Needs Block. The report referred to the Schools Block funding only.

The level of funding allocated to the LA is based upon pupil numbers recorded in the October census. During December the Department for Education (DfE) published the second stage of the consultation of the national funding formula (NFF). The consultation will close on 22nd March 2017. The DfE were proposing a transition year in 2018/19 which would potentially allow local authorities to set a local formula. This would be in preparation for 2019/20 when the NFF would set the vast majority of each school's individual funding. The outcome of the national consultation would be presented to Committee at a later date.

At the meeting of Schools Forum on 14 October 2016, eight options for the 2017/18 formula were considered. Four of the options included a reduction of the lump sum from £175,000 per school to £129,000 (based upon the statistical neighbour) and changes to the deprivation factor. The Schools Forum agreed to retain the lump sum at the maximum allowable value of £175,000. The four remaining options relating to the deprivation factor were reported in the previous minute.

At the meeting the Head of Finance reported that at the meeting of the Schools Forum held yesterday, the Forum had agreed not to passport

the ESG (Education Services Grant – general) element of the Schools Block back to the local authority in light of the settlement figure from the DfE. Schools were concerned at the level of funding cut through the DSG and were requesting that the Secretary of State review the settlement. The Head of Finance indicated that the Schools Forum had not taken this decision against the local authority but against the DfE settlement. The Head of Finance did, however, seek Committee's approval to the recommendations in the report supporting the maximum allowable lump sum retention of £175,000 on the basis that the DfE agreed the view that the settlement figure was incorrect based on previous assumptions and that any change to the funding formula be delegated to the Director of Child and Adult Services in consultation with the Chair of the Committee.

The Chair commented that the issue of the schools funding block had been an issue raised with him by several headteachers during his visits to schools over recent weeks. Based on the figures made available, this was nationally a £600m cut in school funding; £325,000 in Hartlepool, which could drastically affect services centrally provided to schools. The central delegated funding supported services available to all schools and the support from the department to those schools requiring improvement. Members supported the Chair's comments and suggested that the issue be referred to the next Council meeting so that full Council could be made aware of the issue and support the submission of representations to the Secretary of State. This was supported by the Committee.

The Chair of the Schools Forum indicated that this had not been an easy decision for the Forum and reiterated the previous comment that it should not be seen in any way as against the local authority. There was a ground swell of opinion nationally against the proposed settlement and the Chair of the Schools Forum had been authorised to make representations to the Secretary of State for Education by the Forum.

The Chair indicated that he would look to the local authority issuing a similar letter to the Secretary of State and considered the referral of the matter to full Council for cross-party support was an appropriate course of action.

Decision

1. That the Schools Formula for 2017/18, as detailed in section 4 of the report and taking into account the approved deprivation factor agreed at Minute No.61 Above, be approved for submission to the Education Funding Agency (EFA) subject to the outcome of representations made to the Department for Education and that the Director of Child and Adult Services be authorised, in consultation with the Chair of the Committee, to consider any necessary amendments to the formula that may be required following the DfE's response.

2.   That the report be noted and that further updates be provided in respect of the National Funding Formula as appropriate.
3.   That the report, including an update on the proposed Schools Block funding and the Schools Forum's considerations, be referred to full Council to elicit cross-party support for the submission of representations direct to the Secretary of State for Education.

63.   Educational Outcomes for Children Looked After
(*Director of Child and Adult Services*)

Type of decision

Non-key decision.

Purpose of report

To provide information in relation to the educational outcomes for Children Looked After (CLA) for the school year 2015/16.

Issue(s) for consideration

The Headteacher of the Virtual School provided a report updating Members of the educational outcomes of looked after children monitored through the virtual school for 2015/16. There were in total 228 looked after children with 146 who attended school in Hartlepool; 19 attended school outside of Hartlepool. The Virtual School also monitored the education of 34 other children that were educated in Hartlepool but were from other local authority areas. It was highlighted that in some of the year groups, the cohort was quite small so some of the percentage figures could be skewed quite considerably by only one or two children.

Members welcomed the report and in particular the direction of travel in the improvement of attainment. There was some concern noted at the effects the new testing regimes had on attainment, though this was noted as an affect across all schools nationally, particularly at Key Stage 2.

The Assistant Director, Children's Services indicated that officers were review the length of time some children had been in the care system and how this affected their educational attainment. It was widely believed that when children were settled into long-term placements their educational attainment improved in line with other children but officers were to review if this was actually reflected in the attainment statistics. The headteacher representatives added that within school settings there was significant work undertaken with looked after children not only on educational attainment but also in helping them with their personal development. Members acknowledged the comments which reflected their personal experience.

A Member questioned if the numbers of looked after children from the ethnic minorities, refugees and unaccompanied asylum seekers were being reflected in the numbers of looked after children in the town. The Headteacher of the Virtual School indicated that there were an increase in the numbers of children without English as a first language and unaccompanied asylum seekers though there were only currently six of school age.

The following recommendations were agreed unanimously.

Decision

1.   That the Virtual School continue to monitor pupil progress and target resources to support pupils to make above expected progress.
2.   That the Virtual School continues to provide a range of opportunities via the additional Pupil Premium funding to support the academic achievement of Children Looked After.

64.   OFSTED Inspection Outcomes: September 2016 – November 2016 (*Director of Child and Adult Services*)

Type of decision

For information.

Purpose of report

To provide a summary of the outcomes of Ofsted inspections of Hartlepool schools in the autumn term of the 2016-17 academic year.

Issue(s) for consideration

The Assistant Director, Education, Learning and Skills 0-19 reported on the outcomes of the Ofsted inspections for Ward Jackson CE Primary School, Kingsley Primary School, St Aidan's CE Primary School and St Helen's Primary School. As a consequence of this round of inspections, the number of schools rated as either good or outstanding had slipped a little but the ambition to have 100% of schools with a good or outstanding rating remained. There were no significant long term concerns raised from these inspection reports.

The Chair commented that he did not recognise these inspection outcomes from his understanding and experience of the schools inspected. The changes in the national curriculum and changes in the Ofsted inspection regime had affected the more recent inspection outcomes. The Chair stated that he believed there was a political agenda to move more and more local authority controlled schools to 'failing' so they could be converted to academies. The Chair did not

believe that the inspection reports accurately reflected the performance in the schools and indicated his support for all the schools in Hartlepool. The Vice-Chair echoed the Chair's comments and considered that the inspection regime had been set up to declare more schools as failing and then move them into an academy chain with better performing schools. Those that maintained an outstanding rating for two inspections could be considered to be 'coasting' as they had not shown continued improvement and thereby also forced to become an academy under the government's agenda.

The Vice-Chair was also concerned that ultimately through a process of forcing schools to be academies, there would be no central 'local' funding to provide the support services schools, as now, and should an academy fail in the future, there would be no local Council resource or expertise to pick that school up and turn it around.

Members supported the comments and indicated that schools should not be assessed totally upon their Ofsted inspection due to it being in many ways little more than a 'tick-box' assessment. Members questioned what assessment there was of the longer term performance of schools that had been assessed as failing and were then made academies. The Assistant Director stated that nationally the picture was mixed with some academy chains performing well but a number not performing well with some that had been issued warning notices as to their educational performance and financial management. Ofsted had openly criticised some academy trusts for a lack of support to their family of schools.

The Assistant Director thanked Members for their comments in support of all schools in Hartlepool. It was a worrying trend in terms of the changing 'bar' for school inspections. The money available at the centre to assist all schools was key to the support many children and schools needed to move forward.

One of the headteacher representatives commented that his school had recently been through an Oftsed inspection. Funding of central services was an important issue. His school had one cohort with six looked after children that required additional educational support and their attainment could potentially affect the whole cohort's measured standards. Overall attainment would be the only concern of an Ofsted inspection, not the support that was provided by the school to help children and young people with additional, often complex, issues reach their best educational attainment. It was hoped by many that the recent change in Ofsted Chief Inspector may change the ethos of the organisation.

The headteacher representatives recorded their thanks to the Children's Services department for the support they had given schools in adapting to the recent changes in the assessment framework and in the preparation for Ofsted inspections which was invaluable.

The Chair restated his support for all Hartlepool's schools and the commitment to continued school improvement.

Decision

That the report be noted.

65. Quarter 2 – Council Overview of Performance and Risk 2016/17 (*Director of Child and Adult Services*)

Type of decision

For information.

Purpose of report

To inform Children's Services Committee of the progress made against the relevant areas of the 2016/17 Council Plan at the end of quarter 2.

Issue(s) for consideration

The Director of Child and Adult Services outlined the progress on the performance and risks measured and monitored by the Committee. Two of the risks monitored (RND R088 Failure to achieve sufficient uptake of school meals and CAD R064 Widening of the gap in achievement of disadvantaged children) had been upgraded. In terms of performance, all targets were making acceptable progress.

The Vice-Chair referred to recent reports on the educational attainment and life chances of looked after children that suggested that fostering placements may not be the best option and that the number of children's homes places should be increased. The Director commented that there had been reference to those children who had experienced trauma and required therapeutic services where very specific inputs were needed and how those needs were best met. It appeared that the pendulum was starting to swing back towards children's homes, when it had previously been considered best practice to have looked after children in a 'as normal as possible family situation' rather than an institutional setting. The Director believed it was appropriate to have a mix of provision available so that the right service could be given to meet any looked after child's particular needs.

The Director also informed the Committee that it was intended that the three-yearly review of the Looked After Children Strategy would be reported to the Committee this year which would include an assessment of defined needs and where capacity needed to be increased.

Decision

That the progress made on the specific areas of the report relevant to the Committee at the end of Quarter 2, and as detailed in Appendix 1 of the report, be noted.

66.   Any Other Items which the Chairman Considers are Urgent

There were no items the Chair considered urgent.

The Committee noted that the next meeting would be held on Tuesday 21 February, 2017 at 4.00 pm in the Civic Centre, Hartlepool.

The meeting concluded at 5.05 pm.

P J DEVLIN

CHIEF SOLICITOR

PUBLICATION DATE: 24 JANUARY 2017.

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CHILDREN'S SERVICES COMMITTEE
21ˢᵗ February 2017

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Report of: Director of Child and Adult Services

Subject: COUNCIL PLAN 2017/18 – 2019/20

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1.   TYPE OF DECISION/APPLICABLE CATEGORY

Budget & Policy Framework

2.   PURPOSE OF REPORT

2.1   The purpose of this report is to set out the Council's ambitions for the Borough and the strategic plan for achieving this. Specifically, the Committee is asked to consider the draft proposals that have been identified for inclusion in the Council Plan 2017/18 – 2019/20 which are of relevance to the remit of the Committee.

3.   BACKGROUND

3.1   A comprehensive report - "Council Plan and Overall Medium Term Financial Strategy" was considered by the Finance and Policy Committee on 2ⁿᵈ December 2016.

3.2   The report stated that despite the impact of continuing austerity and cuts in Government funding the Council needs to remain ambitious for the town. The relevant excerpt from that report is included as **Appendix 1**. This ambition is based upon achieving our key strategic objectives which will be focused around:

- Growing our Economy, Jobs and Skills
- Regenerating our town;
- Developing and promoting Hartlepool as a great place to live;
- Developing new services for people and communities;
- Building better beginnings and better futures for our children and young people;
- Providing effective leadership based upon innovation and efficiency.

The strategic objectives are underpinned by a number of key deliverables.

3.3   This report provides the detailed proposals for the Council Plan and seeks the Committee's view on the proposed key deliverables, milestones and performance measures it includes which are of relevance to the remit of the Committee.

4.   PROPOSALS

4.1   Since the report to Finance and Policy Committee on the 2ⁿᵈ December 2016 work has been underway to develop the detailed content of the Council Plan. In doing this, and in response to comments made by the Finance and Policy Committee at their meeting on 9ᵗʰ January 2017 a number of the Key Deliverables have been amended. The final draft Key Deliverables are set out in **Appendix 2** along with the proposed milestones.

4.2   For the Committee's information **Appendix 3** sets out the changes between the Key Deliverables previously reported to Finance and Policy Committee and those proposed for inclusion in the final plan.

4.3   The proposed performance measures by which progress on delivering the ambition of the Council Plan will be measured are set out in **Appendix 4**. Within the new Council Plan all performance measures will be targeted however at this stage it is not possible to have these all included as some are new indicators for which we will need to establish a baseline before setting targets.

4.4   Children's Services Committee are asked to specifically consider the following sections of **Appendix 2** and **Appendix 4** which are relevant to the remit of the Committee:

Appendix 2:

Strategic Priority	Key Deliverable	Page No.
Developing and promoting Hartlepool as a great place to live	Deliver a wider range and choice of supported accommodation for care leavers and vulnerable adults	9
Building better beginnings and better futures for our children and young people	Get every school to good or outstanding by 2019	15
	Launch a new centre for excellence in technical education in creative industries at the Northern Lights Academy by September 2017	15
	Establish a youth foundation to co-ordinate investment in and deliver youth provision within neighbourhoods by 2019	15

	Launch a programme to improve the emotional wellbeing of children and young people by 2017	16
	Implement multidisciplinary locality based teams which meet the health, development and care needs of children and help families provide the stability and security their children need to prevent problems from getting worse	16
	Implement improvements in the way organisations work together to protect and safeguard children at risk of harm by 2018	17
	Deliver the specialist support services children in care need to ensure they are cared for and feel cared about in stable and secure placements and that they are healthy, happy and making good educational progress	17
	Implement improvements to the support provided to children with special educational needs and disabilities by 2018	17
	Establish a new high quality alternative education provision for children and young people who don't access full-time mainstream education	18

Appendix 4:

Strategic Priority	Page No.
Building better beginnings and better futures for our children and young people	6

5.   NEXT STEPS

5.1   Over the coming weeks the proposed Council Plan 2017/18 – 2019/20 will be taken to each of the Policy Committees for consideration.

5.2   The final draft of the Council Plan, which will reflect the comments made today and also those made by the other Policy Committees, will be taken to Finance and Policy Committee on 6th March 2017 for consideration and approval. The Plan will then be taken to full Council on 23rd March 2017 for final approval.

5.3   The format of the published Council Plan will be different to previous years and the intention is to prepare a more accessible version for the people of Hartlepool. Through the production of this summary version we hope to respond to the views expressed in the Your Say, Our Future exercise.

6.   RISK IMPLICATIONS

6.1   The Council needs appropriate planning and performance management arrangements in place in order to manage its key strategic risks. The aim of the Council Plan is to provide assurance to Elected Members that these risks are being managed.

7.   FINANCIAL CONSIDERATIONS

7.1   All proposals will be prepared giving due regard to financial considerations. This year the Council Plan, Medium Term Financial Strategy and the 5 year Capital Plan are being developed as three parts of a single plan to ensure the links between the three are strengthened.

8.   LEGAL CONSIDERATIONS

8.1   No implications.

9.   CHILD AND FAMILY POVERTY

9.1   The strategic priorities and key deliverables identified in the Council Plan will work to reduce child and family poverty within Hartlepool. Specifically the plan aims to deliver: support for young people into high value sustainable employment and also apprenticeship opportunities; support for unemployed adults and parents into employment; improved educational attainment; affordable homes; and community hubs. The Child and Family Poverty Impact Assessment is included as **Appendix 5**.

10.   EQUALITY AND DIVERSITY CONSIDERATIONS

10.1   The strategic priorities and key deliverables identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool. In relation to the protected groups identified in the Equality Act there are key deliverables focusing specifically on improving outcomes for young people, older people and those with disabilities. The Equality Impact Assessment is included as **Appendix 6**.

11.   STAFF CONSIDERATIONS

11.1   No implications.

12.   ASSET MANAGEMENT CONSIDERATIONS

12.1   No implications.

13.   RECOMMENDATIONS

13.1   Children's Services Committee is requested to consider and provide a view on the key deliverables, milestones and performance measures that have been identified for inclusion in the Council Plan as set out in **Appendix 2** and **Appendix 4** which are of relevance to the remit of the Committee.

13.2   Children's Services Committee is requested to note that the draft Council Plan will be taken to each of the Policy Committees for consultation. The final draft of the Council Plan, incorporating the comments made today and by the other Policy Committees, will then be taken to Finance & Policy Committee on 6th March for consideration and approval. The Plan will then be taken to full Council on 23rd March 2017 for final approval.

14.   REASONS FOR RECOMMENDATIONS

14.1   Children's Services Committee are the responsible Committee for a number of service areas contained within the proposed Council Plan.

15.   BACKGROUND PAPERS

15.1   Medium Term Financial Strategy 2016/17 to 2018/19 report to Finance and Policy Committee on 2nd December 2016.

Medium Term Financial Strategy 2016/17 to 2018/19 report to Finance and Policy Committee on 9th January 2017.

Council Plan 2017/18 – 2019/20 report to Finance and Policy Committee on 10th February 2017.

16.   CONTACT OFFICERS

Sally Robinson
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Excerpt from the Medium Term Financial Strategy 2016/17 to 2018/19 report to Finance and Policy Committee on 2nd December 2016

3. **Shaping the Future of Hartlepool: our long term plan**

3.1 As a Council we are ambitious for the Borough. Despite the fact that we continue to face unprecedented financial and demographic pressure it is important that we remain focused on securing the future prosperity and wellbeing of our residents. Whilst managing government funding cuts we need to remain committed to realising the potential of Hartlepool to be a place that is truly exceptional and use our unique spirit and assets to grow as a vibrant, dynamic and welcoming place to live, learn, work, play and invest.

3.2 Hartlepool is a place with a strong sense of community. Whether you live or work here the sense of belonging and being part of something bigger is very strong. This community spirit is a great asset and the Council needs to build on it to make the Borough the best it can be in the future.

3.3 Part of the role of the Council is to harness this community spirit and Hartlepudlian pride to improve the Borough and meet local needs. The Council alone cannot do everything that needs to be done to make Hartlepool the best it can be. We need the support of our community and partners to achieve our ambition.

3.4 Most people are aware that the Council is facing a difficult time financially and at the same time the pressure on our services is increasing particularly on those services for the most vulnerable in our community. The financial challenges we face are covered in detail in this report. What these financial challenges do make clear is that the Council will need to think differently about how it delivers services and also build a new understanding within the community about the part that we all need to play in supporting our own. There are some things that we do and spend money on that we shouldn't have to. If everyone took pride in our area and realised the role that they could play in improving it then we wouldn't have to spend as much as we do on things like clearing up litter and dealing with fly tipping. This money could be spent elsewhere on helping us achieve our ambition.

3.5 We are therefore proposing an approach to meeting the financial and demographic challenges based upon a three year strategic and financial plan. This will deliver an improvement and efficiency programme focused on new ways of delivering services within and with communities; better integration of early help services to help people live healthier independent lives to reduce pressure on high cost services; increasing income by promoting growth and a more commercial approach to traded services/ income generation.

3.6 **Challenges and Achievements**

3.7 Hartlepool faces a range of challenges in addition to the financial ones detailed in this report. We have made great progress against these challenges

over recent years particularly around youth unemployment and education. In October 2011 Youth unemployment was 17.6% but this reduced to 3.7% in April 2016, the largest drop across the UK and it is now less than the Tees Valley average. We are making great progress towards achieving our ambition that every school, academy and college in Hartlepool is rated as Good or Outstanding by the end of 2017. Currently 67% of secondary pupils are educated in a school rated good or outstanding, 89% of primary schools are rated good or outstanding and 100% of colleges are rated good. We also have well-formed plans in place to improve our outcomes in other areas in spite of the ongoing challenges that we face. We have invested £16.7m in delivering affordable social housing; invested £5.8m in CCAD, HLF, Managed workspace; invested £750k in new innovation service delivery model in children's services attracting national interest. Secured visitor destination NMRN, launched Vision for 21st century health and social care system and launched the local plan.

3.8   However, we continue to face significant demographic pressures, We have an increasing elderly population and it is projected that by 2032 over 1 in 4 of our population will be over the age of 65 and the number of people aged over 85 years will have doubled to over 4,000. Many of these people will have complex care needs caused by illnesses including dementia, COPD or diabetes. The poor lifestyle choices that some people are making now (smoking, excessive alcohol consumption, poor diet and little to no exercise) will lead to increased need for care and support services in later life. We are working to improve people's health and wellbeing through a range of activities including those detailed in this report.

3.9   We are bringing increasing numbers of children into care and a third of the Children's Services budget is used to provide placements for and support to children looked after. Babies or teenagers aged over 15 are the main groups that come into care and domestic violence and drug misuse are the main reasons that children and young people become looked after by the Council. Our children's services are judged as good or outstanding by OFSTED and we are working with our partners and the community to ensure that early help is available to those families who need extra support to overcome their difficulties.

3.10   There are also big differences within Hartlepool with levels of deprivation varying greatly across the Borough. Hartlepool has some of the highest levels of child and family poverty in the country and there are a significant number of people living in workless households. Recent research by Sheffield Hallam University into the impact of welfare reform has estimated a loss of £430 per working age adult by March 2016 and this is anticipated to increase to a loss of £950 per working age adult by 2010-21.. Through our Council Tax Support Scheme we have reduced the impact on nearly 6,000 households and for 90% of households who the Council support this is worth £496 over five years (2013/14 to 2017/18).

3.11   Some of the challenges that we face are outside of our control. What we can control though is our response to them and that is what we are looking to do

through a Plan and Financial Strategy. By being aware of our challenges and the impact that they could have on the Council and the Borough we can be as prepared as possible for the future we face. We also need our residents to play their part in reducing the potential impact of these challenges by looking after themselves their families and their communities.

3.12 Your say our future

3.13 Over the summer we launched the 'Your Say, Our Future' programme. This involved a town wide conversation involving residents, our staff and children and young people. What we heard has given us a lot to think about and we have used it to inform the preparation of our proposed strategic priorities and financial strategy. It is clear though that there is an appetite from the residents of Hartlepool to be involved in helping shape Council services but also in helping shape the future of the Borough through their own actions. It was refreshing to hear that those who took part over the summer shared our ambition for Hartlepool and that the priorities that were put forward closely matched our own.

3.14 Overall, people had a positive view of the town and its potential and felt that we should be building on and promoting our assets like our community spirit, the coast and green spaces and also our unique history and heritage. A number of key themes emerged including improving the local environment (litter), increasing enforcement (particularly around litter, dog fouling, car parking, anti- social behaviour, non-payment of council tax etc), tackling empty buildings, improving public spaces, attracting visitors and investors to the town, increasing employment opportunities, apprenticeships and skills programmes improving transport and accessibility within and beyond Hartlepool.

3.15 We are using the findings of this exercise to inform our services and the budget proposals that are coming forward through this MTFS. In addition we will be looking to continue with the Your Say, Our Future programme because we recognise that in order to achieve the long-term ambition we have for Hartlepool we need to work together with our community to make improvements happen. The activity over the summer has only been the start of the conversation.

3.16 The plans that we are now putting in place and which then drive the financial strategy are based on both the challenges we face and the aspirations and ambitions that are shared between the Council and those who live in the town.

3.17 Our Plans and Priorities

3.18 It is important that we are clear about what we intend to do, by when and how this affects the financial position of the Council. It is for these reasons that we are developing a three year Council Plan and Financial Strategy and a five year Capital Investment Plan.

3.19   To deliver our longer term aims we have identified a series of key objectives to be underpinned by clear plans and commitments which will enable us to ensure that the town is a better place to live, learn, work and play. These have been informed by the findings of the Your Say, Our Future exercise. We will be working these plans up further over the next few months as they will form the key commitments the Council will be making for the next 3 years.

Our plans are shaped by an ambitious vision that Hartlepool will be an exceptional place to live, learn, grow up, play and invest. To achieve our overall vision we will work with partners to achieve 14 strategic outcomes under the themes of people and place as follows;

People
- Better education and skills
- Fewer people in poverty
- Stable and independent families
- Fewer children in the care system
- Healthier people
- More vulnerable adults being cared for in their homes and communities
- Increased capacity in residential and nursing care.
- Larger more balanced population
- Reduced unemployment

Place
- Regenerated town with more businesses and jobs
- Better sustainable transport connections
- Better housing and neighbourhoods
- Cleaner and greener environment
- Less crime and safer communities

3.20   To deliver on these longer term ambitions we have identified strategic priorities that will most quickly accelerate delivery of our vision and shape a sustainable financial future for the Council.

3.21   Growing our Economy, Jobs and Skills

The Council has a key role to play in stimulating jobs and growth in the local economy. Our heritage, cultural assets and distinctive history already attract tourists from far and wide. However our historic partnership with the National Museum of the Royal Navy will unlock the potential of Hartlepool's vibrant heritage and our tourism sector and transform it into a different league. We will build on this to establish a visitor offer of national and international significance. We will also build upon our strengths in the marine and offshore industries to unlock growth in advanced manufacturing and engineering and by developing our partnership with the Cleveland College of Art and Design Hartlepool we will become a leading centre in the creative and cultural industries. Our ambitious plans for Church Street and Church Square will

create the environment for new creative industries to flourish and encourage students to come to and stay in Hartlepool. We will continue to encourage new business start ups and build upon the success of Queens Meadow Enterprise Zone to attract new investors. We will work actively with the Tees Valley Combined Authority to improve transport links to Hartlepool and within it. Whilst creating and sustaining jobs within the Borough we need to ensure our residents and young people have the skills and qualifications they need to move into sustained employment. We will deliver a £20 million programme across the Tees Valley to provide new opportunities and pathways for young people at risk of unemployment and work with businesses, schools, colleges and universities to increase apprenticeships, and through a lifelong learning offer we will help residents gain the skills employers need and move into quality work.

3.22 Regenerating our town

We have already set out our game changing plans to regenerate the physical environment in Hartlepool in our Hartlepool Vision. Delivering the Hartlepool Vision will be critical to creating jobs, improving health and generating greater opportunities for future generations. We have already attracted investment into improving our flood defences and sea wall at the Headland and Seaton Carew and we will complete our regeneration of Seaton seafront to maximise its potential as a tourist destination. Over 2017/18 we will complete our £5.5m investment programme in Church Street and Church Square and improve pedestrian connectivity and gateway features across Stockton Street. Coinciding with the opening of the new £11m CCAD campus on Church street the area will be established as a dynamic focal point in the town that promotes our cultural and heritage offer, provides an exciting space for events and stimulates an attractive retail offer. Our plans for the waterfront will be brought to fruition over the lifetime of this plan. Working with the National Museum of the Royal Navy we will improve connectivity around the waterfront and establish a new visitor attraction of international significance, an improved public realm and quality hotel and leisure offer. In the town centre we will initiate a master planning process for the Millhouse and surrounding area and develop proposals for addressing derelict buildings and developing new sport and leisure facilities.

3.23 Developing and promoting Hartlepool as a great place to live

We want Hartlepool to be known as a great place to live as well as invest and visit. We will adopt a local plan that sets our vision for the sustainable development of Hartlepool over the next 20 years. We will work with partners across all sectors to provide more and greater access to quality homes as well as the specialist support that our vulnerable adults need. We will build more affordable homes and refurbish empty properties for rent that revitalise local neighbourhoods and provide a return on investment. Over the period of this plan our goal is to enable 6000 houses to be built and to provide 1000 affordable homes.

We will develop a new approach to working in neighbourhoods. Working with

partners we will prioritise improving the environment, public realm and play spaces through a co-ordinated neighbourhood investment programme.   We also recognise that our residents want us to take strong action to make sure our neighbourhoods are clean, green and safe. We will work with Cleveland Police and Fire Authority to develop a joined up approach to enforcement and community safety so that we can respond to issues quickly and efficiently.

3.24 Developing new services for people and communities

New and re-designed community based services will help us improve the way we work with communities, intervene early to support vulnerable families and adults to prevent problems worsening and provide specialist support services for those in need, in an efficient and joined up way. Through the feedback we received from the Your Say, Our Future conversation we know there is more we can do to provide access to information, advice and support in a more co- ordinated and visible way. We also know there is more we can do to harness the Hartlepool community spirit to help people work together to shape the future of our town, our neighbourhoods and the lives of people who live within them. In response we propose to establish three community hubs that will be at the heart of our approach to developing a more connected approach to providing access to information, advice, help and support services. We will redesign the way we deliver council advice, information and library services and healthy lifestyles and employment and skills support in establishing this new approach. We will also work with citizens to develop new ways in which we can harness the capacity within our communities in finding new ways to improve the prosperity and wellbeing of families and adults and the quality of life in local neighbourhoods.

Many residents and families in Hartlepool face significant challenges as a result of poverty. 31% of children are growing up in poverty in Hartlepool and in one in four households the adults are workless. Poverty blights lives. It impacts on health and opportunities. We recognise that quality work is critical to building sustainable pathways out of poverty. However we also need to focus on reducing the impact of poverty on lives and life chances. We will protect the Local Council Tax Support Scheme and Discretionary Housing Payments. Community hubs will provide access to advice and guidance and we will address food poverty and deliver our programme of free swims, provide subsidised access to sport and leisure facilities and make sure children have access to food during school holidays.

The future of health and social care services is a critical issue for residents and the Council. Working with partners we have produced an independent report <u>Hartlepool Matters</u> which sets out a vision for a 21st century health and social care system in the town which provides services as close to where people live as possible. With resources reducing and demand rising we will work with health partners to achieve greater join up of services and information sharing and we will make sure people get the support they need to stop problems worsening. As a Council we will prioritise the delivery of community based teams of social care and health workers to strengthen our

arrangements that enable people who have care and support needs to live independent lives in their own homes and we will take action with health partners to improve the quality and availability of residential and nursing care. We will also open our new Centre for Independent Living and continue to promote training and employment support schemes to enable adults with disabilities to live active and purposeful lives making a positive contribution to their local communities.

3.25   Building better beginnings and better futures for our children and young people.

We know that to compete for the best jobs in the global economy our children and young people will have to be the best educated ever. We are committed to working with our schools and colleges to make sure Hartlepool has a reputation as a town with a first class education and skills system. We have seen significant improvements over the past three years with; 67% of secondary pupils are educated in schools rated good or excellent, 89% of our primary schools graded as good or outstanding and both of the town's colleges graded good. However there is much more to do to ensure that as many young people as possible can leave school with the qualifications they need to compete for the best jobs, apprenticeships and university places. We will therefore remain focussed on working with schools, colleges, employers and universities to provide all our children and young people with a first class education, including the opportunity to access high quality vocational as well as academic courses.

However education isn't just about being prepared for the world of work. It is also about helping our children and young people to grow up as happy, healthy, confident and active citizens. The information we received from children and young people through the Your Say, Our Future conversations emphasised this and highlighted their concern about the mental and physical health of young people. We will therefore work with our schools and partner agencies to promote a safe, healthy environment in which our children can flourish and achieve.

We also know that we are facing increasing demand for services from families struggling to provide their children with a healthy and safe childhood. We will deliver new and re designed multidisciplinary early help and specialist teams to build on family strengths and ensure we provide help and intensive support to families as early as possible. We will also work with schools to improve the emotional wellbeing of young people. When children come into the care of the local authority we will ensure that they receive the best possible care, education and health support, and when children have complex needs and disabilities we will transform the way health, education and social care services work together to make sure they and their families get the right support at the right time and in the right way. We recognise that the youth service and the voluntary and community sector play a vital role in giving our children and young people a good start in life and that as resources diminish this sector is under increasing pressure. We will therefore focus on shaping a new approach to work with children and young people

outside of school that can attract external investment and establish a better co-ordinated offer within neighbourhoods.

3.26 Providing effective leadership based upon innovation and efficiency

In 2019/20 Government funding will be £45m less than in 2010/11, a reduction of 70%. Over the next three years we will need to deliver a further budget reduction of £20.8m in efficiencies whilst also managing increasing pressures in demand led services. Important decisions will need to be made as we redesign services, consider ways of increasing income and work with partners and communities to reduce demand. We will need to make sure we provide the leadership that will be needed to manage change effectively and have a clear focus on delivery.

We recognise that the Council has a critical role to play in providing strong community leadership which enables residents to participate in shaping Council priorities. We will therefore review and strengthen our arrangements for engaging meaningfully with the public and in making sure we keep citizens up to date with the progress we are making in achieving our ambitions for the Borough.

We recognise that our staff are our greatest asset and they have a key role to play in shaping a sustainable future for the Borough and the Council. We will encourage a collaborative approach to innovative problem solving amongst our workforce and invest in a workforce and leadership development programme to support our staff in gaining the skills that will be needed to achieve efficiencies, reduce demand and increase income whilst improving outcomes for residents.

We recognise the crucial role elected members play in their position as democratically elected community champions. Through our committee system we will strengthen our performance management arrangements to ensure elected members play a key role ensuring clarity on the strategic direction of the Council and 'grip' on our change programme. We will also invest in providing development opportunities to assist councillors in fulfilling their roles and responsibilities.

The Council plays a vital role in making sure the voice of the Borough is heard at a national and regional level. We have pressed the case of the Council in Whitehall in relation to the level of financial pressures we have had to deal with particularly as a result to changes in business rates and we have attracted significant external investment from European and national development funds through our leadership at a regional level. Going forward we will work closely with Tees Valley Authorities to make sure Hartlepool benefits from major investment programmes and that we can shape the Borough's future within the context of the wider tees valley economy.

Strategic Priority: Growing our Economy, Jobs and Skills

Key Deliverables

Key Deliverable	Milestones	By when	By who
In partnership with private and public sector operators launch a new tourist marketing and promotion campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme by 2017	Develop a Destination Hartlepool brochure	April 2017	Assistant Director – Economic Growth and Regeneration
	Establish a Destination Hartlepool Board to coordinate town wide activities and events	April 2017	Assistant Director – Economic Growth and Regeneration
	Set up an officer group focused on delivering events and activities which promote Hartlepool as a visitor destination	April 2017	Assistant Director – Economic Growth and Regeneration
	Deliver a communication programme promoting Hartlepool as a key tourist destination	May 2017	Assistant Director – Economic Growth and Regeneration
	Introduce new signage and promotional material to signpost residents, tourists and visitors to events	May 2017	Assistant Director – Economic Growth and Regeneration
	Install Coastal Communities Artwork competition images at Hartlepool Railway Station	May 2017	Assistant Director – Economic Growth and Regeneration
	Introduce new banners along Stockton Street creating a sense of arrival	June 2017	Assistant Director – Economic Growth and Regeneration
	Develop the Destination Hartlepool website	June 2017	Assistant Director – Economic Growth and Regeneration
	Develop a promotional strategy identifying Hartlepool as a key destination, giving Hartlepool a higher profile across the Tees Valley and wider region	July 2017	Assistant Director – Economic Growth and Regeneration
	Implement a co-ordinated summer events programme including two key festivals	August 2017	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
In partnership with the National Museum of the Royal Navy (NMRN) establish a world class visitor attraction by 2019	Agree and promote an event and exhibition programme to support the National Museum of the Royal Navy Hartlepool (NMRN)	April 2017	Assistant Director – Economic Growth and Regeneration
	Agree and promote the Trincomalee 2017 Bicentenary celebration programme	April 2017	Assistant Director – Economic Growth and Regeneration

	Agree the strategic investment plan, involving key stakeholders for the NMRN within the wider context of the regeneration of the Waterfront	June 2017	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Open 'the Bis' in partnership with Cleveland College of Art & Design (CCAD) – a new world class managed workspace for emerging creative industries	Complete Due Dilligence on Local Growth Fund (LGF) funding application	April 2017	Assistant Director – Economic Growth and Regeneration
	RIBA Stage 4 Design complete for a construction tender	April 2017	Assistant Director – Economic Growth and Regeneration
	Produce and develop a joint marketing plan in conjunction with Cleveland College of Art and Design (CCAD).	April 2017	Assistant Director – Economic Growth and Regeneration
	Appoint a contractor for Bis development	July 2017	Assistant Director – Economic Growth and Regeneration
	Start on site, of the renovation and new-build extension to 13/17 Whitby Street	August 2017	Assistant Director – Economic Growth and Regeneration
	Recruit Centre Officer and start to put together business support framework with CCAD.	October 2017	Assistant Director – Economic Growth and Regeneration
	Handover and opening of the Bis	March 2018	Assistant Director – Economic Growth and Regeneration
	Centre open for graduates intake	March 2018	Assistant Director – Economic Growth and Regeneration
	Monitor and review the occupation and success of the Bis.	March 2019	Assistant Director – Economic Growth and Regeneration
	Monitor and review the occupation and success of the Bis. Based on the monitoring and understanding of how the Bis operates, in consultation with key partners, work towards making the business self sustainable by 2020.	March 2020	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Promote Hartlepool as a location for TV and Film production by Summer 2018	Form a project working group to include Cleveland College of Art and Design CCAD), National Museum of the Royal Navy (NMRN) Hartlepool and Northern Film & Media	April 2017	Assistant Director – Economic Growth and Regeneration
	Complete the feasibility study/promotion strategy with project working group and seek Members approval.	April 2017	Assistant Director – Economic Growth and Regeneration
	Progress Local Growth Fund (LGF) funding application to establish CCAD TV & film studios	April 2017	Assistant Director – Economic Growth and Regeneration

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	In consultation with CCAD start work on developing a business case	April 2017	Assistant Director – Economic Growth and Regeneration
	Refurbish facility including new cladding to exterior	December 2017	Assistant Director – Economic Growth and Regeneration
	Pilot the CCAD facilities to the market before launch to test the feasibility of the business.	June 2017	Assistant Director – Economic Growth and Regeneration
	Secure funding for film and TV production studio	August 2017	Assistant Director – Economic Growth and Regeneration
	Launch event	May 2018	Assistant Director – Economic Growth and Regeneration
	Promotional visit targeting film makers and production companies	June 2018	Assistant Director – Economic Growth and Regeneration
	Promotional visit targeting film makers and production companies	April 2019	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Establish pathways to get young people into high value sustainable employment	Review and evaluate the impact of the existing Youth Employment Initiative (YEI) after its first year	July 2017	Assistant Director – Economic Growth and Regeneration
	Review the impact of the apprenticeship programme in terms of sustainable employment	July 2017	Assistant Director – Economic Growth and Regeneration
	Celebration Event	July 2018	Assistant Director – Economic Growth and Regeneration
	Project evaluation completed	December 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for unemployed adults and parents.	Undertake skills needs analysis on 100 companies to support the development of their workforce	August 2017	Assistant Director – Economic Growth and Regeneration
	Review existing learner provider model	October 2017	Assistant Director – Economic Growth and Regeneration
	Provide education and skills pathways to deliver skills gap	November 2017	Assistant Director – Economic Growth and Regeneration
	Agree new delivery model	December 2017	Assistant Director – Economic Growth and Regeneration

	Implement and launch new delivery model	March 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Enable and promote Hartlepool as a great place to invest.	Identify available and under utilised commercial land and work with property developers to explore opportunities for speculative development.	May 2017	Assistant Director – Economic Growth and Regeneration
	Identify public realm improvements including accessibility and the natural environment to commercial areas that would enhance the site offer to inward investment and expanding businesses.	July 2017	Assistant Director – Economic Growth and Regeneration
	Develop a marketing strategy to promote Hartlepool as a great place to invest in business	March 2018	Assistant Director – Economic Growth and Regeneration
	Develop marketing and promotion strategy to promote Hartlepool's Enterprise Zones.	March 2018	Assistant Director – Economic Growth and Regeneration
	Identify expanding businesses in the town that are looking to invest and grow and facilitate development on existing commercial land.	March 2018	Assistant Director – Economic Growth and Regeneration
	Work with key partners to extend the lifetime of the Hartlepool Enterprise Zones at The Port, Oakesway and Queens Meadow.	April 2018	Assistant Director – Economic Growth and Regeneration
	Explore funding opportunities to deliver the identified public realm improvements.	December 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Increase local and public sector spending in the local supply chain in Hartlepool.	Review Council procurement frameworks to develop local economy	April 2017	Assistant Director – Economic Growth and Regeneration
	Hold local business seminars/breakfasts based on the local circular economy	May 2017	Assistant Director – Economic Growth and Regeneration
	Develop a Supply Hartlepool strategy	July 2017	Director of Finance & Policy
	Review impact of Hartlepool Borough Council's Economic Regeneration and Tourism Forum	July 2017	Assistant Director – Economic Growth and Regeneration

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Strategic Priority: Regenerating our town

Key Deliverables

Key Deliverable	Milestones	By when	By who
Complete Church Street and Church Square to coincide with the completion of the new CCAD campus by 2018.	RIBA Stage 4 of Design for the construction tenders	April 2017	Assistant Director – Economic Growth and Regeneration
	Complete Due diligence on Local Growth Fund (LGF) funding application.	April 2017	Assistant Director – Economic Growth and Regeneration
	Produce Architectural designs for the redevelopment of the interior of Hartlepool Art Gallery	June 2017	Assistant Director – Economic Growth and Regeneration
	Appointment of construction contractors	July 2017	Assistant Director – Economic Growth and Regeneration
	Secure funding and agree a grant programme for the delivery of the Church Street Revival Townscape Heritage Scheme.	August 2017	Assistant Director – Economic Growth and Regeneration
	Start on site of works in Church Street (subject to funding)	July 2017	Assistant Director – Economic Growth and Regeneration
	Completion of Public realm works in Church Street	December 2017	Assistant Director – Economic Growth and Regeneration
	Start on site of works in Church Square (subject to funding)	January 2018	Assistant Director – Economic Growth and Regeneration
	Submit funding applications for redeveloping the interior of Hartlepool Art Gallery	February 2018	Assistant Director – Economic Growth and Regeneration
	Completion of Public Realm works in Church Square	April 2018	Assistant Director – Economic Growth and Regeneration
	Complete the redevelopment of the interior of Hartlepool Art Gallery	June 2019	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Deliver improvements to Stockton Street by 2018.	Agree Stockton street improvement design scheme	April 2017	Assistant Director – Economic Growth and Regeneration
	RIBA Stage 4 of Design for the construction tender	April 2017	Assistant Director – Economic Growth and Regeneration
	Appoint construction contractors	April 2018	Assistant Director – Economic Growth and Regeneration
	Start on site of works (subject to funding) to include both improvements to Public Realm together with the provision of Gateway entrance features and single phase Crossing on Stockton Street.	June 2018	Assistant Director – Economic Growth and Regeneration
	Complete scheme	December 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018.	Coastal Community Fund Round 4 Award Announcement	April 2017	Assistant Director – Economic Growth and Regeneration
	Start on site to undertake phase 1 including water play, beach huts, landscaping and leisure facilities and improvements to the coach park on The Front.	July 2017	Assistant Director – Economic Growth and Regeneration
	Completion of phase 2 works to include improvements to the bus station and the surrounding public realm.	February 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.	Detailed Master-plan for the Waterfront completed	April 2017	Assistant Director – Economic Growth and Regeneration
	Completion of site development brief	April 2017	Assistant Director – Economic Growth and Regeneration
	Demand and tourism study completed	May 2017	Assistant Director – Economic Growth and Regeneration
	Investment Prospectus produced	May 2017	Assistant Director – Economic Growth and Regeneration
	Develop concept for a visitor attraction for past, present and future	May 2017	Assistant Director – Economic Growth and Regeneration

	Produce architectural designs for a new visitor attraction	June 2017	Assistant Director – Economic Growth and Regeneration
	Tender for a development partner	June 2017	Assistant Director – Economic Growth and Regeneration
	Appoint a development partner	September 2017	Assistant Director – Economic Growth and Regeneration
	Submit funding applications, including: Local Growth Fund (LGF), Arts Council Capital Grants and Heritage Lottery Fund, for construction of a new visitor attraction as part of the Waterfront development	April 2018	Assistant Director – Economic Growth and Regeneration
	Develop past, present and future exhibits including Hartlepool Borough Council (HBC) collections	April 2019	Assistant Director – Economic Growth and Regeneration
	Phase 1 of site complete and open.	September 2020	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Complete a master plan for the Raby Road corridor and Mill House area and deliver investment in new sport and leisure facilities by 2019/20.	Submit development fund application to Tees Valley Combined Authority (TVCA) regarding Masterplan for the physical regeneration of the overall site	May 2017	Assistant Director – Economic Growth and Regeneration
	Secure Committee agreement for a preferred option to invest in sport and leisure built facilities	June 2017	Director of Public Health
	Develop a design and prepare tender documentation	September 2017	Director of Public Health
	Submit bid to Sport England	December 2017	Director of Public Health
	Adopt Masterplan	December 2017	Assistant Director – Economic Growth and Regeneration
	Funding bid outcome	March 2018	Director of Public Health
	Start build	September 2018	Director of Public Health
	Build complete	Autumn 2019	Director of Public Health

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Strategic Priority: Developing and promoting Hartlepool as a great place to live

Key Deliverables

Key Deliverable	Milestones	By when	By who
Facilitate the sustainable development of Hartlepool through the adoption of the Local Plan by 2018	Submission of Plan to Secretary of State	April 2017	Assistant Director – Economic Growth and Regeneration
	Planning Inspector appointed and Examination timetable published	May 2017	Assistant Director – Economic Growth and Regeneration
	Examination in Public of the Local Plan	August 2017	Assistant Director – Economic Growth and Regeneration
	Planning Inspector publishes report on whether the Local Plan is sound and legally compliant	October 2017	Assistant Director – Economic Growth and Regeneration
	Local Plan is amended when considering minor modifications advocated by the Planning Inspector	November 2017	Assistant Director – Economic Growth and Regeneration
	Adopt the Local Plan at Council	February 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Deliver new housing to meet the current and future needs of the Borough	Investigate the scope and potential of and implement a HBC delivery model to promote & encourage housing development	April 2017	Assistant Director – Economic Growth and Regeneration
	Provide land through the Local Plan and support the delivery of a minimum of 409 net additional dwellings each year which meets the current and future housing need.	April 2017 Ongoing Annual	Assistant Director – Economic Growth and Regeneration
	Work with private housebuilders through the planning process to deliver affordable homes as part of their private market offer	April 2017 Ongoing Annual	Assistant Director – Economic Growth and Regeneration
	The Council to identify sites and develop its own new affordable homes (subject to internal/external funding)	April 2017 Ongoing Annual	Assistant Director – Economic Growth and Regeneration

	The Council to continue delivering the Empty Homes strategy; bringing vacant homes back into use.	April 2017 Ongoing Annual	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites	Schemes identified and Programme agreed by Members	April 2017	Director of Regeneration & Neighbourhoods
	Phase 1 schemes completed	March 2018	Assistant Director – Environment & Neighbourhood Services
	Phase 2 schemes completed	March 2019	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Deliver a wider range and choice of supported accommodation for care leavers and vulnerable adults	Work with external providers to increase the range of supported accommodation options for vulnerable adults, to meet identified local needs.	March 2019	Assistant Director – Adult Services
	Work with strategic partners to develop options for various sites across the Borough that meet identified local needs and provide alternatives to residential care for older people.	March 2019	Assistant Director – Adult Services
	Commission supported accommodation to deliver sufficiency of accommodation options for care leavers.	March 18	Assistant Director – Adult Services

Key Deliverable	Milestones	By when	By who
Launch new joined up approach to enforcement and community safety	New Service model agreed by Community Safety Partners	May 2017	Director of Regeneration and Neighbourhoods
	Project plan approved by Safer Hartlepool Partnership	May 2017	Director of Regeneration and Neighbourhoods
	Implementation of Phase 1 of new model completed	October 2017	Assistant Director – Environment & Neighbourhood Services
	Implementation of Phase 2 of new model completed	January 2018	Assistant Director – Environment & Neighbourhood Services
	Official Launch Event	February 2018	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Expand the wildflower programme	Develop a Perennial wildflower meadowing scheme to compliment the current annual wild flower scheme in large open spaces.	April 2017	Assistant Director – Environment & Neighbourhood Services
	Agree Programme with Members	April 2017	Assistant Director – Environment & Neighbourhood Services
	Undertake Phase 1 (summer 17) groundwork's for introduction of perennial wildflower meadowing schemes (circa 20,000m²).	May 2017	Assistant Director – Environment & Neighbourhood Services
	Undertake Phase 2 (summer 18) groundwork's for expansion of perennial wildflower meadowing schemes circa (20,000m²).	May 2018	Assistant Director – Environment & Neighbourhood Services
	Undertake Phase 3 (summer 19) groundwork's for expansion of perennial wildflower meadowing schemes circa (20,000m²).	May 2019	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Improve sustainable transport and travel patterns for pedestrians and cyclists	Implement year 1 programme of works of the Hartlepool Active Travel Hub	March 2018	Assistant Director – Environment & Neighbourhood Services
	Consultation with businesses / stakeholders	March 2018	Assistant Director – Environment & Neighbourhood Services
	Programme of works agreed by Members	March 2018	Assistant Director – Environment & Neighbourhood Services
	Implement year 2 programme of works of the Hartlepool Active Travel Hub.	March 2019	Assistant Director – Environment & Neighbourhood Services
	Implement year 3 programme of works of the 3-year Hartlepool Active Travel Hub.	March 2020	Assistant Director – Environment & Neighbourhood Services
	Implement projects as part of the Tees Valley Local Growth Fund 'Sustainable Access to Employment' programme for Years 2 to 4 from April 2017	March 2020	Assistant Director – Environment & Neighbourhood Services
	Complete the implementation of a 3-year programme of sustainable transport improvements supported under the Council's Local Transport Plan (LTP) funding.	March 2020	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Improve the allotment infrastructure to meet the diverse needs of our communities	Agree Phase 2 of the allotment review which will prioritise capital works and identify potential new sites following the implementation of Phase 1 (Stranton re-location)	April 2017	Assistant Director – Environment & Neighbourhood Services
	Complete the capital works programme to improve existing allotment infrastructure	March 2019	Assistant Director – Environment & Neighbourhood Services
	Creation of new allotment sites completed	March 2020	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Implement a Clean and Green Strategy and reduce demand on Council resources	Obtain committee approval for an education and awareness programme in relation to recycling	September 2017	Assistant Director – Environment & Neighbourhood Services
	Introduce an awards scheme to recognise and reward the Clean and Green volunteering efforts of schools and community groups	November 2017	Assistant Director – Environment & Neighbourhood Services
	Introduce a Residents' Charter in relation to clean and green services	November 2017	Assistant Director – Environment & Neighbourhood Services
	Complete Year 1 recycling education and awareness programme	March 2018	Assistant Director – Environment & Neighbourhood Services
	Carry out a major public litter campaign	June 2018	Assistant Director – Environment & Neighbourhood Services

Strategic Priority: Developing new services for people and communities

Key Deliverables

Key Deliverable	Milestones	By when	By who
Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities	Complete review of existing public involvement and participation arrangements	April 2017	Assistant Director (Corporate Services)
	Finance and Policy Committee to agree new approach to public involvement and participation through Your Say, Our Future	June 2017	Assistant Director (Corporate Services)
	Implement new approach to public involvement and participation	July 2017	Assistant Director (Corporate Services)
	Launch new Community Engagement and Cohesion Strategy	October 2017	Assistant Director – Environment & Neighbourhood Services
	Launch campaign to encourage young people to register to vote	January 2018	Chief Solicitor and Monitoring Officer
	Work with the Joseph Rowntree Foundation to implement the Stronger Neighbourhoods Project.	March 2018	Assistant Director – Environment & Neighbourhood Services
	Review approach to public involvement and participation	July 2018	Assistant Director (Corporate Services)

Key Deliverable	Milestones	By when	By who
Implement a new approach to supporting the development of the community and voluntary sector by 2017.	Agree consultation plan in relation to potential VCS model	April 2017	Assistant Director – Environment & Neighbourhood Services
	Complete consultation on VCS model and report on options	August 2017	Assistant Director – Environment & Neighbourhood Services
	Delivery model for securing a strong voluntary and community sector infrastructure agreed by Council	October 2017	Assistant Director – Environment & Neighbourhood Services
	New Voluntary and Community Sector support and development model launched	November 2017	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Deliver three community hubs across Hartlepool by 2018	Workforce development review and pre-launch publicity campaign	June 2017	Director of Public Health
	3 community hubs operational	July 2017	Director of Public Health
	Consultation on re-shaping of library and information offer	December 2017	Director of Regeneration and Neighbourhoods
	Review and further development of community hub offer	January 2018	Director of Public Health
	Full community hub offer operational	April 2018	Director of Public Health

Key Deliverable	Milestones	By when	By who
Implement a new model for encouraging and supporting healthy lifestyles by 2018.	Review the model of delivery for NHS Health Checks	July 2017	Director of Public Health
	Redesign the health improvement offer into community hubs	September 2017	Director of Public Health
	Review use of community pharmacy in supporting healthy lifestyle	December 2017	Director of Public Health
	Deliver new health and well being offer	April 2018	Director of Public Health

Key Deliverable	Milestones	By when	By who
Work with health partners to establish new integrated health and social care services as set out in Hartlepool Matters by 2018.	Commence implementation of Year One Action Plan against recommendations	March 17	Director of Child and Adult
	Implement Integrated Discharge Pathways to improve hospital discharge process and prevent delayed transfers of care.	October 2017	Assistant Director – Adult Services
	Develop new multi disciplinary approaches with primary care to prevent avoidable hospital admissions.	December 2017	Assistant Director – Adult Services

Key Deliverable	Milestones	By when	By who
Widen participation in sport and leisure activities by April 2018.	Review fees and charges to ensure the sport and leisure offer is commercially competitive	April 2017	Director of Public Health
	Complete the indoor sports strategy to ensure planning and investment in services reflects need	May 2017	Director of Public Health
	Work with sporting bodies and associations to increase the range and quality of activities on offer	September 2017	Director of Public Health

Key Deliverable	Milestones	By when	By who
Increase the availability of high quality care for older people with care and support needs	Commission feasibility study regarding alternative delivery models for services for older people.	March 2017	Assistant Director – Adult Services
	Determine future delivery model for services for older people.	October 2017	Assistant Director – Adult Services
	Improve targeting of preventative and low level services that promote independence.	March 2018	Assistant Director – Adult Services
	Deliver new approach to providing high quality residential and nursing care for older people.	December 2018	Assistant Director – Adult Services

Key Deliverable	Milestones	By when	By who
Implement a new model for supporting drug and alcohol recovery by September 2017.	Design a new recovery model	December 2016	Director of Public Health
	Undertake due diligence with existing provider	March 2017	Director of Public Health
	Launch new recovery service	April 2017	Director of Public Health
	Review new service model	December 2017	Director of Public Health

Key Deliverable	Milestones	By when	By who
Deliver new opportunities for working age adults with care and support needs to live independent and fulfilling lives.	Open and maximise the benefits of the new Centre for Independent Living through new service delivery model focused on employment, wellbeing and independence.	September 2017	Assistant Director – Adult Services
	Review of delivery model and service user satisfaction.	March 2018	Assistant Director – Adult Services

Strategic Priority: Building better beginnings and better futures for our children and young people

Key Deliverables

Key Deliverable	Milestones	By when	By who
Get every school to good or outstanding by 2019.	Deliver an early language and early talk training offer for parents, carers and professionals working with children	September 2017	Assistant Director Education and Skills
	Deliver a developed Leadership Development Programme in partnership with Teesside University	September 2017	Assistant Director Education and Skills
	Launch a programme of careers education, information and guidance for children and young people from 5- to 16-years-of-age	September 2017	Assistant Director Education and Skills
	89% of schools rated good or outstanding by Ofsted	December 2017	Assistant Director Education and Skills
	Deliver a full 'transition guarantee' for children moving from primary to secondary school	July 2018	Assistant Director Education and Skills
	All schools will be rated good or outstanding by Ofsted	December 2018	Assistant Director Education and Skills

Key Deliverable	Milestones	By when	By who
Launch a new centre for excellence in technical education in creative industries at the Northern Lights Academy by September 2017.	Secure a lead education provider	February 2017	Assistant Director Education and Skills
	Finalise business plan, finance model and educational offer in partnership with lead education provider	March 2017	Assistant Director Education and Skills
	Staff recruited and curriculum offer secured with lead educational delivery partner	July 2017	Assistant Director Education and Skills
	Launch event to commence delivery.	September 2017	Assistant Director Education and Skills

Key Deliverable	Milestones	By when	By who
Establish a youth foundation to co-	Agree Constitution for Young People Foundation	June 2017	Assistant Director Children's Services

ordinate investment in and deliver youth provision within neighbourhoods by 2019.	Employment of Young People Foundation staff	September 2017	Assistant Director Children's Services
	Development and implementation of fundraising plan.	September 2017	Assistant Director Children's Services
	Work with businesses/charities to attract and sustain investment	January 2018	Assistant Director Children's Services

Key Deliverable	Milestones	By when	By who
Launch a programme to improve the emotional wellbeing of children and young people by 2017.	Launch phase 1 (cluster based) of support offer for children with social, emotional and mental health needs	September 2017	Assistant Director Education and Skills
	Develop and implement joint commissioning framework	March 2018	Assistant Director Children's Services / Assistant Director Education and Skills
	Implement Workforce Development Programme.	March 2018	Assistant Director Children's Services / Assistant Director Education and Skills
	Launch phase 2 (town wide) of support offer for children with social, emotional and mental health needs	September 2018	Assistant Director Education and Skills
	Work with pilot schools to implement emotional wellbeing programmes and evaluate effectiveness	December 2018	Assistant Director Children's Services / Assistant Director Education and Skills

Key Deliverable	Milestones	By when	By who
Implement multidisciplinary locality based teams which meet the health, development and care needs of children and help families provide the stability and security their children need to prevent problems from getting worse	Implement transfer of Children's health staff to Local Authority	May 2017	Assistant Director Children's Services
	Review model of delivery for early help and social care services and deliver workforce development programme to implement evidenced based interventions	September 2018	Assistant Director Children's Services
	Review children's social care services to align to locality based working	December 2018	Assistant Director Children's Services
	Implement locality based working with all children's services partners	December 2018	Assistant Director Children's Services
	Work with Changing Futures NE to implement healthy relationships programme across all services	March 2019	Assistant Director Children's Services

Key Deliverable	Milestones	By when	By who
Implement improvements in the way organisations work together to protect and safeguard children at risk of harm by 2018.	Establish multi agency audit process within the Local Safeguarding Children Board (LSCB) that informs learning	September 2017	Assistant Director Children's Services
	Establish multi agency mental health sub group, establish needs analysis and implement plan	September 2018	Assistant Director Children's Services
	Implement LSCB workforce development plan and review effectiveness	September 2018	Assistant Director Children's Services
	Review of role and function of LSCB in light of recommendations from Wood review	March 2018	Assistant Director Children's Services
	Implement substance misuse strategy and review effectiveness of services	December 2018	Assistant Director Children's Services

Key Deliverable	Milestones	By when	By who
Deliver the specialist support services children in care need to ensure they are cared for and feel cared about in stable and secure placements and that they are healthy, happy and making good educational progress.	Find permanent families for children without delay through the creation of a regional adoption agency	December 2017	Director Child and Adult Services
	Review progress against Looked After Strategy (2014-2017) and identify priorities for 2018-2021	December 2017	Assistant Director Children's Services
	Increase the range and choice of suitable accommodation for care leavers	March 2018	Assistant Director Children's Services
	Carry out consultation on draft Looked After Children Strategy (2017-2021)	March 2018	Assistant Director Children's Services
	Implement recruitment and retention strategy for foster carers	March 2018	Assistant Director Children's Services

Key Deliverable	Milestones	By when	By who
Implement improvements to the support provided to children with special educational needs and disabilities by 2018.	Deploy Special Educational Need (SEN) Consultant to work directly with schools	April 2017	Assistant Director Children's Services
	Collaborate with Tees Valley Local Authorities on establishment of a free special school	July 2017	Assistant Director Children's Services
	With health partners, deliver improvements in the local arrangements for the identification, needs analysis, joint commissioning and monitoring of the effectiveness of services for children with special educational needs and/or disabilities	March 2018	Assistant Director Children's Services

	Implement revised High Needs Funding block for schools	July 2018	Assistant Director Children's Services

Key Deliverable	Milestones	By when	By who
Establish a new high quality alternative education provision for children and young people who don't access full-time mainstream education.	Establish a reviewed vision and business model for the role of the Pupil Referral Unit (PRU) in an alternative delivery model for children experiencing difficulties in accessing a mainstream curriculum	September 2017	Assistant Director Education and Skills
	Newly shaped school at the PRU launched and fully operational	September 2018	Assistant Director Education and Skills
	Fully developed alternative education curriculum offer available to secondary schools	September 2018	Assistant Director Education and Skills

Strategic Priority: Providing effective leadership based upon innovation and efficiency

Key Deliverables

Key Deliverable	Milestones	By when	By who
Implement new ways of communicating the change that is happening in Hartlepool both within and outside of the Borough	Complete the review of existing communication arrangements (supported by LGA review)	April 2017	Assistant Director (Corporate Services)
	Agree communication arrangements including potential new ways of communicating, local and national promotion and an annual communications plan for 2017/18 based on the milestones identified in the Council Plan	June 2017	Assistant Director (Corporate Services)
	Implement new ways of communicating and the annual communication plan including raising our profile nationally	July 2017	Assistant Director (Corporate Services)
	Agree annual communications plan for 2018/19 based on the milestones identified in the Council Plan	March 2018	Assistant Director (Corporate Services)

Key Deliverable	Milestones	By when	By who
Strengthen arrangements to enable elected members to fulfil their role as democratically elected community champions	Development seminar programme agreed for Elected Members for 2017/18 municipal year	May 2017	Assistant Director (Corporate Services)
	Development seminar programme for Elected Members reviewed	February 2018	Assistant Director (Corporate Services)
	Elected Members development programme and new Elected Member induction programme agreed for 2018/19 municipal year	May 2018	Assistant Director (Corporate Services)

Key Deliverable	Milestones	By when	By who
Increase availability and take up of	Launch SMS text reminder and payment link service for Council Tax arrears	June 2017	Assistant Director (Finance & Customer Services)

digitally delivered services	Launch promotion campaign to increase the take up of digital services including electronic Council Tax and Business Rate bills	October 2017	Assistant Director (Finance & Customer Services)
	Phase 1 implementation of Firm Step (customer service technology) completed making more council transactions available online	March 2018	Assistant Director (Finance & Customer Services)
	E-forms for Revenues & Benefits (including change of address, direct debit requests and single person discount applications) live on Council website	March 2018	Assistant Director (Finance & Customer Services)

Key Deliverable	Milestones	By when	By who
Introduce a new workforce and leadership and management development programme to unlock the potential of our staff to play a key role in finding alternative ways of delivering efficiencies and increasing income.	Complete review of existing training arrangements for staff and identify new requirements	May 2017	Assistant Director (Corporate Services)
	Develop and agree new Workforce and Leadership and Management Development programme	June 2017	Assistant Director (Corporate Services)
	Corporate Management Team agree new programme and officers required to attend individual training modules and commence phased roll out of new programme	August 2017	Assistant Director (Corporate Services)
	Agree new formal appraisal process for Council employees	September 2017	Assistant Director (Corporate Services)
	Review effectiveness of the Workforce and Leadership and Management Development programme and agree 2018/19 programme and participants	March 2018	Assistant Director (Corporate Services)

Key Deliverable	Milestones	By when	By who
Develop the apprenticeship opportunities provided by the Council	Finance and Policy Committee approve apprenticeship programme following the review of new Apprenticeship levy system and impact on the Council's existing apprenticeship programme	June 2017	Assistant Director (Corporate Services)
	Recruitment of apprentices	July 2017	Assistant Director (Corporate Services)
	Apprentices commence	September 2017	Assistant Director (Corporate Services)

Summary of changes to the proposed Key Deliverables since last considered by Finance & Policy Committee

Growing our Economy, Jobs and Skills – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
In partnership with private and public sector operators launch a new tourist marketing and promotion campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme by 2017	In partnership with private and public sector operators launch a new tourist marketing and promotion campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme by 2017	No change
In partnership with the National Museum of the Royal Navy (NMRN) establish a world class visitor attraction by 2019	In partnership with the National Museum of the Royal Navy (NMRN) establish a world class visitor attraction by 2019	No change
Open ' the Bis' in partnership with Cleveland College of Art & Design (CCAD) – a new world class managed workspace for emerging creative industries by September 2017	Open ' the Bis' in partnership with Cleveland College of Art & Design (CCAD) – a new world class managed workspace for emerging creative industries by September 2017	No change
Promote Hartlepool as a location for Film production by Summer 2018	Promote Hartlepool as a location for TV and Film production by Summer 2018	Addition of TV.
Extend the lifespan and promote the development of the Queens Meadow, The Port and Oakesway Enterprise Zones as centres of excellence in advance manufacturing and engineering.		Key deliverable removed – activity merged into key deliverable 'Enable and promote Hartlepool as a great place to invest'.

Original Proposed Wording	Current Proposed Wording	Comment
Expand the Youth employment initiative by 2018.	Establish pathways to get young people into high value sustainable employment	Removed reference to YEI in response to Finance & Policy Committee on 9th January 2016.
Launch a partnership with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for unemployed adults and parents.	Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for unemployed adults and parents.	Removed reference to launching a partnership as arrangements already in place.
Improve the commercial land and premises offer in Hartlepool to attract new business investment and grow existing businesses	Enable and promote Hartlepool as a great place to invest.	Merged with Enterprise Zone activities and amended to focus on investment.
Increase local and public sector spending in the local supply chain in Hartlepool and expand employment and apprenticeship opportunities in the procurement of construction schemes	Increase local and public sector spending in the local supply chain in Hartlepool.	Removed specific reference to construction schemes.

Regenerating our town – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
Complete Church street and Church Square to coincide with the completion of the new CCAD campus by 2018.	Complete Church street and Church Square to coincide with the completion of the new CCAD campus by 2018.	No change. Detailed milestones reflect the agreed delivery of the individual components of these works.
Deliver improvements to Stockton Street by 2018.	Deliver improvements to Stockton Street by 2018.	No change. See above.
Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018.	Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018.	No change.
Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.	Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.	No change.
Complete a master plan for the Mill House area and deliver investment in new sport and leisure facilities by 2019/20.	Complete a master plan for the Raby Road corridor and Mill House area and deliver investment in new sport and leisure facilities by 2019/20.	Addition of Raby Road corridor.

Developing and promoting Hartlepool as a great place to live – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
Facilitate the sustainable development of Hartlepool through the adoption of the Local Plan by 2018	Facilitate the sustainable development of Hartlepool through the adoption of the Local Plan by 2018.	No change.
Build more affordable and low carbon homes through a new housing investment programme	Deliver new housing to meet the current and future needs of the Borough.	Amended to focus on housing needs.
Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites	Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites.	No change.
Deliver more supported accommodation for vulnerable adults	Deliver a wider range and choice of supported accommodation for care leavers and vulnerable adults.	Amended to range and choice of supported accommodation and care leavers added.
Launch new joined up approach to enforcement and community safety	Launch new joined up approach to enforcement and community safety.	No change.
Expand the wildflower programme	Expand the wildflower programme.	No change.
Improve sustainable transport and travel patterns for pedestrians and cyclists	Improve sustainable transport and travel patterns for pedestrians and cyclists.	No change.
Improve the allotment infrastructure to meet the diverse needs of our communities	Improve the allotment infrastructure to meet the diverse needs of our communities.	No change.
	Implement a Clean and Green Strategy and reduce demand on Council resources.	Additional key deliverable added.

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Developing new services for people and communities – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities by September 2017.	Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities by September 2017.	No change but activity from deleted key deliverable 'Review arrangements for facilitating public involvement and participation in shaping the future of Hartlepool' merged into this key deliverable.
Implement a new approach to supporting the development of the community and voluntary sector by 2017.	Implement a new approach to supporting the development of the community and voluntary sector by 2017.	No change
Deliver three community hubs across Hartlepool by 2018.	Deliver three community hubs across Hartlepool by 2018.	No change
Implement a new model for encouraging and supporting healthy lifestyles by 2018.	Implement a new model for encouraging and supporting healthy lifestyles by 2018.	No change
Work with health partners to establish new integrated health and social care services as set out in Hartlepool Matters by 2018.	Work with health partners to establish new integrated health and social care services as set out in Hartlepool Matters by 2018.	No change
Widen participation in sport and leisure activities by April 2018.	Widen participation in sport and leisure activities by April 2018.	No change
Increase the availability high quality residential and nursing care in Hartlepool by the end of 2018.	Increase the availability of high quality care for older people with care and support needs.	Amended.
Implement a new model for supporting drug and alcohol recovery by September 2017.	Implement a new model for supporting drug and alcohol recovery by September 2017.	No change
Fully open and maximise the benefits of the new Centre for Independent Living for people with learning disabilities.	Deliver new opportunities for working age adults with care and support needs to live independent and fulfilling lives.	Amended.

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Building better beginnings and better futures for our children and young people – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
Get every school to good or outstanding by 2019.	Get every school to good or outstanding by 2019.	No change
Launch a new centre for excellence in technical education in creative industries at the Northern Lights Academy by September 2017.	Launch a new centre for excellence in technical education in creative industries at the Northern Lights Academy by September 2017.	No change
Establish a youth foundation to co-ordinate investment in and deliver youth provision within neighbourhoods by 2019.	Establish a youth foundation to co-ordinate investment in and deliver youth provision within neighbourhoods by 2019.	No change
Launch a programme to improve the emotional wellbeing of children and young people by 2017.	Launch a programme to improve the emotional wellbeing of children and young people by 2017.	No change
Implement four multidisciplinary locality based teams which meet the health, development and care needs of children and help families provide the stability and security their children need to prevent problems from getting worse by 2017.	Implement multidisciplinary locality based teams which meet the health, development and care needs of children and help families provide the stability and security their children need to prevent problems from getting worse.	Amended
Implement improvements in the way organisations work together to protect and safeguard children at risk of harm by 2018.	Implement improvements in the way organisations work together to protect and safeguard children at risk of harm by 2018.	No change
Deliver the specialist support services children in care need to ensure they are cared for and feel cared about in stable and secure placements and that they are healthy, happy and making good educational progress.	Deliver the specialist support services children in care need to ensure they are cared for and feel cared about in stable and secure placements and that they are healthy, happy and making good educational progress.	No change
Implement improvements to the support	Implement improvements to the support	No change

Original Proposed Wording	Current Proposed Wording	Comment
provided to children with special educational needs and disabilities by 2018.	provided to children with special educational needs and disabilities by 2018.	
Establish a new high quality alternative education provision for children and young people who don't access mainstream education.	Establish a new high quality alternative education provision for children and young people who don't access full-time mainstream education.	Amended to include full-time.

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Providing effective leadership based upon innovation and efficiency – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
Implement new ways of communicating the change that is happening in Hartlepool both within and outside of the Borough.	Implement new ways of communicating the change that is happening in Hartlepool both within and outside of the Borough.	No change
Review arrangements for facilitating public involvement and participation in shaping the future of Hartlepool		Key deliverable deleted and activity merged into key deliverable 'Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities by September 2017'.
Introduce a new workforce and leadership and management development programme to unlock the potential of our staff to play a key role in finding alternative ways of delivering efficiencies and increasing income.	Introduce a new workforce and leadership and management development programme to unlock the potential of our staff to play a key role in finding alternative ways of delivering efficiencies and increasing income.	No change
Expand apprenticeship opportunities provided by the Council.	Develop the apprenticeship opportunities provided by the Council.	Amended to reflect the new Apprenticeship Levy.
	Strengthen arrangements to enable elected members to fulfil their role as democratically elected community champions.	New
	Increase availability and take up of digitally delivered services.	New

Strategic Priority: Growing our Economy, Jobs and Skills

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Visitor Numbers	Assistant Director – Economic Growth and Regeneration	3.9M	4M	4.1M
Value of visitor economy	Assistant Director – Economic Growth and Regeneration	£154M	£155M	£156M
Visitor numbers for the National Museum of the Royal Navy	Assistant Director – Economic Growth and Regeneration	45,000	50,000	55,000
Business stock (business units in Hartlepool)	Assistant Director – Economic Growth and Regeneration	332	334	337
New business registration rate	Assistant Director – Economic Growth and Regeneration	60	63	65
Youth Unemployment Rate	Assistant Director – Economic Growth and Regeneration	3%	2.8%	2.6%
Youth Employment Rate	Assistant Director – Economic Growth and Regeneration	47%	49%	51%
Unemployment Rate	Assistant Director – Economic Growth and Regeneration	4.3%	4.1%	3.9%
Employment Rate	Assistant Director – Economic Growth and Regeneration	65%	67%	69%
Number of learners participating in skills programme	Assistant Director – Economic Growth and Regeneration	800	825	850
Number of learners participating in community learning programme	Assistant Director – Economic Growth and Regeneration	400	425	450
Number of clients engaged on Youth Employment Initiative (YEI)	Assistant Director – Economic Growth and Regeneration	4500	6500	n/a
Number of new business projects on Enterprise Zone sites	Assistant Director – Economic Growth and Regeneration	1	2	1
Number of new business projects on Enterprise Zone sites	Assistant Director – Economic Growth and Regeneration	1	2	1
Number of new jobs on Enterprise Zone sites	Assistant Director – Economic Growth and Regeneration	4	8	5

Strategic Priority: Developing and promoting Hartlepool as a great place to live

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Number of total additional homes delivered (net)	Assistant Director – Economic Growth and Regeneration	409	409	409
Number of affordable homes delivered (gross)	Assistant Director – Economic Growth and Regeneration	144	144	144
Number of empty homes brought back into use	Assistant Director – Economic Growth and Regeneration	68	68	TBC
Crime rate per 1000 head of population	Assistant Director – Environment & Neighbourhood Services	Reduce	Reduce	Reduce
ASB rate per 1000 head of population	Assistant Director – Environment & Neighbourhood Services	Reduce	Reduce	Reduce
Number of users/participants involved in sustainable travel activities organized and promoted by the Hartlepool Active Travel Hub	Assistant Director – Environment & Neighbourhood Services	2000	2000	2000
Length of new routeways developed or improved (includes walkways, cycleways and shared routes) (m)	Assistant Director – Environment & Neighbourhood Services	3000	3000	3000
Number of major new facilities constructed that support sustainable travel (includes signage, interpretation, new road crossings, cycle parking, safe routes to school, electrical vehicle charge points)	Assistant Director – Environment & Neighbourhood Services	5	5	5
Number of kilograms of residual household waste collected per household	Assistant Director – Environment & Neighbourhood Services	600kg	550kg	500kg
Percentage of household waste sent for reuse, recycling and composting	Assistant Director – Environment & Neighbourhood Services	40%	44%	46%

Percentage of municipal waste land filled	Assistant Director – Environment & Neighbourhood Services	5%	5%	5%
Increase the number of allotment plots	Assistant Director – Environment & Neighbourhood Services	Baseline to be provided	TBC	TBC
Increase the number of tenanted allotment plots	Assistant Director – Environment & Neighbourhood Services	Baseline to be provided	TBC	TBC

3

Strategic Priority: Developing new services for people and communities

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Increase in number of people using community hubs	Director of Public Health	Establish baseline	25%	50%
Increase in number of people using leisure services from 16/17 baseline	Director of Public Health	1%	2%	3%
Increase in the % of people accessing the recovery support service	Director of Public Health	10%	20%	30%
Percentage total vote turnout at local election	Chief Solicitor and Monitoring Officer	N/A – no local election in May 2017	20% May 2018	21% May 2019
Number of Hartlepool residents volunteering their time	Assistant Director – Environment & Neighbourhood Services	Baseline data will not be available until 2017	increase	increase
Number of volunteer hours/days	Assistant Director – Environment & Neighbourhood Services	Baseline data will not be available until 2017	increase	increase
Number of neighbourhood improvement projects/ events delivered by local community groups	Assistant Director – Environment & Neighbourhood Services	10	30	60
Number of VCS groups supported, signposted, assisted	Assistant Director – Environment & Neighbourhood Services	increase	increase	increase
Percentage of people who feel that they can influence decisions in their local area	Assistant Director – Environment & Neighbourhood Services	increase	increase	increase
Percentage of people who feel part of the local community	Assistant Director – Environment & Neighbourhood Services	increase	increase	increase
Access to equipment and Telecare: users with Telecare equipment	Assistant Director - Adults	1700	Increase	Increase

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Number of admissions of supported residents aged 65 or over to residential/nursing care per 10,000 population.	Assistant Director - Adults	933.8*	Maintain / reduce	Maintain / reduce
Clients receiving a review as a percentage of adults and older clients receiving a service.	Assistant Director - Adults	75%	Maintain	Maintain
Percentage of reablement goals (user perspective) met by the end of the reablement package/episode (in the period).	Assistant Director - Adults	80%	Increase	Increase
Percentage of older people achieving independence for older people through rehabilitation/intermediate care.	Assistant Director - Adults	85%	Maintain / increase	Maintain / increase
Social care clients receiving Self Directed Support	Assistant Director - Adults	90%	Maintain / increase	Maintain / increase
Average rate of delayed transfers of care (attributable to social care) from all NHS hospitals, acute and non-acute, per 100,000 population aged 18+.	Assistant Director - Adults	2.8*	Maintain/ decrease	Maintain/ decrease
Carers receiving needs assessment or review and a specific carer's service, or advice and information as a percentage of all people receiving a community based service.	Assistant Director - Adults	40%	Increase	Increase

* These targets form part of the Better Care Fund Performance Framework. Targets for 2017/18 will need to be agreed jointly with the CCG and signed off by the Health & Wellbeing Board as part of the BCF planning process. BCF Planning Guidance for 2017/18 was due to be published in November / December 2016 but, as of 31 January 2017, was not available.

5

Strategic Priority: Building better beginnings and better futures for our children and young people

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Proportion schools judged by Ofsted as good or outstanding	Assistant Director Education and Skills	33 / 38 = 87%	35 / 38 = 92%	38 / 38 = 100%
Proportion of fixed term exclusions in primary schools	Assistant Director Education and Skills	0.10%	0.10%	0.10%
Proportion of permanent exclusions in primary schools	Assistant Director Education and Skills	0%	0%	0%
Proportion of fixed term exclusions in secondary schools	Assistant Director Education and Skills	5.5%	5.3%	5.0%
Proportion of permanent exclusions in secondary schools	Assistant Director Education and Skills	0.2%	0.1%	0.0%
Proportion of children reaching a Good Level of Development at the end of reception	Assistant Director Education and Skills	71%	72%	73%
Proportion of children reaching the required standard in the Year 1 Phonics Screening Check	Assistant Director Education and Skills	87%	89%	90%
Proportion of children attaining at least the expected standard in combined reading, writing and mathematics (CRWM) at the end of Key Stage 2 (KS2)	Assistant Director Education and Skills	55%	57%	60%
Gap between disadvantaged children and national non-disadvantaged children in the KS2 CRWM standard	Assistant Director Education and Skills	20% pts	18% pts	15% pts
Key Stage 2 progress score greater than or equal to zero for reading	Assistant Director Education and Skills	53%	55%	58%
Key Stage 2 progress score greater than or equal to zero for writing	Assistant Director Education and Skills	85%	67%	69%
Key Stage 2 progress score greater than or equal to zero for mathematics	Assistant Director Education and Skills	55%	57%	59%
Proportion of students attaining 5+A*-C (new Grade 5 and above) grades including in English and mathematics	Assistant Director Education and Skills	50%	52%	55%
Gap between disadvantaged students and national non-disadvantaged students in the 5+A*-CEM standard	Assistant Director Education and Skills	30% pts	25% pts	20% pts

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Proportion of students attaining the English Baccalaureate (EBacc)	Assistant Director Education and Skills	17%	20%	25%
Overall Attainment 8 score in Hartlepool secondary schools	Assistant Director Education and Skills	48	49	50
Proportion of secondary schools below average for Progress 8 measure	Assistant Director Education and Skills	3/5 = 60%	1/5 = 20%	0/5 = 0%
Gap between disadvantaged students and national non-disadvantaged students in the Progress 8 measure	Assistant Director Education and Skills	-0.4	-0.2	0.0
Rate of Children in Need per 10,000 population	Assistant Director Children's Services	441.5	436	428
Rate of Child Protection Plans per 10,000 population	Assistant Director Children's Services	59.6	56	50
Rate of Looked After Children per 10,000 population	Assistant Director Children's Services	113.5	107	100

Strategic Priority: Providing effective leadership based upon innovation and efficiency

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Number of subscribers to Leader's Bulletin	Assistant Director (Corporate Services)	Baseline Year	TBC	TBC
Average Twitter impressions per month	Assistant Director (Corporate Services)	60,000	62,500	65,000
Average Facebook reach per month	Assistant Director (Corporate Services)	60,000	62,500	65,000
Percentage of officers completing leadership, management and development programme	Assistant Director (Corporate Services)	95%	95%	95%
Percentage Council Tax bills issued electronically	Assistant Director (Finance & Customer Services)	Baseline Year	TBC	TBC
Take up of digital services indicator TBC	Assistant Director (Finance & Customer Services)	Baseline Year	TBC	TBC
Availability of services digitally indicator TBC	Assistant Director (Finance & Customer Services)	Baseline Year	TBC	TBC
Percentage of apprenticeships successfully completed	Assistant Director (Corporate Services)	80%	85%	90%

POVERTY IMPACT ASSESSMENT FORM

1. Is this decision a Budget & Policy Framework or Key Decision? YES **If YES please answer question 2 below**				
2. Will there be an impact of the decision requested in respect of Child and Family Poverty? YES **If YES please complete the matrix below**				

GROUP	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
Young working people aged 18 - 21	✓			There is a focus on support for young people into high value sustainable employment and also apprenticeship opportunities.
Those who are disabled or suffer from illness / mental illness	✓			There is a focus on supporting working age adults with care and support needs to live independent and fulfilling lives.
Those with low educational attainment	✓			There is a focus on improving educational attainment and also improving the skills and employment pathways for unemployed adults and parents.
Those who are unemployed	✓			There is a focus on support for young people into high value sustainable employment and improving skills and employment pathways for unemployed adults and parents.
Those who are underemployed			✓	
Children born into families in poverty	✓			There is a focus on improving educational attainment.
Those who find difficulty in managing their finances			✓	
Lone parents	✓			There is a focus on improving skills and employment pathways for unemployed adults and parents.
Those from minority ethnic backgrounds			✓	

Poverty is measured in different ways. Will the policy / decision have an impact on child and family poverty and in what way?				
Poverty Measure (examples of poverty measures appended overleaf)	**POSITIVE IMPACT**	**NEGATIVE IMPACT**	**NO IMPACT**	**REASON & EVIDENCE**
Children in Low Income Families (%)	✓			There is a focus on improving skills and employment pathways for unemployed adults and parents.
Children in Working Households (%)	✓			There is a focus on improving skills and employment pathways for unemployed adults and parents.
Overall employment rate (%)	✓			There is a focus on improving skills and employment pathways for unemployed adults and parents.
Proportion of young people who are NEET	✓			There is a focus on support for young people into high value sustainable employment and also apprenticeship opportunities.
Adults with Learning difficulties in employment	✓			There is a focus on supporting working age adults with care and support needs to live independent and fulfilling lives.
Free School meals attainment gap (key stage 2 and key stage 4)	✓			There is a focus on improving educational attainment.
Gap in progression to higher education FSM / Non FSM	✓			There is a focus on improving educational attainment.
Achievement gap between disadvantaged pupils and all pupils (key stage 2 and key stage 4)	✓			There is a focus on improving educational attainment.
Number of affordable homes built	✓			There is a focus on providing affordable housing.
Prevalence of obese children in reception year	✓			There is a focus on encouraging health lifestyles and participation in sport and leisure.
Prevalence of obese children in reception year 6	✓			There is a focus on encouraging health lifestyles and participation in sport and leisure.
Life expectancy	✓			There is a focus on encouraging health lifestyles and participation in sport and leisure.

Overall impact of Policy / Decision			
NO IMPACT / NO CHANGE – the impact will be positive.	✓	**ADJUST / CHANGE POLICY / SERVICE**	
ADVERSE IMPACT BUT CONTINUE		**STOP / REMOVE POLICY / SERVICE**	

3

Equality Impact Assessment Form

Department	Division	Section	Owner/Officer
All	N/A	N/A	Catherine Grimwood
Service, policy, practice being reviewed/changed or planned	Council Plan 2017/18 – 2019/20		
Why are you making the change?	New Council Plan required as previous version only runs until end of March 2017.		
How might this impact (positively/negatively) on people who share protected characteristics?			

Please tick	**POSITIVELY**	**NEGATIVELY**
Age	✓	
There is focus in the Council plan on getting young unemployed people into work or apprenticeships. There is a focus on improving skills and employment pathways for unemployed adults and parents. There is also a focus on improving health and care support for older people.		
Disability	✓	
There is a focus in the Council Plan on improving health and care support and housing options for people with disabilities. There is also a focus on improving arrangements for those with Special Education Needs (SEND).		
Gender Re-assignment		
Not directly		
Race		
Not directly		
Religion		
Not directly		
Gender		
Not directly		
Sexual Orientation		
Not directly		
Marriage & Civil Partnership		
Not directly		
Pregnancy & Maternity		
Not directly		

Has there been consultation /is consultation planned with people who will be affected by this policy? How has this affected your decision making?	The priorities identified in the proposed Council Plan have been informed by the Council's Your Say, Our Future exercise that took place over summer 2016. Some of the proposals within the Council Plan may be subject to specific consultation prior to implementation.
As a result of your decision how can you mitigate negative/maximise positive outcomes and foster good relationships?	The aim of the Council Plan overall is to improve outcomes across a range of themes across Hartlepool. Changes to individual services which are included within the Council Plan will be subject to their own Equality Impact Assessments.

Describe how you will address and monitor the impact	**1. No Impact - No Major Change** Overall there should be a positive impact across Hartlepool including all equality groups.
	2. Adjust/Change Policy
	3. Adverse Impact but Continue as is
	4. Stop/Remove Policy/Proposal

Initial Assessment	*31/1/17*	Reviewed	
Completed	*31/1/17*	Published	

4.1 CSC 21.02.17 Council Plan App 6

4.1 Appendix 6

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CHILDREN'S SERVICES COMMITTEE
21st February 2017

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Report of: Director of Child and Adult Services

Subject: SCHOOLS FUNDING FORMULA 2017/18

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1.   TYPE OF DECISION/APPLICABLE CATEGORY

Key Decision (test (i)/(ii)) Forward Plan Reference No. CAS 056/16

2.   PURPOSE OF REPORT

2.1   To advise Members of the Department for Education's (DfE) new National Early Years Funding Formula.

2.2   To update Members on the results of Hartlepool's National Early Years Funding Formula consultation.

2.3   For Members to note the results of the consultation and to agree Hartlepool's National Early Years Formula for April 2017/18.

3.   BACKGROUND

3.1   The government's early years and childcare offer includes –
   • 570 hours per year of free early education and childcare for eligible two year old children
   • 570 hours per year of free early education and childcare for eligible three and four year old children
   AND
   • A new offer from September 2017 of a further 570 hours per year free early education and childcare for 3 and 4 year old children in eligible working families.

4.   CONSULTATION

4.1   DfE recently concluded their funding consultation and published their response alongside operational guidance for the new early years national funding formula for 2, 3 and 4 year olds.

4.2   The local authority (LA) released a national early years funding formula consultation document on the 10th January 2017 which closed on the 20th

January 2017. This was sent to all early years providers including schools, registered childminders and daycare providers.

4.3   The responses have been analysed and the LA is now able to present the proposed new funding formula.

5.   FUNDING 2017/18

5.1   The Education Funding Agency (EFA) has issued indicative funding allocations for 2017/18; the final allocations will be confirmed following the January census counts in 2017 and 2018.

Early Years Block	Rate	2017/18 Indicative Funding
3/4 Year Old Funding	£4.46 per hour	3,834,146
Additional 15hrs from Sept 2017	£4.46 per hour	577,842
DAF Funding	£615 per pupil	24,600
Pupil Premium	£302.10 per pupil	114,734
Total 3/4 Funding	-	4,551,322
2 Year Old Funding	£5.20 per pupil	1,276,002
Total Early Years Block		**5,827,324**

6.   3/4 YEAR OLD FUNDING 2017/18

6.1   Early years and childcare is currently funded using a Single Funding Formula which includes a base rate and a number of supplements. This means that depending on a range of factors providers are paid varying amounts per hour for their early years entitlement.

6.2   The new requirements are intended to ensure that funding provided by the EFA is transparent and fairly distributed to providers.

6.3   The LA is required to implement the new formula from April 2017. DfE plans to have a local universal base rate by 2019/20.

6.4   New Requirements 2017/18:

- Implement additional 570 per year for eligible working parents from September 2017
- Introduce a base rate of at least £4 per hour for 3/4 year olds
- Limit the level of funding paid via supplements to 10%
- Deprivation is the only mandatory supplement
- 93% of funding is to be passed to providers (95% in 2018/19)
- Establishment of a SEN Inclusion Fund (SIF)
- Introduction of a Disability Access Fund (DAF)

6.5   DfEs indicative allocation for Hartlepool indicates that providers will be better off under the new early years funding formula. However the LA will continue to be paid for only those children on census and therefore a funding shortfall will continue to be an issue. Officers are working hard to ensure children are on roll and registered on census to ensure that the local authority is paid for all eligible children. However there is always a possibility that children arrive and leave before a census return takes place resulting in the local authority not receiving funding for that place.

7.   HARTLEPOOL CONSULTATION

7.1   Hartlepool released a national early years funding formula consultation document on the 10th January 2017 which closed on the 20th January 2017. This was sent to all schools who offer early years provision, registered childminders and daycare providers.

7.2   Responses were received from 29 providers: 19 schools (out of 31), 6 childminders (out of 20) and 4 daycare (out of 16).

7.3   A summary of the responses received is as follows:

Consultation question	Response Yes %	Response No %	Not Sure or N/A %
Q1- do you agree to the LA retaining 7% of the funding in 2017/18?	90%	10%	
Q2 – do you agree that the mandatory deprivation factor is maintained at 2% of the funding supplement?	83%	17%	
Q3 – do you agree that the Flexibility and Quality supplements at their current weightings continue to be included in the local formula?	76%	21%	3%
Q4 – do you agree that the LA does not use sparsity/ rurality as a factor in the formula?	93%	7%	
Q5 – do you agree that the LA does not use EAL as a factor in the local formula?	72%	28%	
Q6 – do you agree that the LA allocates £25,000 from the early years central fund to create a SEN Inclusion Fund?	86%	10%	4%
Q7 – do you agree that the 2 year old hourly rate increases to £5.04 from £4.90 and that the LA retains 0.16p per hour?	93%	0%	7%

7.4   The comments and responses have been considered by Schools Forum on the 1st February 2017.

8.   <u>THE FORMULA</u>

8.1   The table below shows how the 3 / 4 year old funding has been allocated as prescribed by the EFA.

	Hourly Rate £	% Allocated	Total Funding
DFE allocation	**4.46**	**100%**	**4,411,988**
Allocation of Funding for the Formula:			
Base Rate	4.00	89.69%	3,956,968
Supplements	0.123	2.7%	121,181
SEN Inclusion Fund	0.025	0.61%	25,000
Pass through rate to providers	**4.15**	**93.00%**	**4,103,149**
Centrally retained funding	0.31	7.0%	308,839
Total	**4.46**	**100%**	**4,411,988**

8.2 In summary –
- the base rate has been set at a rate of £4.00 per hour (an increase from £2.75 per hour)
- supplements equate to 2.7% of the overall funding (compared to 26% under the previous formula)
- although the LA has received an increase of £0.83p per hour to £4.46 this is below the national average of £4.88
- as part of the national formula the EFA has protected those authorities that are losing funding using a floor and capping system. This means no LA will lose funding of more than 5% in 2017/18. Hartlepool should be in receipt of £4.49 per hour but the gains have been capped by 3p per hour.

8.3 **Supplements**
83% of respondents agreed to keep the weightings for deprivation and 76% agreed to keep the same weightings for flexibility and quality. The new rates reflect this majority decision. The new rates are shown below:

Rate	Flexibility	Quality	Deprivation
	Pence per hour	Pence per hour	Pence per hour
1	-	0.019	0.012
2	-	0.012	0.010
3	0.022	-	-
4	0.093	-	-

8.4 **SEN Inclusion Fund (SIF)**
The LA is required to have a SIF for top up payments for children with 'low level or emerging need'. 86% of respondents agreed to the level of funding proposed. Initial funding has been set at £25,000. The LA will consult with early years providers, parents and SEN specialists on how the fund will be allocated, as part of the preparation and review of the "local offer".

8.5 **Centrally Retained**
In accordance with EFA guidance, centrally retained funding of 7% £0.309m is proposed to be retained. In the consultation 90% of respondents agreed to this percentage. The funding will be used to -

- Continue to support the costs of existing staff to deliver early years free entitlement, including an Early Years Consultant and Free Nursery Entitlement Officer together with administration support.
- Contribute to the SEN Inclusion Fund and support the costs of specialist SEN services and the development and implementation of the new fund and associated policy. These costs cannot be counted within the pass through rate.
- Support the implementation of the additional 15 hours for working parents. This includes the purchase and installation of a new IT solution as mandated by DfE.
- Administration of the DAF funding including advice and support.
- Fund further capacity in the early years team to implement the new early years developments and additional statutory functions placed upon the LA
- Support the cost of any shortfall in placement funding from DfE.

8.6 **Other Funding**
The DfE has provided additional funding of £615 per child in receipt of Disability Living Allowance (DLA). This will be paid to a provider to make 'reasonable adjustments' and to 'build capacity' within the setting. The EFA has allocated £24,600 in total for this fund. The EFA has advised that they will issue guidance on best practice on the use of this fund.

8.7 Pupil Premium remains unchanged and will be paid at a rate of £302.10 per eligible child pro rata.

8.8 **2 Year Old Funding**
Funding for the most disadvantaged 2 year olds is already allocated on a formula basis.
The Government has committed to uplift the *average* 2 year old funding rate from £5.09 to £5.39.
DfE has confirmed that 100% of the funding must be passed to providers. Therefore the LA proposes to pay providers £5.20 per hour. This is an increase of £0.30p per hour.

9. **RISK IMPLICATIONS**

There are no service risks associated with the new funding formula. However, there are financial risks and these are set out below.

10. **FINANCIAL CONSIDERATIONS**

DfE continues to pay early years funding based on census returns. If a child does not appear on a census return then the Local Authority is not paid for their place. This has historically led to a shortfall in early years funding. The proposed new formula mitigates part of the impact allowing the LA to retain a percentage of funding to cover such circumstances. There will be an ongoing shortfall in 2017/18 which will continue to be funded from existing

risk reserves. However these reserves will be fully committed in 2017/18. A permanent solution needs to be developed before the start of 2018/19 to address this issue.

11.   LEGAL CONSIDERATIONS

The Local Authority has a duty to ensure there is a funded early years place for all eligible children.

12.   CHILD AND FAMILY POVERTY CONSIDERATIONS

Options have been considered and there are no child and family poverty impact issues.

13.   EQUALITY AND DIVERSITY CONSIDERATIONS

All eligible children are offered an early years place.

14.   STAFF CONSIDERATIONS

No issues.

15.   ASSET MANAGEMENT CONSIDERATIONS

No issues.

16.   RECOMMENDATIONS

16.1   That Members note the outcome of Hartlepool's consultation on the national early years funding formula.

16.2   For Members to agree Hartlepool's National Early Years Funding Formula for April 2017/18.

17.   REASONS FOR RECOMMENDATIONS

Early years providers have responded to the consultation exercise and the overall majority of those that responded (>72%) agree to the proposed new formula.

School Forum met on the 1st February 2017 and agreed to the proposed formula.

18.   BACKGROUND PAPERS

Not applicable.

19.   CONTACT OFFICER

Penny Thompson

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CHILDREN'S SERVICES COMMITTEE

21 February 2017

Report of: Director of Child and Adult Services

Subject: TO NOMINATE LOCAL AUTHORITY
                      REPRESENTATIVES TO SERVE ON SCHOOL
                      GOVERNING BODIES

1.   TYPE OF DECISION/APPLICABLE CATEGORY

Non key.

2.   PURPOSE OF REPORT

2.1   To update members of the Children's Services Committee in respect of
        vacancies that currently exist for local authority representative governors,
        and to request that members recommend nominees to the governing bodies
        where vacancies currently exist.

3.   BACKGROUND

3.1   Reports have previously been presented to the Children's Services
        Committee in February and July 2015 alerting members to the requirement
        that local authority governors are now nominated by the local authority but
        appointed by the governing body on the basis that the nominee has the skills
        to contribute to the effective governance and success of the school, and
        meets any other eligibility criteria they may have set.

        A schedule (**Appendix A**) is attached setting out details of vacancies which
        currently exist, together with applications received (**Appendix B**). **This item
        contains exempt information under Schedule 12A of the Local
        Government Act 1972 (as amended by the Local Government), (Access
        to Information), (Variations Order 2006) namely, information relating to
        any individual (Para 1).**

4. PROPOSALS

4.1   None

5. RISK IMPLICATIONS

None

6. FINANCIAL CONSIDERATIONS

None

7. LEGAL CONSIDERATIONS

None

8. CHILD AND FAMILY POVERTY CONSIDERATIONS

None

9. EQUALITY AND DIVERSITY CONSIDERATIONS

None

10. STAFF CONSIDERATIONS

None

11. ASSET MANAGEMENT CONSIDERATIONS

None

12. RECOMMENDATIONS

12.1   It is recommended that the committee gives consideration to applications as set out in **Appendix B** in respect of local authority nominations for consideration by governing bodies where vacancies currently exist.

13.   REASONS FOR RECOMMENDATIONS

To ensure that the nomination of local authority governors will contribute to improve the effectiveness of the governing body to which they are appointed.

14.   BACKGROUND PAPERS

None

15.   CONTACT OFFICER
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VACANCIES FOR LOCAL AUTHORITY GOVERNORS ON SCHOOL GOVERNING BODIES

SCHOOL	VACANCY	APPLICATIONS RECEIVED	NOMINEES RECOMMENDED FOR CONSIDERATION AND APPOINTMENT BY GOVERNING BODY
Grange Primary School The Head teacher and Chair of Grange Primary School have spent some time rebuilding the Governing Body taking particular care in seeking out Governors from different backgrounds who bring with them new skills and ideas in order to build on the effectiveness of governance at the school and raise the aspirations of young people who attend the school .Mr Fletcher applied to become a school governor via The School Governor One Stop Shop and was interviewed by the Head teacher and Chair who would very much like him to join the Governing Body as a Local Authority Governor .	One vacancy	Allan Fletcher	

Greatham CE Primary School Councillor Loynes is an experienced governor who is currently a co-opted governor at another school within the Rural West ward. Greatham Primary School governors have highlighted a need to appoint someone with a knowledge and understanding of the local village community as well as someone with governance experience. The school has approached Councillor Loynes about the post and indicated a desire to appoint her as a LA Governor.	One vacancy	Councillor Brenda Loynes	
St Cuthbert's RC Primary School The school has identified a gap in knowledge within its governing body around financial management skills. As the Head of Finance and Corporate Services within a local school academy Mrs Robson would bring knowledge and expertise to help fill this gap. She would also contribute management and leadership skills along with HR experience. Following discussions with Mrs Robson the school would wish to appoint her to the governing body.	One vacancy	Louise A Robson	

St Joseph's RC Primary School Mr Ainslie has served on the Governing Body of the School as an Associate Member for the past three years and has been regularly attending meetings of the Governing Body and its committees during this time The Governing Body would like to retain Mr Ainslie as a Governor as he has extensive knowledge and links with the community through his former role as a Ward Councillor. He also brings with him a number of skills through his former employment one of which is strategic planning which will help the governing body develop its strategic role which in turn will contribute to their effectiveness as a Governing Body.	One vacancy	James F Ainslie	

CONTACT OFFICER:
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CHILDREN'S SERVICES COMMITTEE
21 February 2017

Report of: Director of Child and Adult Services

Subject: DEVELOPMENT OF TEES VALLEY REGIONAL ADOPTION AGENCY

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1.   TYPE OF DECISION/APPLICABLE CATEGORY

1.1   For information

2.   PURPOSE OF REPORT

2.1   To inform Children's Services Committee of the national policy agenda in relation to adoption and the local response to develop a Tees Valley Regional Adoption Agency with the assistance of a grant from the Department for Education.

3.   BACKGROUND

3.1   Adoption reform is a key priority for the Government building on work commenced under the coalition government through its publication Further Action on Adoption: Finding More Loving Homes (January 2013). This publication outlined a vision for a new adoption system with a key focus on tackling the adopter recruitment challenge calling for a system where there were fewer organisations recruiting and assessing adopters but operating on a much greater scale.

3.2   Over the past 18 months, the momentum in the reform of adoption services has increased through the following actions:
- The introduction of the Adoption Leadership Board and Regional Adoption Boards;
- The passing of the Education and Adoption Act making provision to require joint arrangements for carrying out local authority adoption functions in England; and
- The publication by the Department for Education in March 2016 the document 'Adoption: A Vision for Change' which outline the Government's vision of an adoption system where:

- o Decisions about placements are always made in children's best interests;
- o Service delivery has at its heart innovation and practice excellence;
- o Social workers are highly skilled professionals who make high quality, evidence based decisions and do not tolerate damaging delay for children in their care;
- o Matches are made without unnecessary delay;
- o Every adoptive family has access to an ongoing package of appropriate support with a right to high quality, specialist assessment of need;
- o The voice of adopters and their children is at the heart of national and local policy decision making and delivery of services.

3.3　　As part of the reform of adoption services, the Department for Education (DfE) committed funding to stimulate change in the sector supporting early adopters of regional adoption agencies to accelerate their development and early implementation. The DfE has provided financial and practical support to local areas to develop regional adoption agencies and all projects have been allocated a coach from the Department's delivery partner, Deloitte and Mutual Ventures.

3.4　　In October 2015 the Tees Valley local authorities submitted an expression of interest to the Department for Education for an adoption reform grant to scope the development of a Tees Valley Adoption Service. Initially this project was being led by Middlesbrough Borough Council, however, since January 2016, Hartlepool Borough Council has fulfilled the lead authority role.

3.5　　In April 2016 the Tees Valley Regional Adoption Agency (TVRAA) submitted a Transition Plan to DfE providing outline proposals, work completed to date and a high level implementation plan for the forthcoming year. This was a requirement for accessing DfE grant funding to support the development and implementation of the RAAs nationally.

3.6　　Included in the Transition Plan were a draft vision and set of objectives developed by the local authorities and voluntary adoption agencies that make up the TVRAA Management Board based on engagement with adopters and staff. At this stage initial options for the TVRAA delivery vehicle were considered and evaluated against the identified strategic objectives for the RAA and it was proposed that the TVRAA should be constituted as a separate legal entity controlled and 'owned' by the participating local authorities and partners.

3.7　　In order enable local authorities to continue developing on the work undertaken to develop the transition plan, the DfE provided interim funding for May and June 2016 whilst longer term funding decisions were taken. During this period, the DfE amended its funding arrangements for RAA projects and determined to create five 'demonstrator sites' that would receive full funding to be the first regions to develop RAAs. All remaining RAA areas

received an allocation of £100k between July and October to continue to develop their RAA model. TVRAA was not identified as a demonstrator site and therefore decided to continue to develop the design of the TVRAA and prepare an outline business case for the RAA.

4.   **PROPOSALS**

4.1   Between July and November a significant amount of work has been undertaken on the design and future model for the TVRAA resulting in the development of process maps in relation to the ideal child / adopter journey, roles and functions of the RAA, processes and pathways and an Outline Business Case for the RAA (attached at **Appendix 1**).

4.2   The Outline Business Case (OBC) sets out potential benefits and risks of establishing and delivering a regional adoption agency, an overarching vision and associated operating principles and the processes, roles and functions that are required to deliver it. The process of developing the OBC has been used as an opportunity to build consensus on an optimum model for the delivery of a regional adoption agency through:
- Identification of best practice across Tees Valley based on qualitative performance analysis and qualitative practice workshops;
- The co-productive design process in which the ideas and ambition has come from the people who deliver adoption and children's services in Tees Valley; and
- Anchoring the service design in the needs of those who experience adoption, namely children, adopters and birth parents.

4.3   A governance structure is in place for the programme headed by the RAA Management Board made up of the Directors of Children's Services and senior managers from local VAAs and key partner agencies. Beneath this sits an implementation group of managers leading adoption work across the Tees Valley and a 'Customer Design Authority' which is made up of adopters and adoption experienced individuals.
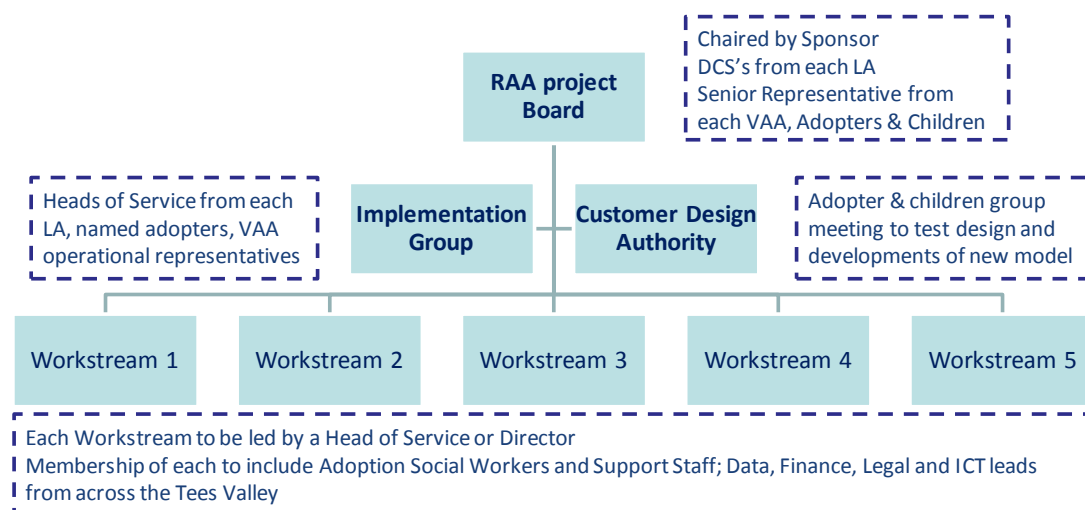
The workstreams have been identified as follows:
- Practice and organisational design;
- Commercial, legal and governance;
- Human Resources;
- Finance;
- ICT;
- Performance; and
- Property.

4.4   From January 2017, work will start in earnest on the development of the full business case for the RAA through the creation of a series of workstreams that will effectively organise and coordinate activity to deliver the programme through to go live and beyond. It is proposed that this is a staged process across three phases:
- January – May 2017 – Detailed design, transition planning and development of Full Business Case to enable the necessary local approvals to be secured for implementation;
- June – November 2017 – Formation of and transition to the new RAA model including necessary consultations.
- November 2017 – June 2018 – Go live and focussed optimisation of the new model.

It should be noted that not all of the Tees Valley local authorities have a dedicated adoption services. Within some of the authorities, these are an integrated team with the fostering service. Through the workstreams, these issues will be addressed to consider how to provide resilience both to the RAA and retain an appropriate level of capacity within the fostering services.

5.   **RISK IMPLICATIONS**

5.1   There are risks associated with any significant change management programme such as this. The outline business case has identified potential risks within the project and provides a risk matrix detailing a risk rating and mitigating actions. Going forward, the risks will be effectively managed through the Management Board and governance arrangements.

5.2   As detailed in the Outline Business Case, there can be fluctuations in the number of children who require an adoptive placement as this is dictated by need and decision making of the court. The cost benefit scenario detailed at chapter eight illustrates the potential range of performance and financial outcomes from combining adoption services under the RAA. This provides guidance on the potential opportunities and risks to inform the decision on and potential approach to further design and transition work. In the preparation of the full business case, further detailed analysis of numbers of children waiting for adoption will be completed to ensure that the new service has the capacity to meet current and future predicted need.

5.3   If the Tees Valley local authorities decides not continue with the development of the TVRAA there is a risk that the Government will use its

powers under the Education and Adoption Act 2016 to require the local authorities to make joint arrangements for the provision of adoption services without the benefit of a grant to support this process.

6.   FINANCIAL CONSIDERATIONS

6.1   TVRAA has received a grant from the Department for Education to develop and implement the model for a Tees Valley Adoption Service. The costs of the project are fully met by the grant. Within the full business case that will be presented to Children's Services Committee later in the year, a full financial model will be outlined. There is an expectation within all the local authority partners that the RAA will not cost more than the current arrangements to deliver adoption services across Tees Valley.

7.   LEGAL CONSIDERATIONS

7.1   There are no legal considerations arising from this report. There are however significant legal implications involved in the creation of the Tees Valley RAA and these will be covered in the decision making report that will be presented to Children's Services Committee later in the year.

8.   CHILD AND FAMILY POVERTY CONSIDERATIONS

8.1   There are no child and family poverty considerations arising from this report.

9.   EQUALITY AND DIVERSITY CONSIDERATIONS

9.1   There are no equality and diversity considerations arising from this report.

10.   STAFF CONSIDERATIONS

10.1   There are no staff considerations arising from this report. There are however significant staff implications involved in the creation of the Tees Valley RAA and these will be covered in the decision making report that will be presented to Children's Services Committee later in the year.

11.   ASSET MANAGEMENT CONSIDERATIONS

11.1   There are no asset management considerations associated with this report. There are however asset management implications involved in the creation of the Tees Valley RAA and these will be covered in the decision making report that will be presented to Children's Services Committee later in the year.

12.   RECOMMENDATIONS

12.1   Children's Services Committee is asked to note the work being undertaken to develop a regional adoption agency and confirm the Council's commitment to the ongoing development of a Tees Valley Regional Adoption Agency

12.2   To note that Children's Services Committee will receive a further report on this development where a key decision will be required to move to the creation of the Tees Valley Regional Adoption Agency.

13.   REASONS FOR RECOMMENDATIONS

13.1   Children's Services Committee should be informed of significant projects underway that may require a future decision by the Committee to change the way in which services are delivered.

14.   BACKGROUND PAPERS

Department for Education, Adoption: A Vision for Change March 2016

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iMPOWER

Tees Valley Regional Adoption Agency: Outline Business Case

Supporting Local Authorities and Voluntary Adoption Agencies in Tees Valley with the development of a Regional Adoption Agency
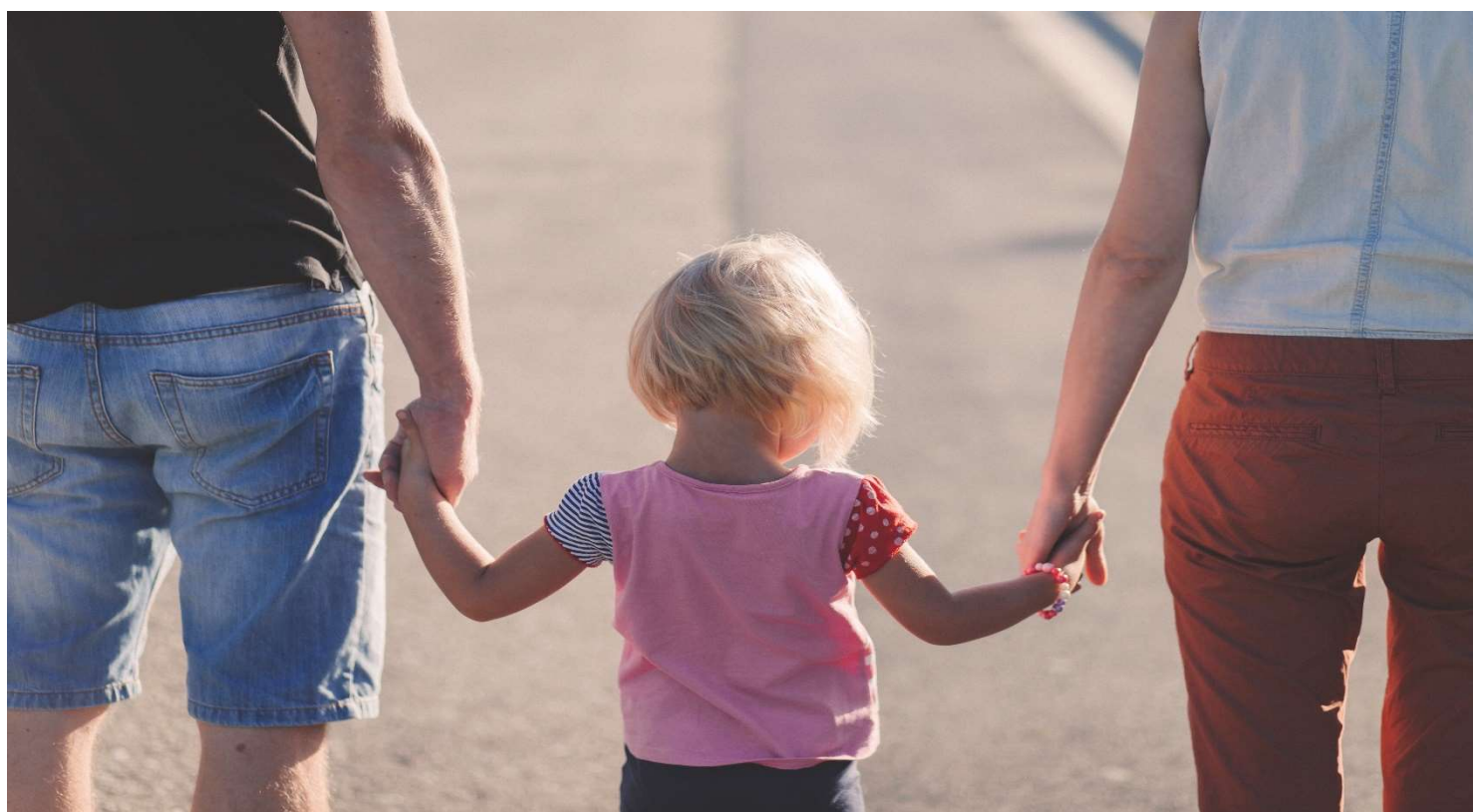
30 September 2016

DOCUMENT CONTROL

Version	Date	Author	Details	Distribution List	Date of distribution	Approved by
Version V1.0	26.09.16	iMPOWER Consulting	First full draft for discussion with Sponsor	Sally Robinson	26.09.16	
Version 2.0	30.09.16	iMPOWER Consulting	First draft for Project Board, incorporating amendments to v1.0 throughout, as advised by Sponsor.	RAA Project Board	30.09.16	Sally Robinson

REGIONAL ADOPTION AGENCY OUTLINE BUSINESS CASE

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1. ABOUT THIS DOCUMENT

This document is an outline business case ('OBC') for the development and implementation of a Tees Valley Regional Adoption Agency (RAA).

Its purpose is to enable the five participating local authorities to consider and agree the direction of and next steps for the RAA.

It does so by setting out the design work completed with stakeholders to date, the vision that has emerged, the associated design principles and the key processes, roles and functions to deliver the new model of practice.

The document then considers, in the context of this vision, the opportunities for and risks of the new agency by illustrating a range of performance and financial scenarios.

Having supported the five local authorities in the first stage of the Regional Adoption Agency work, iMPOWER Consulting Limited ('iMPOWER') were asked by Hartlepool Borough Council (as the lead local authority) to support the development of this OBC.

In response iMPOWER proposed the following scope of support:

1. Facilitation of a series of 'design workshops' with a mixture of local authority and VAA staff to consider the potential shape and make up of a future RAA, including high-level mapping of pathways;

2. Facilitation of a series of workshops to identify and develop a number of options for the delivery of post adoption support, building on the requirements specified by adopters in the recent adopter engagement sessions, and

3. The collation of a more detailed outline business case detailing the potential model for the RAA, key principles, processes, roles, functions, indicative costs and benefits, and next steps.

This document incorporates the outputs from this support.

Overall the development of this business case for a Tees Valley Regional Adoption Agency is an iterative process. During the detailed design phase this document will be developed into a detailed full Business Case, as set out in the implementation plan.

2. EXECUTIVE SUMMARY AND RECOMMENDATIONS

Executive Summary

This Outline Business Case ('OBC') sets out the potential benefits and risks of establishing and delivering a Regional Adoption Agency (RAA), an overarching vision and associated operating principles, and the processes, roles and functions that are required to deliver it.

Through modelling around performance and demand, key performance indicators have been identified, as well as the level of ambition and the financial opportunity of realising the improvements targeted. This includes becoming a net contributor of adopters and helping to meet the need from outside the Tees Valley boundaries.

Development of Outline Business Case

The process of developing this OBC has been used as an opportunity to build consensus on an optimum model for the delivery of region-wide adoption services through:

- Identification of best practice across Tees Valley, based on quantitative performance analysis and qualitative practice workshops, and the consolidation of this to ensure the RAA is greater than the sum of its parts;

- A co-productive design process, in which the ideas and ambition has come from the people who deliver adoption and children's services in Tees Valley, and

- Anchoring the service design in the needs of those who experience adoption: children, adopters and birth parents.

This approach has enabled the stakeholders across the RAA to agree a best practice model and aim for an improvement in overall performance.

Context

Through its national programme the Department of Education (DfE) is encouraging and supporting local authorities and voluntary adoption agencies to combine and to establish Regional Adoption Agencies. From February - September 2016 local authorities (LAs) and voluntary adoption agencies (VAAs) in the Tees Valley have collaborated to develop outline proposals and plans for a Tees Valley Regional Adoption Agency.

Introduction and Approach

Over August and September 2016 seven workshops were held with a cross section of professionals and staff to further develop the RAA and produce this Outline Business Case. Performance and cost / benefit analyses were also produced to assess and quantify the potential benefits and risks of establishing a Tees Valley RAA.

RAA Vision, Strategic Objectives and Scope

LAs and VAAs in the Tees Valley have developed a draft vision and set of strategic objectives for the RAA. These are child and adopter centred and have underpinned the scoping and development of processes, roles and functions set out in this document.

Ideal experience from a child, adopter and birth parent perspective

Workshops with LA and VAA representatives held in August and September were used to identify the best possible experience and ideal 'customer journey' for children, adopters and birth parents.

First person narratives were produced and agreed at the workshops and used to develop guiding principles for the RAA design. These have in turn driven and informed the development of processes, roles and functions included in this document.

This exercise has facilitated the development of cross-agency consensus on what the RAA should do, how it should do it, and the potential benefits.

Core components to deliver vision

Using the vision, ideal customer experience and guiding principles, LA, VAA and adopter representatives attending the workshops mapped out the detailed activities, processes and pathways that the RAA will implement to deliver these.

This includes a proposed new approach to post-adoption support. Workshops with practitioners identified an appetite for significant innovation in moving toward a more consistent and preventative model of practice.

In so doing, it was identified that further and focussed work is required to confirm the reasons and basis for the provision of post -adoption support, what is currently provided and how, and the outcomes achieved - in order to agree the future model.

Other key considerations for the next phase of detailed design and implementation have been identified and are set out in this section.

Cost / benefit scenarios

The cost / benefit analysis included in this Outline Business Case has highlighted the significant potential benefit of establishing a Tees Valley Regional Adoption Agency in terms of outcomes for children and medium to long term cost savings for the local authorities.

This has modelled the potential sufficiency and financial opportunity if performance can be improved and / or demand increased as a result of consistently applying the best practice and innovations identified. This also highlights the risks if performance or demand were to deteriorate.

The difference between the high and low performance and demand scenarios is considerable. Indicatively, it could mean the difference between over 400 children finding adoptive homes over a five-year period, and LAs achieving annual savings of £3.5m, and only 150 children finding homes and the TV LAs seeing a total extra cost of almost £6m per annum.

Implementation plan

An implementation plan has been produced setting out the activity required to design and implement the Tees Valley RAA, including the practical aspects outlined in 'Other

Considerations', such as the formation of and transition to the new agency and back office arrangements.

The cost / benefit analysis highlights the importance of a well-organised and sequenced design and transition, an approach to which is recommended in this OBC, as well as the risks.

In order to realise the benefits and manage the risks and potential costs, a three stage plan is recommended in which:

- Detailed design work is completed and the transition planned, culminating in a Full Business Case which allows a final go/no-go decision

- The transition is effected over a period of six months, and

- A six-month post implementation period is planned following go-live to ensure that the new RAA can quickly resolve any operational issues and optimise its performance.

Recommendations

This OBC makes the following recommendations to the Tees Valley Regional Adoption Agency Project Board:

- Agree the proposed vision, principles, and outline processes, functions and roles described in this OBC;

- Agree in principle to develop a Tees Valley Regional Adoption Agency with an ambition to realise the potential benefits highlighted in this Outline Business Case;

- Proceed to Detailed Design phase in October 2016, as defined in the implementation plan, with a view to moving to a Transition phase in May 2017, and achieving go-live in the Autumn of 2017;

- Set up a further decision gateway within one month of mobilisation of the Detailed Design phase. Specifically, after detailed Workstream planning, revisit the estimated cost of change and determine whether the plan be amended in light of confirmed DfE funding levels;

- As an output of the Detailed Design work (April 2017), develop a Full Business Case setting out the proposed model, costs, benefits and risks, to enable appropriate local approvals;

- As a priority, establish a baseline for Post Adoption Support to enable further design and development of a Regional Post Adoption Support service and / or offer, and

- As a priority, further clarify and formalise the role of the five participating Voluntary Adoption Agencies in the control and governance and delivery of the Regional Adoption Agency.

Key risks and issues for RAA Project Board consideration

There are a number of design and implementation risks, issues and priorities requiring the early consideration of the RAA Project Board including:

- **Risk and gain share** - Local authorities / Voluntary Adoption Agencies will need to agree a 'deal' on what resources they put into the Tees Valley RAA, what financial / non-financial return they can expect to receive in turn (e.g. the number children placed with each year). There are a range of options on how risks and gains can be shared across each party and it will be important to start this conversation early as there are other design decisions which have dependencies on or may inform the outcome, such as how the RAA governance is set up.

- **Demand for adoption** – demand for adoption - the number of placement orders – has been falling since 2013/14 and continues to fall, locally, regionally and nationally. The question of how to gear operations up or down accordingly is one facing all adoption agencies, whether in RAA form or not. However it will be additionally important for the Board to form an expectation around demand in the short to medium term because contribution or transfer of resource from LAs / VAAs to the Tees Valley RAA may risk 'locking in' this cost more firmly, if the RAA has less flexibility to downscale adoption services than LAs / VAAs.

- **Diversity of provision** - there is the possibility that a RAA which is more successful in recruiting, matching and placing adopters (indeed this is the ambition) may address more of the demand in Tees Valley and beyond, restricting opportunities for the VAA market and reducing competition overall. This requires consideration with VAAs and the scenario modelling is intended to aid this discussion.

- **The costs of change** – further assurance is required as to a) DfE funding and b) the cost of delivering the proposed change. It is expected that confirmation from DfE will be forthcoming over the coming month and proposed that the detailed planning required be completed on a similar timescale so that a decision can be made on the model and approach to transition. The plan therefore provides for an interim 'decision gateway' when this information is available. Subject to this, the Board may wish to review the legal form the RAA takes, if it is considered that the vision and benefits targeted can be achieved through a less complex and costly service sharing arrangement, for example through contract.

3. CONTEXT

3.1 National context

Regionalising Adoption

The Department of Education (DfE) launched the 'Regional Adoption Agency' programme in 2014 with the aim of enabling the adoption of more children more quickly, through greater collaboration. The DfE believes regional adoption services will help:

- Speed up matching and markedly improve the life chances of neglected and damaged children;
- Improve adopter recruitment and adoption support; and
- Reduce costs.

Since the launch of this programme each participating region in England has received a level of financial support to develop proposals for RAAs and move to implementation. In April 2016 each formative RAA submitted a 'Transition Plan' setting out plans for the design and implementation of RAA proposals.

Children's and Social Work Bill

The Children's and Social Work Bill includes a number of measures which are relevant to the establishment of Regional Adoption Services. Section 15 of the Bill gives the Secretary of State additional powers to exempt local authorities from requirements under social care legislation. The bill will allow Government to free local authorities from regulations where Government have made an intervention.

On adoption, the Children's and Social Work Bill includes measures aiming to maximise opportunities for adoption over short-term foster care placements, where possible and appropriate, by expanding the factors courts must consider when deciding whether to make a care order.

Under this Act, when courts are considering whether to make a care order they must consider the 'permanence provisions' of the care plan prepared by a local authority including: additional information about the impact of any harm a child has suffered; their current and future needs (including any needs arising from exposure to that harm); and the way in which the proposed permanence plan for the child will meet those needs.

National reduction in number of placement orders, 2014 - 2016

The Regionalising Adoption Programme, Children's and Social Care Bill and policy emphasis on maximising the number of children who can be adopted comes is against a backdrop of a national (and regional) fall in the number of placement orders granted by judges. This was halved between March and November 2014 (ALB, November 2014),

and placement orders had fallen a further 24% in the year in the year up to March 2015 in England (DfE Children Looked After in England, March 2015).

It has been suggested by a range of agencies across the sector that this is a response to precedents established through case law and subsequent application by the judiciary nationally.

The success of the Tees Valley RAA depends not just on the rate at which it can recruit or locate appropriate adopters but on the level of demand for those placements. This trend and the risk of a further reduction in children who are able to be adopted is a key risk for the consideration of the Tees Valley RAA Project Board.

3.2 Local context

Summary

The Tees Valley has a strong adoption service, with all five local authorities in the area (Redcar and Cleveland Council, Middlesbrough Council, Darlington Council, Stockton Council and Hartlepool Council) being rated 'Good' in their latest Ofsted inspection.

As part of the national programme these five local authorities and five voluntary adoption agencies (After Adoption, PAC-UK, Barnardo's, DfW and ARC Adoption) commenced the development of a Tees Valley Regional Adoption Service in February 2016.

Since then work has been completed across a number of areas to develop a proposal and plans for a Tees Valley RAA. This OBC consolidates the analysis and proposals which have emerged to date, to provide a decision gateway for the participating authorities, on the design proposals so far and next steps.

Work to date on the development of the Tees Valley RAA

In March 2016 a Transition Plan was submitted to DfE providing outline proposals, work completed to date and a high level implementation plan for April 2016 – April 2017. This was a requirement for accessing DfE grant funding to support the development and implementation of Regional RAAs nationally.

Included in this Transition Plan were a draft vision and set of objectives developed by LAs and VAAs based on engagement with adopters and staff. At this stage initial options for the RAA delivery vehicle (legal form) were considered and evaluated against the identified strategic objectives. Subject to further design work, and any change to the business requirements which may emerge, the RAA Project Board agreed in-principle that the RAA should be constituted as a separate legal entity, controlled and 'owned' by the participating LAs and VAAs.

In April and May 2016 further work was then completed with support from iMPOWER to:

- Develop the financial and staffing baseline for the RAA;
- Further explore and define the potential role of the VAAs;
- Hold two focus groups to capture adopter views and experiences, and

- Establish a project infrastructure for the development and implementation of the RAA.

DfE funding allocation in July 2016

Further decisions on funding were made by DfE in July 2016 and the Tees Valley RAA Transition Plan was not identified as a demonstrator site. As a consequence, the Tees Valley RAA was allocated less funding than requested over a shorter time period and the plan and timescales for development and implementation were revised accordingly.

The decision was taken to continue to develop the design of the RAA model by working to agree the ideal child / adopter journey, processes and pathways, roles / functions and to start the design of the regional Post Adoption Offer. This work was completed during August and September 2016.

As detailed in the implementation plan the next phase proposes the detailed design of the RAA (including governance, VAA role, procurement, finance, HR, ICT and facilities) from Autumn 2016 to Autumn 2017.

4. INTRODUCTION AND APPROACH

4.1 Overview

In August and September 2016 further work was completed with a cross section of LA and VAA staff to develop an OBC for a Regional Adoption Agency, to enable a decision on the next phase of work; detailed design and implementation.

During this period work has also been undertaken to better understand and quantify the potential costs and benefits accompanying the establishment of a Regional Adoption Agency.

4.2 Workshops delivered in August and September 2016

Over August and September 2016 seven workshops were held to support the development of the Regional Adoption Agency and post adoption support offer. The focus and content of these workshops is set out in the tables below.

RAA Service Design

Four workshops were focused on establishing the ideal child and adopter experience, RAA pathways and processes and RAA functions and roles

Table 4.2.1

Workshop	Workshop 1	Workshop 2	Workshop 3	Workshop 4
Title	Developing our ideal adopter journey	Developing our ideal child's journey	Developing RAA/ council pathways and processes	Developing functions and roles
Purpose	To develop our ideal adopter (and birth parent) journey and identify what this 'looks and feels' like at each stage – to provide a set of principles to guide the design of service.	To develop our ideal child journey and identify what this 'looks and feels' like at each stage – to provide a set of principles to guide the design of the service.	To establish ideal pathways and processes in and out of RAA, and between councils and VAAs across the adoption process.	To develop a proposal for organising functions and roles in the new service into an overall model and structure.

Workshop	Workshop 1	Workshop 2	Workshop 3	Workshop 4
Outputs	Agreed 'Ideal' adopter experience – as first person 'pen picture', and accompanying set of principles; Activities, events, timescales and roles required to deliver our ideal experience (as a process map)	Agreed 'Ideal' child experience – as first person 'pen picture', and accompanying set of principles; Activities, events, timescales and roles required to deliver our ideal experience (as a process map)	Proposed approach to managing links and dependencies across child and adopter journeys and between RAA and LAs/ VAAs	Agreed RAA roles and functions; Identified priority risks and issues in relation to implementation.
Attendance	15* * Based on attendance sheet	21	17	15

A further workshop has recently been undertaken focussed on the experience of the birth parent. This aimed to identify how their experiences intersect with and influence the adopter and child journey, and consider the needs of birth parents in the delivery of an adoption agency and how services should be shaped accordingly.

Post Adoption Support offer

Three workshops were focused on establishing a baseline for post adoption support and ideas / options for how this could look in the future:

Table 4.2.2

Workshop	Workshop 1	Workshop 2	Workshop 3
Title	Understanding existing post adoption support	Developing ideas and options for delivering differently	Developing an outline for a new approach to delivery

Workshop	Workshop 1	Workshop 2	Workshop 3
Purpose	To identify what is currently delivered locally (and key differences between LAs / VAAs) to establish a baseline for change.	To develop a set of principles, processes and policies to support future delivery of post adoption support.	To identify common presenting / underlying needs and a consensus on how post adoption support can improve.
Outputs	Understanding of existing delivered and commissioned activity.	Set of design principles for delivery of post adoption support; Identified activities, timescales and policies required to deliver design principles from referral to monitoring and evaluation.	Review of PAS needs vs PAS services, to shape future provision; Ideas and innovation for future provision.
Attendance	16	20	18

Workshop attendance

In total 61 individuals including representatives from the five participating LAs and five participating VAAs attended at least one workshop. Total combined workshop attendance across the seven sessions was 122.

Details of workshop attendees is included in **Appendix C.**

4.3 Cost benefit scenarios and analysis

To support the establishment and delivery of a Regional Adoption Agency, work has been completed to model the potential costs / benefits. The model works through nine possible scenarios and gives an indication of the range of potential benefits and costs which may follow from different levels of demand and service performance.

The scenarios are based on individual performance data for each of the Tees Valley local authorities which has been gathered from a combination of:

- 2015/16 ALB returns;
- Ofsted reports; and

- Data provided by the local authorities.

5. RAA VISION, STRATEGIC OBJECTIVES AND SCOPE

5.1 Vision

A draft vision for a Tees Valley RAA was developed in March 2016 based on engagement with adopters, staff and VAAs:

'To achieve the best possible adoption outcomes for children and adopters, through the provision of high quality and timely services delivered by an effective and financially sustainable organisation.'

5.2 Strategic objectives

LAs and VAAs also agreed the following strategic objectives for the RAA. These were used to carry out an initial appraisal of potential delivery options (legal form of the RAA). Along with the vision these strategic objectives have underpinned the development, implementation and delivery of the RAA to date.

Figure 5.2.1

Delivers better outcomes for children

Improve timeliness of adoption

Ensure a broader range of children can be adopted (including older children and those with more complex needs)

Expand size of pool of adopters, and range of families who are able to adopt

Ease of implementation

Cost of implementation

Timescales for implementation

Legal and procurement implications

Tees Valley RAA

Delivers improved value for money

Achieve financial robustness and sustainability

Realise medium to long term potential for cost savings

Establish a strong sustainable service

Meets strategic priorities

Effective governance, accountability and control

Attract and retain the best staff

Opportunities for innovative practice and skill development

5.3 Scope of RAA

Through conversations with LAs and VAAs in February and March 2016 in principle agreement was reached on what could be within and outside of scope of RAA. This is set out in high level terms in the table below:

Table 5.3.1

What is in scope	What is not in scope
Adopter marketing and recruitment	Fostering (not at this stage)
Adopter assessment and training	Special Guardianship Order function (not at this stage)
Adopter and child matching	Connected persons (not at this stage).
Family finding	
Post adoption support	

5.4 Delivery options for RAA

In February and March 2016 an initial exercise was carried out to review the suitability of different delivery mechanisms. Potential delivery options were scored against the agreed strategic criteria. The delivery options within the red dotted line below were the highest scoring options.

Delivery options

Figure 5.4.1

In-house		New entity established				Commission
1	2	3	4	5	6	7
In-house delivery through a single LA	Shared service across LAs/ VAAs	Joint venture between LAs/ VAAs	Subsidiary owned by LAs/ VAAs	New entity owned by LAs/ VAAs	New entity owned by staff	Outsourced delivery to a VAA

The three options highlighted scored highest against the strategic objectives developed in the initial exercise completed in March 2016. This will need to be revisited in the development of a Full Business Case in response to the design requirements, costs, benefits, risks and opportunities set out in this Outline Business Case.

6. IDEAL EXPERIENCE FROM CHILD, ADOPTER AND BIRTH PARENT PERSPECTIVE

6.1 Introduction

As the starting point for developing an RAA model able to deliver the agreed vision and strategic objectives, a range of LA / VAA staff were engaged through workshops in August and September 2016 to identify the ideal experience and journey through the service from the perspective of children and adopters.

This aimed to ensure that the principles and practice underpinning the RAA are based on collaboration between professionals, and harness the collective knowledge and expertise of those delivering adoption services and other, inter-dependent services for children and families.

At the service design workshops a range of professionals (including VAAs, adoption service and children's social worker representatives) developed the ideal experience for each key stage of the journey to adoption, from the perspective of children and adopters. To do this the group drew on findings from the adopter survey completed in March 2016 and the adopter focus groups completed in May 2016.

This has provided the basis for the design of RAA processes, pathways, roles and functions set out in this document and appendices.

To capture and communicate the ideal experience 'pen pictures' were developed for children and adopters. These are set out in Appendix A. In the sections below the ideal experience of each stage in the journey for children and adopters is distilled into a number of key principles which have guided and informed the development of processes, roles and functions.

6.2 Ideal child experience and key principles

Table 6.2.1

Stage	Key principle
1. Child becomes known to social care	- Talk to and listen to me about what I want/ don't want - Check back what you have written about me with me - Do all possible to make me feel supported and safe - Give me the right information about how you are helping them and what this might mean in the future
2. Pre-care proceedings and	- Make sure I have a say in my future - Keep explaining to me what is going on with me and my family and what my options are - Make me feel safe and reassured - Keep me with my sibling

Stage	Key principle
planning initiated	
3. Care proceedings and planning	- Make sure my foster parents can support me and listen to me - Let me know what is happening to my family/ parents - Reassure me that what is happening to me is not my fault - If I'm confused, angry or frustrated understand why and help me to deal with this
4. Family finding	- Try to find me a forever home where this is possible and appropriate - Keep me together with my brother or sister if this is what I want - Help me to carry on writing my life story - Support me to keep in touch with my foster carers if this is important to me - Explain what adoption is and what it could mean for me and manage my expectations.
5. Matching	Make sure I'm well prepared for events and activities where I could meet a forever family
6. Placement and post adoption support	- Give me the chance to meet and get to know my adoptive family before I move in - Ask me whether I'm happy with my new adoptive family - Be there for me to talk to if I have any worries or concerns or want to talk to someone outside of my family - Let me know how my birth parents and foster parents will be told about how I'm doing - Let me speak to the worker who took me through the process when I want to and don't forget about me - Help me to deal with my feelings, issues and emotions now and in the future.

6.3 Ideal adopter experience and key principles

Table 6.3.1

Stage	Key principle
1. Pre enquiry	Provide information on adoption in different ways and through different media

Stage	Key principle
	• Make sure information available online directly addresses my concerns and queries
2. Enquiry	• Make RAA website and webpages easy to find and navigate • Make sure information about next steps and contact details is clear • When I call through make sure I don't have to wait for long and that my call isn't passed around • Be friendly and warm when you take my call • Have answers ready for the sort of questions I'm likely to ask • Reassure me if I have any concerns.
3. Preparation for training and assessment (Stage 1)	• Give me and my family a clear overview of timescales, processes etc from the outset • Help me to prepare for adoption process e.g. with reading • Be sensitive, honest, open and transparent about the process with me • Challenge my assumptions and preconceptions about the sort of child/ children I'm looking for.
4. Training and assessment (Stage 2)	• Make me involved and part of the process throughout and update me regularly • Make sure training is useful and relevant, involves adopters and is delivered by experienced, insightful trainers • Help me to challenge my assumptions (or thinking?) about adoption and consider all of the options open to me • Ensure assessment is managed sensitively and that my worker can support me through it • Make me fully aware of the type of questions I'll be asked at panel • Make me feel comfortable and welcome at panel meeting. • Fully prepare me for being an adopter
5. Matching	• Give me clear and detailed information about the matching process and what I can expect • Give me the opportunity to speak to people who have been through a similar experience • Give me the opportunity to meet with potential matches face to face where possible/ appropriate

Stage	Key principle
	• Give me further opportunities to get to know prospective matches, find out about them and their story and meet their foster carers and social workers.
6. **Placement and post adoption support**	• Be clear and upfront with me about the sort of challenges I could face now and in the future and how to pre-empt these • Give me support and advice on what the needs of my child may be and how to meet these particularly in relation to attachment and emotional health • Give me a support package which is tailored to the needs of me and my family • Be there to support me if I have problems or concerns in the future • Give me the chance to access support and advice from other adopters who have been through similar experiences.

6.4 Birth parent experience and key principles

The LAs and VAAs involved agreed that the model developed must respond to the needs and concerns of birth parents, alongside those of children and adopters.

A workshop was held on Thursday 29th September with staff to establish the best way of managing and responding to birth parents needs and concerns across the adoption journey.

The outputs from this workshop will be used to further develop the principles behind the RAA and the delivery model proposed.

iMPOWER

7.1 RAA processes and pathways

Overview

In the service design workshops in August and September 2016 attendees used the agreed 'ideal' child and adopter experience to map the activities, processes, pathways and processes which the RAA required to deliver this.

This involved practitioners working through the 'pen picture' for each stage and identifying the ideal pathway and best practice needed to deliver that pathway across the child, adult and birth parent journey.

Again this aimed to ensure that the RAA model is developed through collaboration between professionals and based on the collective knowledge and expertise of those delivering adoption services and children's services.

The map in Appendix B sets out the detail activities and processes proposed to support the child and adopter journey and the links/ dependencies across both. The figure below is intended to show what this looks like.

Figure 7.1.1: RAA process map included in Appendix A

Tees Valley Regional Adoption Agency, Revised 'ideal' child and adopter journeys and mapped dependencies
September 2016
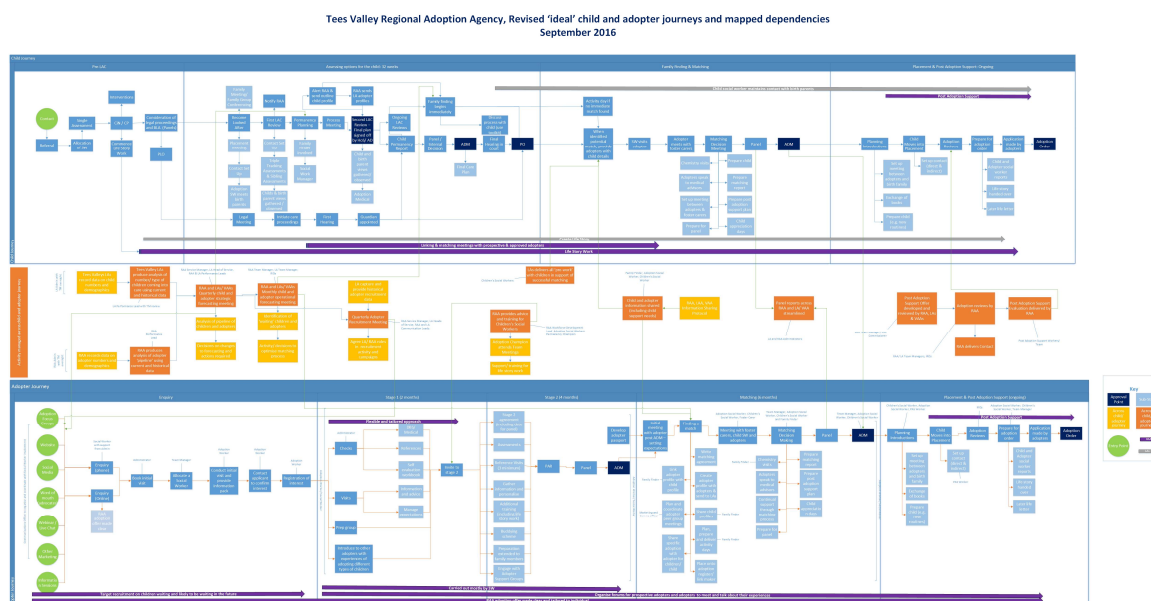
Development of ideal child and adopter journey

The development of this map required LA representatives from children's social work and adoption teams, and representatives from VAAs to establish a common process for supporting children and adopters through adoption to deliver the identified optimum experience.

The map in the top half of Appendix B provides a detailed 'blueprint' for key activities and processes needed to deliver the ideal journey to adoption from the perspective of a child, from pre-care proceedings to placement and post adoption support.

The map in the bottom half of Appendix B provides a detailed 'blueprint' for key activities and processes needed to deliver the ideal journey to adoption, from the perspective of an adopter, from pre-enquiry through to post adoption support.

The area in the middle of Appendix B provides proposed pathways, processes and activities to manage the links and dependencies between the child journey and adoption journey, and between the RAA and LAs / VAAs.

Application of ideal child and adopter journey mapping

The map in Appendix B provides a procedural 'blueprint' for the RAA and a basis for the development of the detailed RAA model (from process / policy documents to ICT requirements) which is directly informed by and built around the needs of children and adopters.

7.2 RAA Roles and functions

Overview

Based on the agreed activities, processes and pathways, attendees of the service design workshops identified key roles and functions required. This is set out in the section below and annotated on the adopter journey detailed in Appendix B.

RAA functions

In these workshops practitioners also identified the following overarching and high level set of functions for the RAA. These are set out in the table below:

Table 7.2.1

Proposed RAA functions	
1. Advertising and marketing to generate adopter enquiries	12. Monitoring Post Adoption Support
2. Managing initial enquiries and contact	13. Collaborating with LAs / VAAs on forecasting, matching and panel process
3. Assessment and training of adopters	14. Administering and coordinating Panel meetings
4. Collaborating with LAs / VAAs on adopter recruitment	15. Collaborating with LAs / VAAs on Post Adoption Support

Proposed RAA functions	
5. Supporting adopters through the assessment process (including assessment)	16. Providing training and support to LAs / VAAs
6. Coordinating adopter peer support	17. Managing and supervising RAA teams and individuals
7. Finding and matching families and children	18. Managing performance of teams and service
8. Managing matching, panel and placement process	19. Managing, supporting and coordinating RAA Board
9. Managing approval process	20. Managing case recording systems, appointments and administration
10. Assessing needs for Post Adoption Support (including financial allowances)	21. Managing staff recruitment, retention and workforce development
11. Delivering / commissioning / brokering post adoption support	22. Managing RAA financials.

RAA roles

In the service design workshops attendees identified the potential roles required to deliver the activities and functions specified in the ideal adopter and child journey maps. These potential RAA roles are also set out in the table below:

Table 7.2.2

Potential RAA roles	
1. Adoption Social Worker	11. RAA CEO
2. Adoption Worker	12. Service Manager
3. Family Finder	13. Team Manager
4. ADM	14. Business Manager
5. Permanence Champion	15. Policy and workforce development lead
6. HR Officer	16. Finance Officer
7. Peer Adopter Mentor	17. ICT Officer
8. PAS Worker	18. Performance / Data Officer
9. PAS Therapist	19. Administrator
10. PAS Commissioner	20. Marketing Officer

Organisational structure

Directly transferring adoption resources from the five authorities would provide a total resourcing of 31.3 FTE across social work, Business Support and other Support roles. This is based on assumptions provided by Adoption Service Managers in May 2016.

The chart below gives an example of how the combined FTE resource of authorities would look if this was extracted from each authority and transferred, as-is, to the RAA (based on existing roles).

Figure 7.2.3
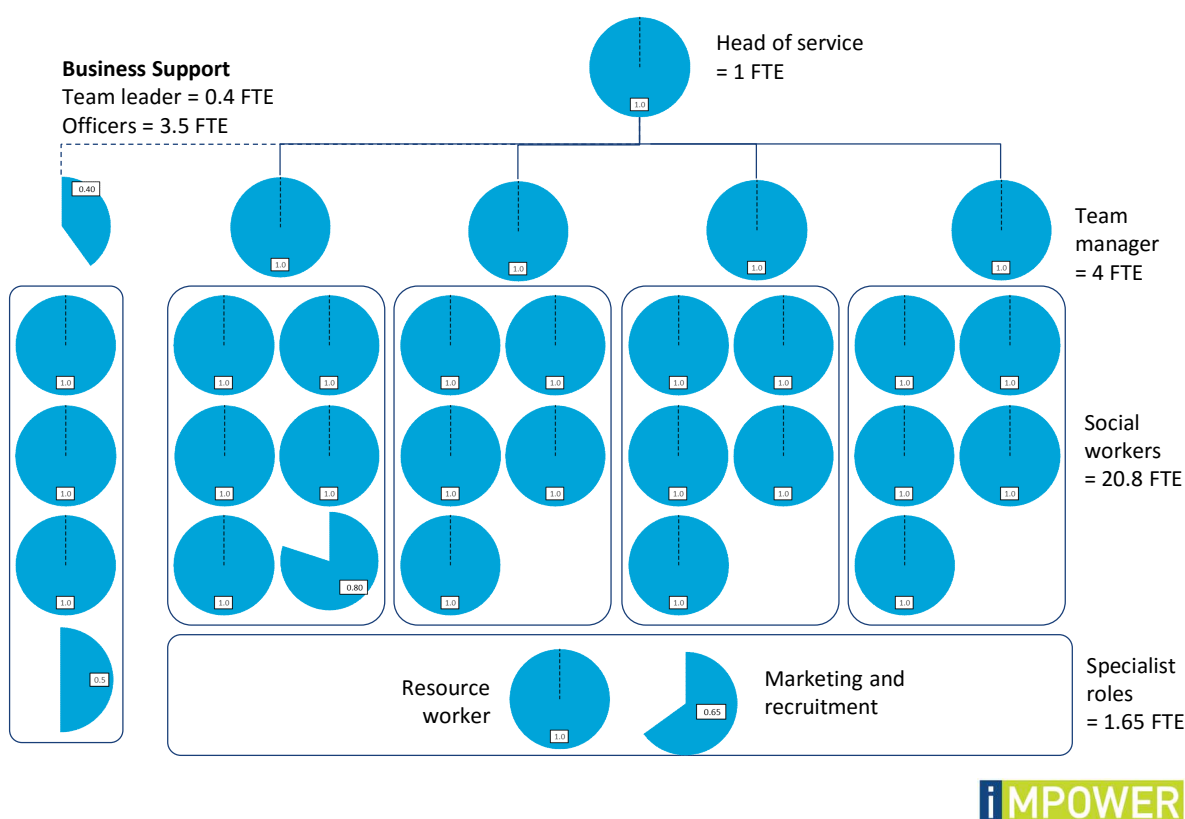
Note: As many adoption roles within local authorities are split between a number of services / functions straightforward extraction / transfer of resources will not be possible. This is a key challenge and risk as highlighted in Section 11.

Further work is planned in the Detailed Design stage to develop an organisational structure and agree an approach to managing the process for and impact of the transfer of resource from local authorities to the RAA.

7.3 Post Adoption Support Offer

Overview

As part of the development of this Outline Business Case three workshops were held aiming to establish a baseline for Post Adoption Support in the region and develop options for an optimum future model for PAS.

The workshops were structured to answer a number of key questions. Table 7.3.1 below sets out these questions out alongside emerging answers based on outputs from the workshop and a number of key next steps.

Further work is needed across the participating local authorities and voluntary adoption agencies to fully answer these questions and to design the future business case for and approach to provision of PAS, as detailed below.

However, through the workshop stakeholders agreed on a fundamentally different approach to post-adoption support that:

- Involves tailored, psychologically-informed assessment of need, planning and delivery of services;

- Includes a greater and supported role for adopters in providing peer advice, support and mentoring to other adopters, and

- Can evaluate its success against agreed criteria and measures.

Table 7.3.1

Key question	Emerging answer from workshops	Next steps
Why provide PAS? What are our goals for PAS?	To prevent family breakdown, improve outcomes for families and meet statutory requirements	In order to consistently, effectively and efficiently allocate collective resources within the RAA, further direction will be sought from the Board and Stakeholders on strategic objectives and policies (the explicit goals of PAS and therefore why and when it will be provided).
What PAS are we currently providing?	A range of commissioned and in-house services including therapeutic and social work interventions	LAs need to provide additional detail to allow this baseline to be completed.

Are PAS services achieving our goals?	Unknown – limited evidence as yet to demonstrate	To determine effectiveness of current provision, further information is also required to demonstrate the impact of existing PAS services, in the context of the above goals. There is an open question (for the Board) as to whether and how the impact of PAS will be monitored under future arrangements, again in the context of service goals.
What could we do differently?	There is agreement on what PAS could look like in the future, but as yet no evidence base to support this	As above. Also gather any national evidence demonstrating impact of post adoption support.

Post Adoption Support needs

In the post adoption support workshops in August and September 2016 attendees identified trends across local authorities and voluntary adoption agencies in terms the most common 'presenting need' identified at the point of accessing Post Adoption Support services. These were identified as the following:

- Emotional and behavioural issues

- Breakdown of family relationships

- Attachment issues

- Lack of understanding as to why adopted

- Confusion, or issues around, identity.

The following factors were identified as common underlying issues or root causes identified through the assessment process:

- Previous trauma and experiences (including undiagnosed)

- Psychological impact of changing home environment and family

- Children not getting right amount or type of information about themselves and their life story

- Children's lack of understanding of their own history

- Adopters not given right skills to respond to issues as these arise

- Combination of emotional needs and anxiety of adopters together with emotional/ behavioural/ attachment related issues of children

- Failure to come to terms with not being biological parent – long term impact (adopters)

- Poor support networks for families.

Workshop attendees also identified opportunities for improvement in that existing approaches to assessing and understanding need can be insufficient or lack the right focus:

- Not currently a psychologically/ therapeutically informed assessment of need

- Not sufficiently focused on identifying and responding to previous trauma

- There is a limited range of agencies involved at assessment stage

- Can be focused on individuals rather than the needs of the whole family (including wider family e.g. grandparents)

- Doesn't sufficiently distinguish between short and longer term needs

- Doesn't involve involvement or clinical supervision from psychology/ mental health professionals.

Post Adoption Support Offer

At the post adoption support workshops it was proposed that a post adoption support offer is needed that evolves in response to need throughout the adoption journey, including the following possible elements:

- Tailored assessment at point of match (as opposed to a formulaic plan devised later)

- Development of a 'predictive' lifelong support plan, planning likely support required setting clear expectations about future contact

- Clinical supervision at the point of match to work through what their early life experiences may look like at different stages of the child's development

- Peer involvement in and/ or delivery of: initial visits, assessment; support planning; networking; mentoring

- Psychologist providing surgery and clinical supervision to a) adopters and b) PAS workforce

- Use of personal budgets as a means of purchasing support services needed

- Specialist training for adopters – with phasing to reflect different development stages.

Post Adoption Support Measures of Success

At the post adoption support workshops it was proposed that the following measures are best placed to support robust evaluation of the impact and success of Post Adoption Services:

- Number of adoption breakdowns and young people re-entering care system / breakdowns

- Adopter and child led qualitative measurement of distance travelled (e.g. Outcomes Star)

- Adopter and child led case reviews

- Number of contacts with RAA / referrals – post box

- Child outcomes included educational attainment, attendance, offending, health

- Feedback / communication between RAA and LAs.

Post Adoption Support Design Principles

At the post adoption support workshops a range of design principles were identified to provide the foundation for future development and delivery of post adoption support. These are set out in the table below:

Table 7.3.2

Referral	Assessment & planning	Approval	Deliver/ commission	Monitor & evaluate
Response to self-feral, professional referral will be timely	RAA will listen hear and act non-judgementally whatever the problem	Resources will be targeted at those with a greater identified risk of breakdown	Services provided will respond to analysis of need for PAS (e.g. attachment issues. Emotional and behavioural disorders)	We will know what services are/ are not working – this will inform what we deliver and how we deliver it

Referral	Assessment & planning	Approval	Deliver/ commission	Monitor & evaluate
Ongoing relationship and monitoring will minimise need for 'cold' referrals	Will be tailored and consider whole family and surrounding environment	Panel of professionals and adopters will determine how resources are allocated	Services will be determined by evidence of what works/ doesn't work in terms of preventing breakdown	Evaluation will a) happen, b) be effective and c) be followed through
Initial contact will be supportive and managed by the right individual	Will be led by adopters and children and start at stage 1/ 2 of adoption	Timeframes for review and approval will be timely and clear	Services will be led by children and adopters, and focus on needs of both	Evaluation will focus on impact on prevention of family breakdown (& other goals)
Access for support will have a variety of entry points e.g. activity days	Roles and responsibilities of all professionals will be clearly defined	Assessments, plans and decision making will be quality assured independently	Delivery of services will be individualised but draw on a menu of services	Service will include scheduled check in visits for children and adopters
Asking for support will not feel like an admission of failure or stigmatising	Will consider longer term needs and risks (including educational)		Services will include the right blend of generalist, specialist and peer support	
Support available for all family members	Whole workforce will have an understanding of the needs of adoptive families and pathways for support		Support from adopters who have been through a similar experience	

7.4 Other considerations

The work referenced in this OBC has moved the Tees Valley RAA agenda forward by developing consensus across stakeholders, through the seven workshops and other meetings, on:

- The principles that are most important in designing what the new RAA does

- How children and adopters will positively report on their adoption experience following implementation of the RAA

- How the RAA will deliver that experience - the detailed practice processes and pathways

- Who will do what in the RAA – the functions and roles required to deliver that experience, and

- A new philosophy on and approach to post-adoption support, which takes a consistently preventative approach to identifying and anticipating needs and provides bespoke support as those needs evolve.

As part of this OBC, work has also been completed to explore the range of opportunity which would follow from a successful implementation and subsequent performance improvement (see Section 8).

This OBC also considers the potential downside, if the risks set out in Section 10 are not managed, the implementation fails to establish the RAA on a positive footing, or performance deteriorates for other reasons.

Finally, this OBC sets out what should happen next and before and after go-live to fully design, prepare and implement the RAA and ensure it can deliver the performance improvement that is targeted through the new practice proposed by stakeholders.

This further design work will need to incorporate a number of key elements which were out of scope of this OBC, or require further attention. These are set out in the implementation plan and, for clarity, are also underlined here given their importance and urgency.

Further key considerations to be resolved through the next stage of work

What funding is available from the DfE in relation to the RAA?

At the time of writing some expectations have been set by DfE but this remains to be confirmed. When the level and timing of funding is clarified, it will be necessary to revisit the plan for the next stages of work, and the level of proposed resource.

What legal form will the new RAA take?

Options evaluation work has so far settled on a separate legal entity, jointly owned and controlled by the five LAs and any participating VAAs. This needs to be revisited based on the costs, benefits, risks and opportunities identified in this OBC. The exact form and substance of this needs to be confirmed during the detailed design phase to enable a timely set up, and to allow other technical design work.

What will each participating authority 'put in', and what will each 'get out'?

The investment, risk and gain share arrangements have yet to be clarified. It is expected that this conversation will be stimulated and informed by the cost / benefit scenarios in this OBC, and the underlying data. The controlling parties must agree the funding mechanisms and / or price points. For example, what if all of the placements made by the RAA in one year are to one LA? This may precipitate a level of formal due diligence or assurance around the baseline picture.

What governance protocols will be in place, to ensure accountability of the RAA to the controlling partners?

This must also be determined in the detailed design work, with the form of the agreement depending on the legal form of the entity and how it is constituted. Subject to this, the requirements for effective 'client-side' (LA) governance will be designed.

What role will VAAs play in the new RAA?

While VAAs have contributed to the RAA design work completed so far, discussions remain underway as to any stake or investment one or more VAAs may seek or make. The proposed inputs into the RAA and return sought by the VAAs and their role in delivery remains an unresolved question at this time, and requires resolution during the detailed design phase.

Will the new RAA entity be affected by taxation and will it add cost?

It is recommended that external advice be sought quickly through the proposed Finance design Workstream, in connection with all taxation matters and, as a priority, VAT, corporation tax, and transfer pricing. Again this will depend on how the RAA entity is constituted.

How will post-adoption support work in the RAA?

Further work is required on the post-adoption support baseline including financial allowance commitments (or other ongoing financial liabilities) and the basis on which support is currently provided, and the outcomes of and business case for post-adoption

support before a new policy can be designed and put into contract through a service agreement. This must also determine where decisions to provide support will rest i.e. RAA or LA.

What workforce will the RAA require and how does compare to current staffing?

The new functions and roles required in the RAA have been defined through this OBC. An analysis of current staffing across the LAs has also been completed. This indicates that some rationalisation and re-organisation will be required. The numbers of FTE required, job descriptions, working locations role and the transition process will be agreed through the detailed design.

The above list is not exhaustive and other considerations are referenced throughout this document. However, it was considered important and helpful to flag some of the immediate priorities for the next stage of work given that the focused scope of this OBC.

8.   COST BENEFIT SCENARIOS

The purpose of this section is to illustrate the potential range of performance and financial outcomes from combining adoption services under the RAA; to provide guidance on the associated opportunities and risks and to inform the decision on and approach to further design and transition work.

Approach

To calculate and illustrate the impact of potential performance and demand scenarios, a bespoke model was developed for the Tees Valley RAA.

This model aims to simulate the current adoption system across Tees Valley, in terms of both:

1. Demand - the flow of children awaiting placement (number of placement orders), and

2. Performance - the rate at which LAs can recruit or locate adoptive families and match and place them with children waiting.

The illustrative scenarios

The scenario modelling highlights the significant range of risk and reward following from a decrease or increase in performance and / or demand.

It allows nine different future scenarios to be explored, based on combinations of three performance and three demand scenarios.

The modelling calculates a number of flows, such as the number of children waiting, the number of children placed in and out of area, adopter enquiries, approvals and matches, and the number waiting.

For simplicity, these scenarios have been expressed in two single important numbers in this section:

1. The number of children placed annually, and

2. The difference in cost to the Tees Valley LAs, compared to 2015/16. In turn this is shown as a) adoption service costs or savings within the RAA and b) looked after children placement costs or savings to LAs, as a result of more or less children being adopted.

These numbers change over time so a 'steady state' picture has been shown, as an illustration of the typical difference that will be seen in the medium term for each scenario, relative to the current picture.

Further detail, including the basis, data, calculations, other scenario outcomes, assumptions and methodology behind this modelling can be found at Appendix E and within the model itself (a separate MS Excel file).

The table below summarises the outcomes of the modelling. It shows the number of children who would be placed for adoption annually, and the total saving or extra cost to the Tees Valley LAs.

Table 8.1.1: summary of placement numbers and total costs (£ in brackets) or savings

Scenarios	A - High demand	B- Medium demand	C – Low demand
1 - High Performance	Scenario:1A Children placed p/a: **84** Total saving pa: **3,478,000**	Scenario:1B Children placed p/a: **56** Total cost pa: **(775,000)**	Scenario:1C Children placed p/a: **28** Total cost pa: **(4,950,000)**
2 - Medium Performance	Scenario: 2A Children placed p/a: 73 Total saving pa: **840,000**	Scenario: 2B Children placed p/a: 58 Total cost pa: **(1,230,000)**	Scenario: 2C Children placed p/a: 28 Total cost pa: **(5,670,000)**
3 - Low Performance	Scenario: 3A Children placed p/a: 40 Total cost pa: **(4,400,000)**	Scenario: 3B Children placed p/a: 40 Total cost pa: **(4,400,000)**	Scenario: 3C Children placed p/a: 32 Total saving: **(5,480,000)**

Baseline 'do nothing' scenario

Placement orders

The scenarios illustrate a 'steady state' scenario after a number of years of operating and take into account placements into and out of the area.

The differences in possible outcomes are clearly significant, ranging from a run rate of 28 placements p.a. to 84 p.a. This compares to a current (2015/16) baseline of 68 p.a..

The Medium Demand / Medium Performance scenario is lower than the current baseline because the supply and matching of placements is currently outstripping the demand. Over time and with other things equal, Tees Valley LAs can therefore expect to achieve fewer placements each year, than are seen now.

Figure 8.1.2: the annual number of children placed in each scenario

Number of children placed under each scenario

Baseline 'do nothing' scenario

Number of children placed per annum — Cost benefit scenarios
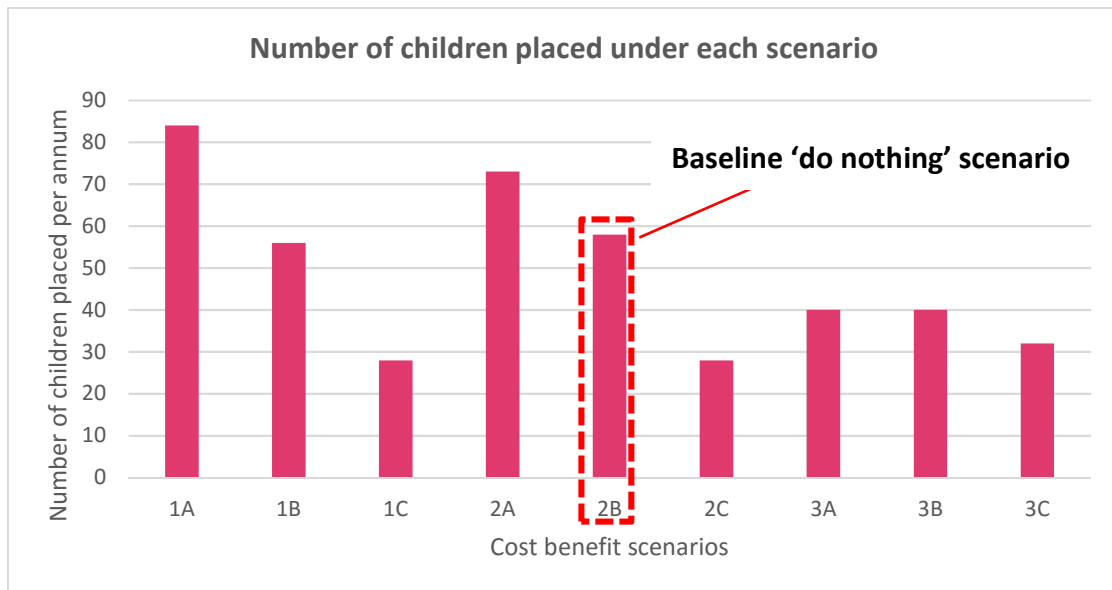
Cost / benefit

The scenarios translate into total additional costs and savings for the Tees Valley LAs as set out in the graph at Figure 8.1.3 below.

Again, the difference is stark, with the Tees Valley LAs carrying as much as £9m p.a. less cost in the best scenario than the worst.

Figure 8.1.3: Total saving or extra cost (negative) to the Tees Valley LAs

Scenarios - net financial impact across all Tees Valley LAs at steady state
At Year 6, showing annual cost difference to 2015/16, including compounded LAC avoidance savings
For all performance and demand scenarios and a 'worst case' scenario in which all co

Baseline 'do nothing' scenario
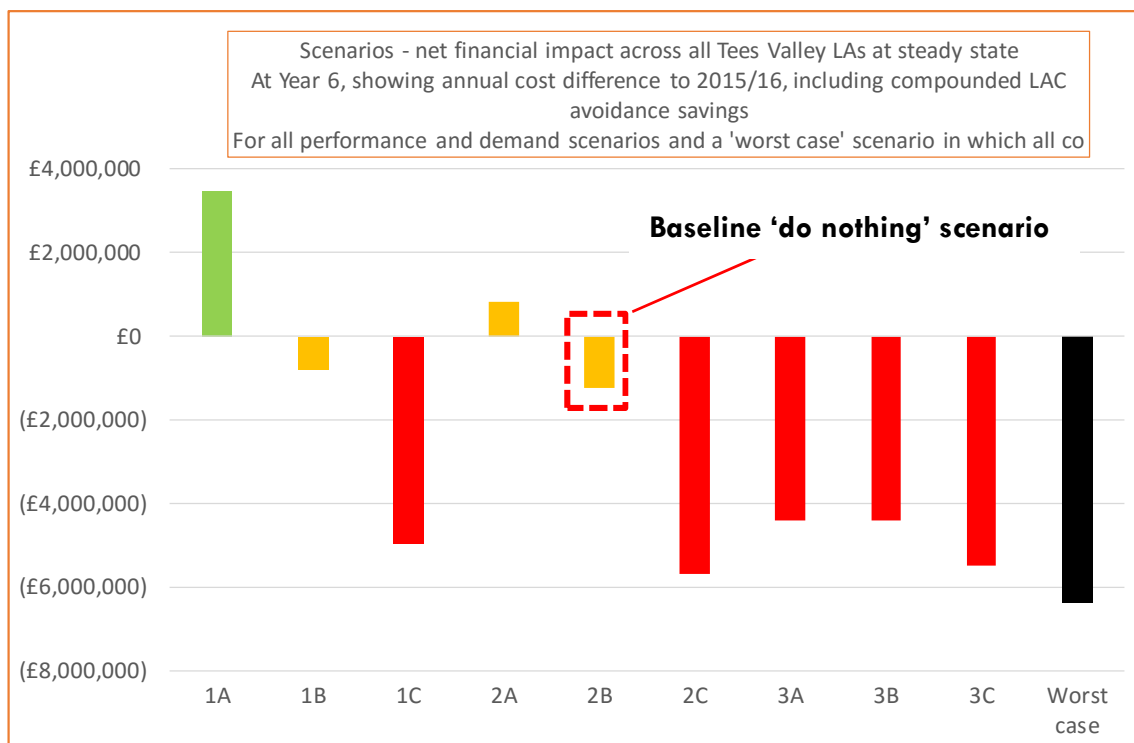
To confirm, this means that, across the five Tees Valley LAs, after five years of consistent adoption performance and demand at the levels modelled, expenditure on adoption and looked after children (combined) could be up to £5.7m higher or £3.5m lower, than in 2015/16.

Breakdown of RAA vs LA costs and benefits

The graph below shows how the cost or savings break down across LA budgets (dark blue) and the RAA budget (pale blue).

Within this it is assumed that:

- All adoption functions (and cash flows) are within the RAA. This includes recruitment, family finding and support (including financial allowances);

- The staffing costs within above are above can be varied i.e. if there is more <u>or</u> less activity, the staffing base and costs can be flexed accordingly (except in the Worst case scenario, where staffing costs are fixed);

- The costs of, and income from, out of area placements are within the RAA, and

- Where more children are placed than currently, a saving accrues to the LAs, as a result of reduced pressures on looked after children placement spend, and vice versa.

The detailed methodology and assumptions are set out in Appendix E and in the related working paper.

What this shows is that the costs within the RAA generally decrease – there is a saving. In different scenarios, this is for different reasons. For example, where there is high performance but low regional demand, RAA income from the 'sale' of RAA adopters works to reduce overall net costs (especially relevant in scenario 1C and 2C). Or, where RAA performance and demand are lower, and there is less business activity as a result, costs fall as it is assumed that the staffing cost reduces. Because this is a risk, a worst case scenario was added to show the effect if staff costs could not be decreased when business activity reduced. In this scenario, the RAA budget increases marginally.

The most significant factor in the overall cost / benefit equation, however, is the impact on looked after children placement budgets. The modelling shows that, if current trends continue (see Scenario 2B), over time fewer children will be placed than are currently, and looked after children placements spend will increase.

This underlines the importance, in both human and financial terms, of ensuring that this work seeks to positively influence performance and demand.

Figure 8.1.4: Cost (negative) or savings across LA budgets (dark blue) and the RAA budget (pale blue). The white bar shows the total financial effect.

Scenarios - difference in cost (steady state), illustrating:
1. Potential RAA cost base p.a. (including allowances, and placement income / costs)
2. LAC saving / (cost) p.a. to Tees Valley LAs, at Year 6
Both expressed as difference to 2015/16. Positive sign
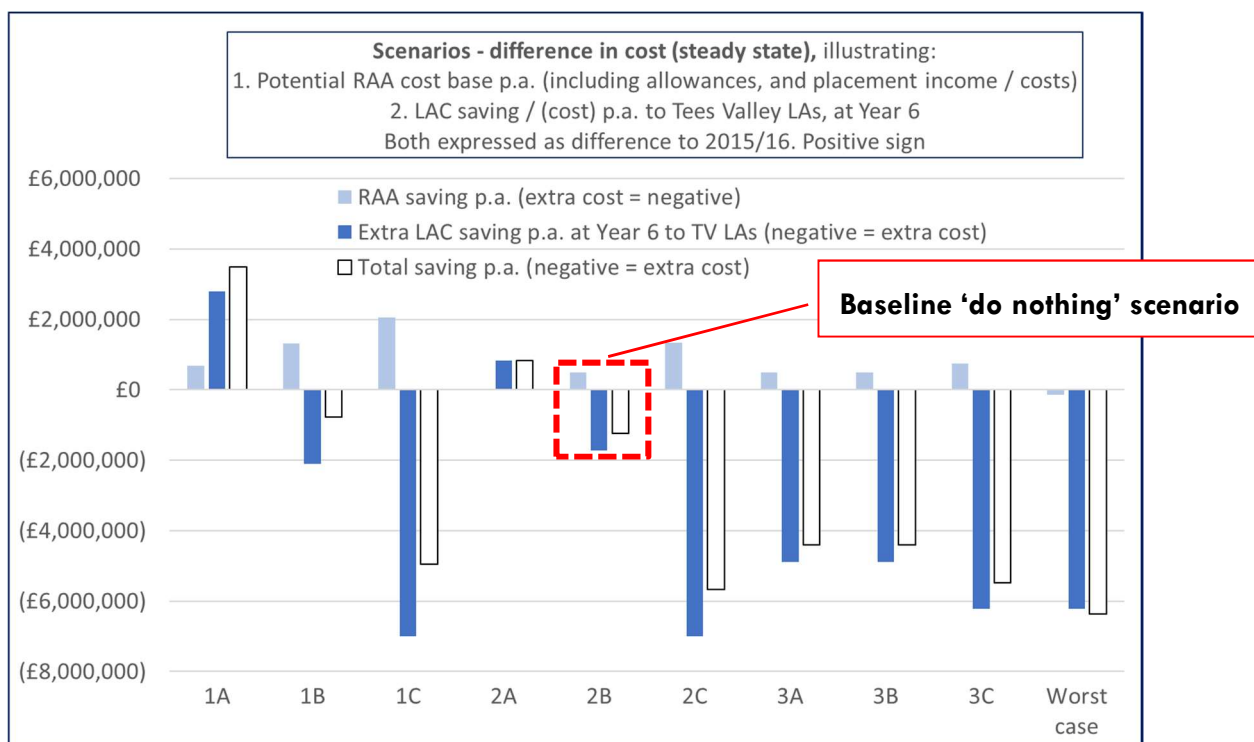
Conclusion

While the model takes into account a number of costs and benefits, the most significant factor by some way is the financial benefit that accrues from reducing LAC and the associated cost, through successful adoption.

For simplicity, the scenarios illustrated above includes the difference in this cost after 5 years of cumulative gains or reductions in the number of children exiting care due to adoption, relative to the current rate.

As explained above, the Medium Demand / Medium Performance scenario results in additional cost over time because the rate at which children are adopted is currently diminishing. With other things equal, such as the number of other permanence arrangements, this will result in a greater levels of LAC.

In the context of the medium term financial situation, with Children's Services budgets expected to continue to decrease until at least 2019/20, the capability of the Tees Valley LAs to secure adoptive homes for children who it is in the best interests of will be a very material factor.

These scenarios highlight the importance of making the most of the RAA opportunity, and of taking steps to realise the benefits and manage the risks.

This is why this OBC recommends a deliberate and robust approach to the further design of and eventual transition to the RAA, and why a further 'decision gateway' is proposed following the development of a Full Business Case.

Non-financial benefits

The section above shows the financial imperative. There is also a human and reputational imperative. The non-financial benefits (or potential dis-benefits) are set out below:

1. Improved life chances for more children as a result of finding a forever home more quickly;

2. Improved life chances for more children as a result of fewer breakdowns and improved adoption outcomes;

3. Reduced adoptive breakdowns and fewer LAC (benefit yet to be quantified financially);

4. Improved level of collaboration with and input from the community of adopters;

5. Wider benefits to society, the economy and the public purse, of thriving children;

6. Local and regional reputational benefits given external scrutiny e.g. Scorecard, ALB, Ofsted and the powers taken by Government to 'direct' Councils and even remove adoption services from local control;

7. Benefits of shared service learning across the Tees Valley, and potential blueprint for further collaboration, and

8. Scope provided by RAA for expansion e.g. to include other permanence arrangements.

9.   PLAN AND NEXT STEPS

This OBC has moved the RAA agenda forward by achieving greater consensus and detail on the ideal RAA practice model, and by setting out the human and financial case for a robust approach to implementation and benefits realisation.

To maximise the potential benefits of the new model, and manage the risks, it is recommended that the Tees Valley RAA Project Board now pursue a well organised and sequenced plan through to go-live and beyond.

In summary, this plan is divided across three stages:

1. **November 2016 – April 2017**

   - Detailed design, transition planning and Full Business Case, to enable the necessary local approvals for implementation

2. **May 2017 – November 2017**

   - Formation of and transition to the new RAA model, including necessary consultations, and go-live

3. **November 2017 – June 2018**

   - Focussed optimisation of the new model

These stages are summarised in the table below:

Table 9.1.1: The stages of work

Stage	Purpose	Activity required
Stage 1: Detailed design, transition planning and Full Business Case	The purpose of this stage is to provide a definitive design of front and back office operations, management and workforce, the new delivery vehicle (e.g. LATC), LA/VAA and RAA-side governance and the proposed risk and gain share arrangements which will govern the 'deal' between the RAA and the controlling partners (LA and VAAs).	Based on these designs, a detailed transition plan will be formulated to show what must be done to move to the new model. Based on the designs and transition plan, a final financial plan will be developed to show the targeted cost levels, intended funding flows, performance and returns. The above elements will be brought together into a Full Business Case ('FBC') report output which can be adapted locally to enable the necessary approvals to be secured and which will serve as a 'service specification' for implementation and governance.

Stage	Purpose	Activity required
Stage 2: Transition and go-live	The purpose of this stage is to bring the RAA to go-live readiness, and enable a smooth and successful transition and launch.	This will include a detailed plan for the 'first 100 days' of the new operation.
Stage 3: Optimisation	The purpose of this stage is to establish a transparent and effective approach to benefits realisation by testing and improving the monitoring, management and governance arrangements in the formative months.	The model of RAA proposed will require a new and formalised relationship between the Tees Valley LAs (and other controlling parties e.g. VAAs) and the delivery function within the RAA. To build the foundation for accountability and continuous improvement, this stage will therefore focus on building those relationships by putting in place the right levels of reporting and methods of governance.

Stage 1: Detailed approach

Some of the activities required during Stage 2 and 3 can be foreseen – such as the legal formation of the new RAA entity, contract novation, consultation and systems development – while others will depend on the detailed design.

The following section therefore focuses on the approach to Stage 1, with a view that the plans for Stages 2 and 3 will be firmed up throughout this stage.

Stage 1: Governance

Effective governance processes, with Director-level involvement and oversight, have already been established through the current project.

Figure 9.1.2: Governance structure
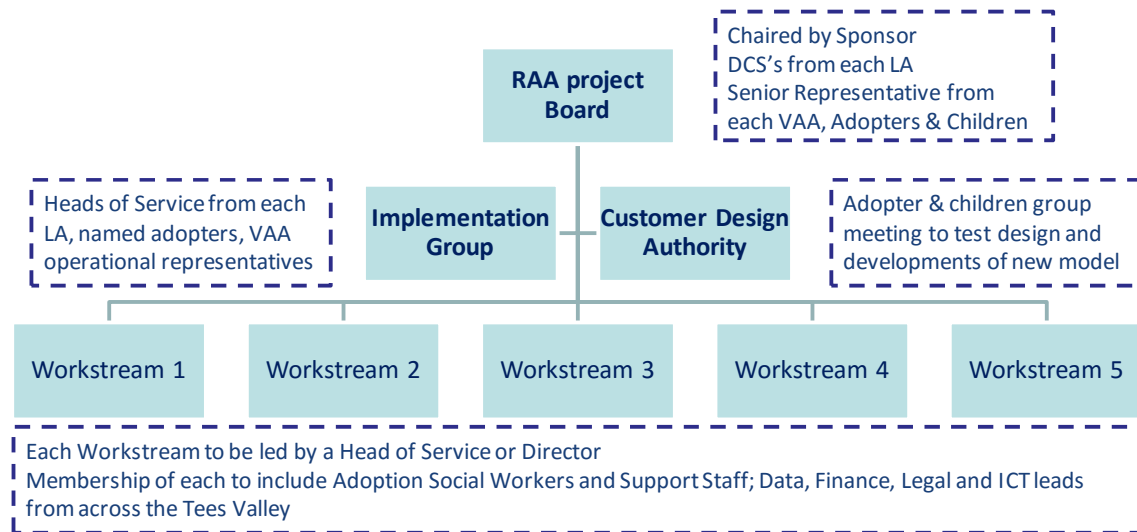
The associated roles and responsibilities and terms of reference of each group are set out below, and further detail can be found in Appendix F.

Table 9.1.3

RAA governance – key roles and responsibilities

RAA Project Board	• Sign off of strategy, plan, timelines, resources and costs
	• Meet monthly to ensure RAA Implementation is on track against plan
	• Responsible for sign off of key decisions and designs
	• Responsible for decisions regarding risk, issue and dependency management
	• Standard agenda includes adopter voice to ensure the RAA remains responsive to adopter needs
Customer Design Authority	• Regular meeting of adopters and children to test ideas and pathways for new RAA to ensure it is focusing on customer needs
	• As well as inputting into specific Workstream design activities, key materials such as allowance policy and post adoption support to be tested with CDA
Implementation Group	• Operational group responsible for ensuring detailed activities to set up RAA are underway and dependencies are tracked
	• Reporting up to Project Board and LA Sponsor on progress & for key decisions
	• Overseeing outputs from Workstreams to ensure fit for purpose

Workstreams	• Action-owning groups responsible for specific aspects of setting up the RAA, per the detailed Workstream plans
	• Leads for most Workstreams identified, members to be drawn from adoption teams and support workers
	• Leads report into Implementation Group to update on actions and identification of any risks, issues and dependencies

It is proposed that these continue and are adapted to accommodate a programme (versus project) approach, given the broader scope of work required and the need to effectively organise and co-ordinate activity and dependencies through Workstreams.

In practice, this will require that a more formal reporting and decision framework is established between the Workstreams and Implementation Group and the Implementation Group and Project Board.

To maintain the required pace and momentum, it is likely that the Implementation Group will have to meet more regularly – at least every two weeks – and that Workstreams will meet weekly.

On set up of the project, forward agendas and decision plans will be developed based on the plans and milestones for each Workstream.

When Stage 2 commences it is likely that the governance will be reviewed again, with the Project Board becoming a 'Transition Board' to provide the task-and-finish focus required.

Stage 1: Workstreams

Given the changes to the original Transition Plan prompted by a reduced DfE funding envelope for this first six months of 2016/17, it is proposed that the Workstreams are slightly re-oriented as follows:

Table 9.1.4

Workstream	Design and transition planning responsibilities
Practice and Organisational Design	Overall strategy
	Policies, processes and forms
	Post-adoption support design, including financial allowance policies and decisions
	Management, workforce and culture requirements and plan
	Business requirements for Infrastructure Workstreams e.g. ICT systems

Workstream	Design and transition planning responsibilities
	Transition planning, costing and readiness Risks and mitigation plan
Commercial, Legal and Governance	Legal form and set up Risk and gain share arrangements Transfer agreements, including identification of assets and liabilities within scope Governance Service specification and SLA agreements 'Client-side' requirements Operational accountability Statutory registrations and compliance Contract novation, including leases and deeds Transition planning and readiness Risks and mitigation plan
Infrastructure Workstream 1: Human Resources	<u>Transition</u> Cross-Workstream advice and support RAA job descriptions and T&Cs TUPE requirements Consultation management, including Trade Union engagement Staff briefings and consultation RAA handbook and induction resources Appointment processes if required <u>RAA HR support arrangements</u> Requirements specification for HR and payroll functions, including policies Options identification, evaluation and selection Detailed design and costing Transition planning and readiness Risks and mitigation plan

Workstream	Design and transition planning responsibilities
Infrastructure Workstream 2: Finance and Performance	<u>Transition</u> Cross-Workstream advice and support Taxation advice and confirmation Insurances and assets Benefits realisation and reporting processes and tools <u>RAA Finance and Performance support arrangements</u> Requirements specification for Finance and Performance function, including bookkeeping, audit and management information reporting and statutory financial reporting requirements Options identification, evaluation and selection Detailed design and costing Transition planning and readiness Risks and mitigation plan
Infrastructure Workstream 3: Property and ICT	<u>Transition and RAA</u> Locations, property and ICT strategy and requirements (software and hardware), including business continuity and disaster recovery Consultation with local AM and ICT services Options identification, evaluation and selection Detailed design and costing, including procurement or development if required Transition planning and readiness <u>RAA ICT, FM and AM support arrangements</u> Requirements, proposals, plan and costs, based on the above Risks and mitigation plan

The above list is not exhaustive but provides a basis for the scope of work of each Workstream. This will be reviewed and developed into a plan as the Workstreams are set up and mobilised.

Stage 1: Workstream activity

While each Workstream will focus on different requirements, they will all follow a broadly similar pattern of work. This will involve:

Figure 9.1.5

Mobilisation and set up	• Confirmation of Workstream objectives, scope, resources, roles and responsibilities and ways of working
Design and planning requirements:	• Confirmation of Workstream design and planning requirements, and overall approach
Activity plan and resources:	• Development of a detailed Workstream project plan, and allocation of tasks to named Workstream resources
Design work:	• Identification of options, evaluation, selection (using common evaluation criteria), followed by detailed design
Costing:	• Calculation / confirmation of detailed cost implications
Transition planning / actions	• Development of transition plan or delivery of actions

The outputs from Stage 1 will be consolidated into a Full Business Case.

Resources

This is a complex body of work. There are dependencies both across the different Workstreams and the wide range of stakeholders.

Not only must the work be delivered in the right sequence, but it must also be brought together cohesively (in the FBC) within a challenging timeframe, while ensuring that all stakeholders are consulted appropriately.

Given the potential costs and benefits highlighted in the section above, and the risks outlined in the section below, it is crucial that the work is properly prioritised and organised.

To do so, a level of dedicated and professional change management capability will be required in addition to the strategic, operational and technical contributions needed from across the participating LAs.

Funding plan

As an important next step more work is required to revisit the original funding plan and identify the likely costs involved in delivering the activities included under each Workstream required to design and implement the RAA.

To provide assurance on the costs of transition it is recommended that the project proceeds to the planning stage and, if the funding confirmed is insufficient, then the overall model and plan be revisited.

Once design and implementation activity has been costed this should be considered by the Tees Valley RAA Project Board for a decision on how to proceed.

It is currently anticipated that the DfE will make available further funding of approximately £315,000 to cover the cost of design and transition.

The detailed Stage 1 activity and resourcing plan will be developed following Workstream mobilisation, by consolidating the Workstream plans.

Based on the responsibilities and high level activities and timelines above, it is likely that a significant amount of internal resource will be required from each participating LA, as well as a level of external support and advice. The ICT requirement and cost is also not yet known and this may add further cost.

10. RISKS

Through the service design workshops a range of risks were identified in relation to the development and implementation of the RAA. These are set out in the table below. For each risk the following is provided:

- Rating based on impact and likelihood (1=low, 5=high)

- Mitigating actions.

Risk matrix

Table 10.1.1

Risk	Impact	Likeli-hood	Score	Mitigation
Performance and finance				
Unable to secure children or adopters to sustain model	5	2	10	Best practice activity to secure and forecast potential adopters and children as early as possible has been built into processes
Demand continues to fall as courts are seen to increase evidence threshold for placement orders and / or lose confidence in ability of TV LAs to find and support appropriate and stable placements	5	2	10	Build relationships with the courts; build a good track record with of achieving good outcomes for children and monitor trends carefully
Rise in adoption breakdowns under RAA	5	2	10	Best practice, experience and expertise has been built into service model
Costs of RAA are too high and or unsustainable	5	2	10	Detailed design phase will set detailed business and cost parameters, and systems for monitoring. Performance and demand

Risk	Impact	Likeli-hood	Score	Mitigation
				ambition, and related KPIs, already identified
ICT systems cannot be aligned impacting on delivery	4	2	8	Detailed design phase will test feasibility of aligning ICT systems and establish a method for this
Sharing risk and gain - there is a risk that one or more TV authorities might not commit due to lack of assurance on cost / benefit	4	2	8	Transparency and open dialogue about the potential risks and gains between authorities
The different Workstreams are dependent on each other and the sequencing of activity (e.g. design of Performance requirements and spec IT requirements) which could impact on the timely delivery of the RAA	4	2	8	Programme approach to co-ordinating the change work
Under the RAA model the LA (who has first contact with children) and the RAA (who will recruit adopters) will be split which could impact on process and relationships required for successful matching and timescales	4	2	8	Well-designed and effectively implemented pathways should mitigate this risk
Workforce				
Unable to transfer LA / VAA staff resource to RAA where currently held across service areas	5	2	10	Develop and agree an approach to reconfiguring resource in each organisation to allow resource to be transferred in detailed design phase

Risk	Impact	Likeli-hood	Score	Mitigation
Unable to attract and retain the best adoption staff	5	1	5	Ensure RAA provides an attractive and supportive offer to existing and prospective staff
RAA fails to secure consistent high quality of service across internal and external workforce	5	1	5	Plan includes an Optimisation stage to support the RAA to achieve the practice model
Workforce and / or performance issues in RAA arising from 'culture clash' or failure to implement new processes and systems effectively	5	2	10	Include staff throughout the design and set up of the new service, ensure there is sufficient training on new processes
Wider stakeholders				
Fail to achieve buy in from RAA staff	5	2	10	Ensure model and implementation is co-produced with staff
Fail to achieve buy in from adopters / children	5	2	10	Ensure design, implementation and delivery is developed in collaboration with adopters and children
Fail to achieve buy in of LA / VAA operational staff (e.g. Children's Social Workers)	4	2	8	Ensure model and implementation is co-produced with LA / VAA staff, and regular formal + informal lines of communication/ feedback
VAA presence in region is threatened destabilised	5	2	10	Ensure VAA role is clearly clarified and formalised in the design phase

Appendices

Appendix A – Ideal experience from a child and adult perspective – pen pictures

A. Ideal experience from child perspective

1. Child becomes known to social care

Pen picture:
I was frightened and I needed someone I could trust. Me and my brother John met Jane who was a kind, easy to talk to person who made me feel safe. She talked to us and asked us how we felt and what was making us happy and sad.
She wrote down some of the things that we said and checked with us that she had written down the right things.
She explained to us that our family needed some help and we talked about some of the problems we had with mam. She said that she would make sure that we had everything we needed to be happy.
We were given information about the future and what might happen to us and our family. We were given a booklet which explained how our family were being helped and what this meant for me.
I started writing my life story.

2. Pre- care proceedings and planning initiated

Pen picture:
Jane, the same worker I had spoken to before, was honest with me and explained the different people who wanted to talk to me, who they were and why they wanted to talk to me.
Jane checked with me to make sure she had got things right about me, John and my family. She made me feel that I was being listened to and could have a say in my future.
Jane gave me, John and my family help and support so that I could stay with my mam. Jane explained all the options for the future to me and John so we knew what could happen.

Pen picture:
I was scared about leaving my home and everything that is familiar even though I was sometimes scared and unhappy there. I was also scared about being separated from John. Jane was always there and made me feel safe and reassured that me and John would be okay.

3. Care proceedings and planning

Pen picture:
Things got worse at home, I was scared and unhappy a lot of the time. John and I moved away from my mam and moved in with David and Pam, our foster family. I felt sad to leave mam but they were nice and made us feel like part of their family. Jane listened to me and explained the options for what could happen to me and John. Jane explained about a forever home. She asked us what we wanted and hoped for in the future, I said a lot more about what I wanted to David and Pam my foster parents, so I asked them to speak to Jane about what I wanted and she listened to them. Jane let me know that my mam is okay and isn't worrying or unwell. She made me feel like none of this was my fault. I looked forward to seeing my mam in contact. I sometimes felt very sad, frightened and confused and I got angry but I didn't know what to do. I needed someone to help me to feel better. A lady came to see me they called her a Children's Guardian and she talked to me about my mam, home and what I wanted for the future. Jane told me about the judge and that she would listen to everyone including my mam and she would decide where me and John would live.

4. Family finding

Pen picture:
Jane told me that she (and the people she worked with) were trying to find me a forever home with John. I was really excited about this but also scared that I would be separated from John or wouldn't get to see my mam. Jane reassured me that John and I would stay together, and I trusted her. Jane used all the things I'd said to her to continue writing a life story with me. It was really fun! She checked this with me and I thought it was great. She let me choose photos.

Pen picture:
I was also scared that if I found a forever family I wouldn't get to see my mam or foster carers again but Jane said I could stay in touch with them in the future, and that they could help me and John to find our forever family. Jane made me feel that I understood what was happening, what adoption was and it might mean for me and John. I still felt sad and scared, and sometimes didn't tell anyone. But I felt like I could trust Jane. She explained about the family activity days and asked me to go to one – I said yes.

5. Matching

Pen Picture:
Jane explained all about the activity day, what it was and who was going. David and Pam took me and John along to this. I was excited but also scared. I was playing with some toys at the activity day when I met Linda and Peter. They talked to me and I liked them a lot. They seemed friendly and kind and we got on really well.

6. Placement and post adoption support

Pen picture:
Over the next few weeks John and I met with Linda and Peter a few times. They were really nice and we got on really well. Jane asked us what we thought about Linda and Peter being our forever family, I was really happy, Jane told us all about Linda and Peter and showed us a film they had made for us! She also explained how and when my mam and foster carers would be told what I had been doing and said that there was some one for us to talk to if we had any concerns. We moved in with Peter and Linda. It was strange at first. Jane explained everything that she and other people she worked with would do for me, John, Peter and Linda to make sure we were happy. In the first few months I felt like I needed to speak to someone as I sometimes felt nervous and scared after everything we'd been through. I spoke to Jane and she was really reassuring and supportive. She said there was someone who could help with how I was feeling and asked if I wanted to speak to them. They came to see me a few times and helped me to find a way to think about and deal with my feelings. Sometimes I still felt like I wasn't like the rest of the kids at school and I was different because I was adopted. I met some other people who had been adopted at a fun day

Pen picture:
for adoptive families and found it really useful talking to them about how I felt and what I had been through.
I felt like I hadn't been forgotten by Jane and the other workers who had helped me to find a forever home, and I felt that I had someone there outside of my family if I ever had a problem or a crisis that I couldn't talk to my family about. Overtime, living in my forever family felt normal, I was happy.

B. Ideal experience from an adopter's perspective

1. Pre enquiry

Pen picture:
I've noticed a lot of motivational stories from people like me on Twitter and Facebook who had adopted children. When I started to talk to people I knew about adoption, I was amazed to find out that quite a few friends and colleagues knew someone who had or had been adopted. Then I started to pick up on stories about adoption on TV, movies and magazines.
I wanted to know more so I started to do some research online – I found some really informative websites and articles which tackled some of my concerns (e.g. that age wasn't an issue) and told me about the process. I started to think that adoption could be right for me so I decided to make an enquiry.

2. Enquiry

Pen picture:
I went onto the website and it was easy to find the RAA adoption page. This had clear information about who I needed to call. I called and got straight through to someone without having to wait long or be passed around. The person I got through to was friendly, warm and knowledgeable.
They answered some of my questions about adoption and reassured me on some of my concerns.
I had a follow up visit with a worker very quickly after. They explained that I had a choice, clearly described the process and put me at ease. The worker gave me an information pack, and I was given the opportunity to speak to other adopters.

> **Pen picture:**
>
> At the end of this stage, there seemed to be few barriers and I had a good sense of how likely I would be to be successful in the process and had a clear view of what would be involved.

3. Preparation for training and assessment (Stage 1)

> **Pen picture:**
>
> I put in my registration of interest to start stage 1. At this stage the worker gave me and my family a clear overview of what was involved, timescales, processes and dates.
>
> They got me started on the preparation process by giving me suggested reading. During this stage I didn't have to wait more than 2 days for a response to my enquiry.
>
> The process took around 2 months in total, and felt tailored to my needs. My worker, Mary, managed this process sensitively and had the 'human touch' and was open, honest and transparent.
>
> On reflection I came to adoption with some preconceptions about the types of children I would adopt, but after the service introduced me to a range of different families, I realised there was a range of children out there who might fit in my family. Therefore, I decided to proceed to stage 2.
>
> I put in an application form and they got back to me two days later to confirm we'd be going ahead.

4. Training and assessment (Stage 2)

> **Pen picture:**
>
> At the beginning of this stage my RAA worker helped me to feel that I was ready and explained the key next steps and timescales, and made me feel involved and part of the process throughout.
>
> The training programme was really useful and involved adopters, young people and birth parents. I felt assured that the trainers were experienced and had relevant insight to share that wasn't 'off the shelf' or from a textbook. The stories I heard from adopters were really inspirational and many of them are still close friends today.
>
> The assessment was quite intrusive, and lots of personal questions were asked, however my worker was really sensitive and guided me through the process. The output was my prospective adopter report which was presented at my adoption panel.

> **Pen picture:**
>
> I was made fully aware of the panel procedure and the type of questions I would be asked. At the panel itself I was made to feel comfortable and welcome - it wasn't as intimidating as I'd feared. I was over the moon when they recommended me for approval.
>
> This stage took around 4 months in total.

5. Matching

> **Pen picture:**
>
> At the beginning of this stage my worker explained clearly how the matching process would work, the key milestones and next steps. I also received an informative leaflet which set out clearly what I could expect to happen next and was invited to a 'waiting adopters group' where I could meet people at a similar point in the process.
>
> I didn't have to wait long for a match. My worker mentioned an activity day and helped me to prepare for this, because I found the idea a bit strange at first. She also linked me up with a "buddy" who told me about their experience at activity days and put me at ease.
>
> There were a number of days on offer across the region and I found one which worked for me. I went along and met my little Sarah and John. Sarah was a lot older than the child I had imagined but like a lot of the children from the adoptive families I'd met before. We all clicked immediately!
>
> After a discussion with my worker I was able to look at Sarah's and John's 'Adopter passport' and family book which included a short biography and all the information I needed. I then met some key people in Sarah and John's life including their foster carers, school, nursery and social workers – several of us met on an 'appreciation day.'
>
> I spoke to their foster carers regularly in the time leading up to the match – we even organised a 'chemistry' day where I bumped in to them in the park and had a chat.
>
> Soon afterwards and following a number of supportive discussions with my worker, my match was approved and we began to discuss introduction plans.

6. Placement and post adoption support

> **Pen picture:**
>
> Sarah and John moved in with me and the transition was really smooth. My worker advised me that there may be some challenges later in life and worked with me to plan how to pre-empt them.

Pen picture:
I got a support plan and there were some things on there that the RAA arranged for me, like play therapy, early on. At the outset I felt like I needed quite a lot of support to help with the attachment process (which I learnt about in my adopter training). I received a tailored package of post adoption support, I spoke regularly to my buddy and, when needed, I was able to quickly access specialist support from a therapist. I also took my family along to a family fun day – I think that meeting other families like us was a reassuring and positive experience for all of us!
From then on we settled into normal family life, however we had some problems. For example, a couple of years later we had a few issues and I felt like I needed a bit more help on attachment. The children were having the identity issues that the service had prepared me for but I felt like I was failing. I spoke to my named post adoption support worker, they were supportive and worked with me to resolve my issue. My buddy was also there for me to speak to throughout, and I felt that I had a good support network around me to help whenever I needed it.

Appendix B - Child and adopter journey map

Attached separately as a PDF.

Appendix C – Details of attendees for workshops in August and September

NAME	ORG	18/8 (1)	23/8 (2)	24/8 (1A)	30/8 (2A)	31/8 (3)	06/9 (4)	07/9 (3A)
Laura Fenwick	Stockton BC		√					
Christine Regan	Redcar and Cleveland		√					
Tracy Bishop	Afrer Adoption			√	√			√
Donna Mease	Arc Adoption NE			√	√			
Clare Frankland	Hartlepool BC		√	√	√			√

NAME	ORG	18/8 (1)	23/8 (2)	24/8 (1A)	30/8 (2A)	31/8 (3)	06/9 (4)	07/9 (3A)
Sharon McBride	Redcar and Cleveland	√		√				
Orla Keating	Stockton BC			√				
Silvie Hertelova	Darlington BC	√		√	√	√		√
Louise Taylor	Darlington BC	√		√	√	√		
Lynn Woodhouse	Middlesbrough BC			√			√	
Chioma Unigwe	Middlesbrough BC			√				√
Gethin Richards	DFW			√	√			
Gemma Whiteley	DFW		√	√				
Jenna Harrison	Stockton BC		√	√				
Hannah Ditchburn	Stockton BC		√	√				
Katie Hammond	Hartlepool BC	√		√	√	√		√
Penny Thompson	Hartlepool BC		√	√		√		
Pam Norgrove	Darlington BC			√		√	√	
Amanda Wilson	Hartlepool BC				√			
Judith Henderson	Hartlepool BC	√			√			

NAME	ORG	18/8 (1)	23/8 (2)	24/8 (1A)	30/8 (2A)	31/8 (3)	06/9 (4)	07/9 (3A)
Angi Simmonds	Hartlepool BC				√		√	√
Jon Doyle	Stockton BC				√		√	
Karen Douglas Weir	Hartlepool BC		√		√	√		√
Joanna Lee	Stockton BC				√		√	√
Phil Whale	Barnardos				√			
Jane Shade	Darlington BC		√		√			
Jane Wilson	Middlesbrough BC	√			√	√	√	√
Liz Blanehard	Adopter				√			√
Denise Moore	Darlington BC				√		√	√
Christine Croft	Hartlepool BC	√	√		√	√		
Alyssa Dale	Redcar and Cleveland				√			√
Denise Allen	Redcar and Cleveland		√			√	√	
Terry Fitzpatrick	Arc Adoption NE		√			√		
Alison Myers	Stockton BC					√		√
Fiona McNaughton	Stockton BC					√		
Louise Addison	Middlesbrough BC	√	√			√	√	

NAME	ORG	18/8 (1)	23/8 (2)	24/8 (1A)	30/8 (2A)	31/8 (3)	06/9 (4)	07/9 (3A)
Lucy Graham	Barnardos					√		√
Karen Shepherd	Middlesbrough BC		√			√	√	
Cath Mapplebeck	Stockton BC					√		
Jenny Parkin	DFW					√	√	√
Mike Blackburn	Stockton BC						√	
Julie Aylesbury	Stockton BC							
Louise Becwith	Middlesbrough BC						√	
Carol Norcott	Barnardos						√	
Sam Ellis	Barnardos		√					
Diane Cox	Stockton BC							√
Sue Holton	Arc Adoption NE						√	√
Melanie Skelton	Stockton BC		√					
Kay Singlewood	Hartlepool BC		√					
Kate Proctor	Hartlepool BC		√					
Laura Jeffreys	Stockton BC		√					
Hilary Tillotson	Darlington BC							√

NAME	ORG	18/8 (1)	23/8 (2)	24/8 (1A)	30/8 (2A)	31/8 (3)	06/9 (4)	07/9 (3A)
Paivi Morton	Hartlepool BC		√					
Carol Lamplough	Hartlepool BC		√					
Helen Caswell	Stockton BC	√						
Judith Hutchinson	Stockton BC	√						
Kath Bishop	Hartlepool BC	√						
Maria Murrell	Stockton BC	√						
Rubina Hussain	Redcar and Cleveland	√						
Susan Moir	DFW	√						
Lindsey Thirkell	Middlesbrough BC	√						
		Total - 15	Total - 21	Total - 16	Total - 20	Total - 17	Total - 15	Total - 18

Appendix D – Detail of work completed to develop RAA between February and August 2016

The table below sets out the work completed to enable this Transition Plan, with support from iMPOWER:

Activity	Outcomes
Completed interviews and roundtable meetings with senior reps of LAs and VAAs in Tees Valley	Identified priority outcomes and organisational priorities to inform establishment of strategic objectives.

Activity	Outcomes
Established vision and strategic objectives for RAA	Developed consensus on aims and objectives of RAA across stakeholders, and the basis of criteria for evaluation of options.
Begun to identify best practice in LA adoption services across the adopter journey	Allowed best practice across the adopter journey to be drawn into new delivery model.
Completed and analysed a staff survey (across LA and VAA), with 82 respondents	Captured the views of staff across a variety of organisations including appetite for different delivery models, used to inform evaluation of options and detailed design in the next phase.
Completed and analysed an adopter survey, with 54 respondents	Canvassed the views of adopters across Tees Valley on priorities, existing services and involvement in service design. Information used to confirm strategic priorities of RAA as well as elements of adopter journey to ensure model is customer-centric.
Developed finance and performance baseline across LA's	A financial and performance baseline across the five local authorities.
Developed and submitted DfE Transition Plan	This provided outline proposals and a high level plan for April 2016 – April 2017, subject to funding.

Work completed in April and May 2016

The nature and scope of this activity is detailed in the table below:

Activity	Outcomes
Face-to-face meetings between Project Sponsor and senior VAA representatives	Captured each organisation's initial views on preferred role in design and delivery. Captured views and ideas on design of RAA model and commissioning approaches.
Two workshops with adopters to capture experiences and views (20 attendees)	Established key design principles based on service user experience of what currently works well/ less well, ideas for how services could be improved. Identified interest in involvement in Customer Design Authority.

Activity	Outcomes
Established approach to engaging adopted people through an appointed Operational Lead	Project is now well placed to to engage adopted people under guidance of appointed Operational Lead using agreed approach.
Detailed work with the five participating Local Authorities to develop baseline for staffing and finance	Established baseline for development of a service delivery model and financial model in the detailed design phase.
Developed and agreed proposals for Project Infrastructure (inc. terms of reference for Project Board and Implementation Group)	Infrastructure and platform established to support service design and implementation, and manage delivery of project activities and outputs in 2016/17.
Allocate a Project Manager (Penny Thompson, Hartlepool Council) and Operational Lead (Jane Wilson, Middlesbrough Council)	Identified and secured key project roles to support detailed design and implementation.
Convened inaugural Project Board and Implementation Group	Set up the key forums to make project decisions and oversee detailed delivery of workstreams.

Work completed in July – September 2016

Activity	Outcomes
Delivery of four service design workshops with cross-agency representation	Identified optimum child and journey experience, design principles, process, pathways, roles and functions.
Delivery of four Post Adoption Support workshops with cross-agency representation	Agreed consensus on how post adoption support needs to change and key next steps.
Completion of cost benefit scenarios and nice potential scenarios	Identified the range of cost/ benefit which could accompany the establishment of a Tees Valley RAA.
Production of Outline Business Case for Tees Valley RAA	Set out the potential benefits of establishing and delivering the Tees Valley RAA, an overarching vision and associated operating principles, and the processes,

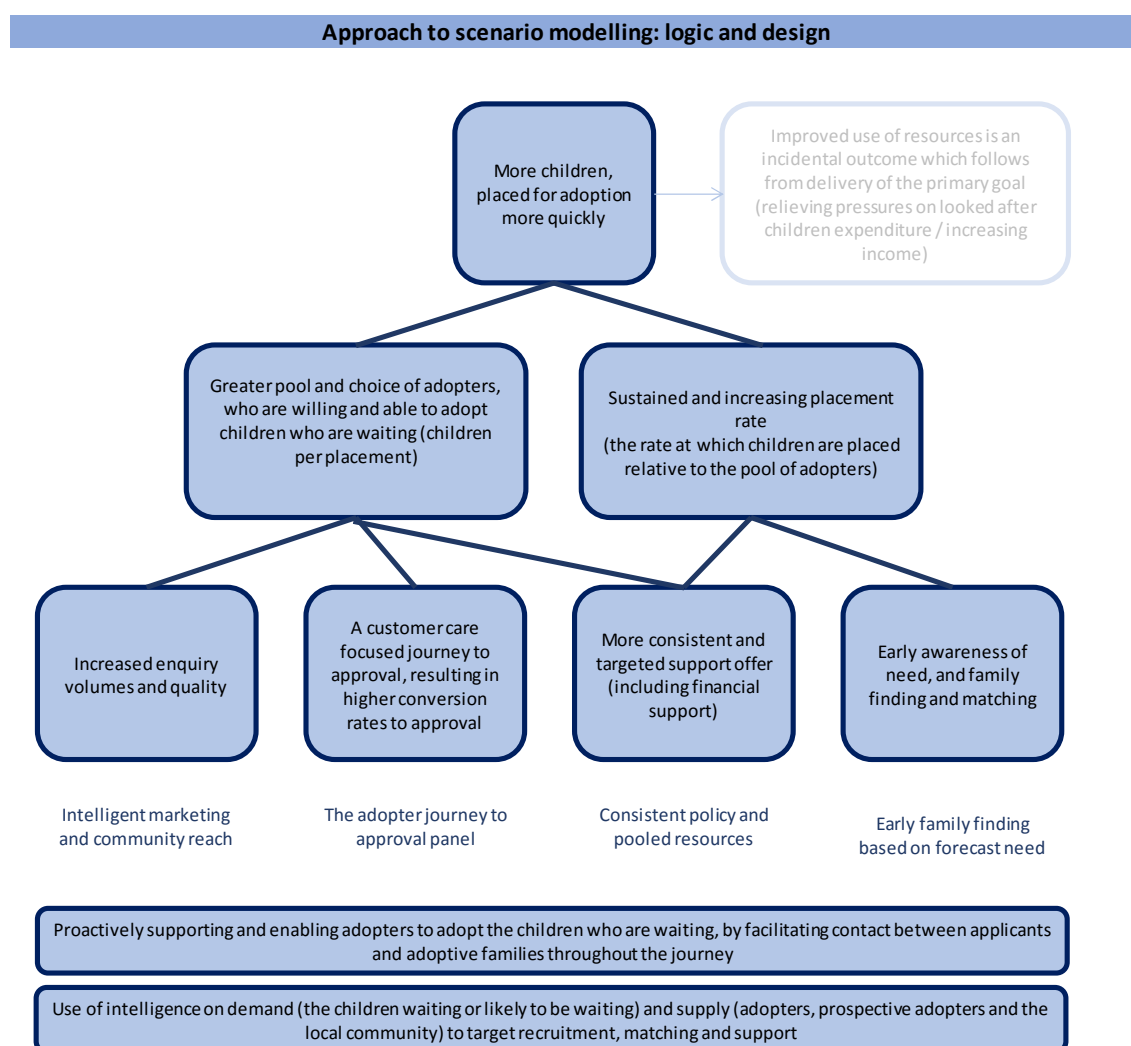| Activity	Outcomes
	roles and functions that are required to deliver it.

Appendix E: Scenario modelling and cost / benefit

Method

Performance scenarios

The three performance scenarios each contain a 'sub-scenario' regarding the four key 'levers' available to the RAA (and any adoption agency) to improve the sufficiency of adopters and the rate at which they are matched and placed with children waiting.

These levers and the logic behind the model are illustrated visually below:

Approach to scenario modelling: logic and design

More children, placed for adoption more quickly

Improved use of resources is an incidental outcome which follows from delivery of the primary goal (relieving pressures on looked after children expenditure / increasing income)

Greater pool and choice of adopters, who are willing and able to adopt children who are waiting (children per placement)

Sustained and increasing placement rate (the rate at which children are placed relative to the pool of adopters)

Increased enquiry volumes and quality

A customer care focused journey to approval, resulting in higher conversion rates to approval

More consistent and targeted support offer (including financial support)

Early awareness of need, and family finding and matching

Intelligent marketing and community reach

The adopter journey to approval panel

Consistent policy and pooled resources

Early family finding based on forecast need

Proactively supporting and enabling adopters to adopt the children who are waiting, by facilitating contact between applicants and adoptive families throughout the journey

Use of intelligence on demand (the children waiting or likely to be waiting) and supply (adopters, prospective adopters and the local community) to target recruitment, matching and support

The key performance levers, shown in bold above, are:

1. Applicant enquiry levels and 'quality' - modelled by calculating and varying the ratio of annual enquiry numbers to the level of looked after children;

2. Applicant conversion rates from enquiry to approval (%);

3. The 'placement rate' of children – this is a % measure of the number of children placed in a year relative to the total pool of available adopters, and

4. The number of children placed with each adoptive family.

The basis for each lever used in the scenarios is set out in the table below.

Performance: Levels and levers	High	Medium	Low
Enquiry numbers	Highest rate across TV LAs (relative to LAC numbers)	As now, based on an aggregate or average of the Tees Valley LA adoption services, or national average where proxy used	Lowest rate across TV LAs (relative to LAC numbers)
Conversion rates	Top national quartile		Lowest rate across TV LAs
Placement rates	Top national quartile		Low national quartile
Children / placement	Highest rate across TV LAs		Lowest rate across TV LAs

Demand scenarios

To further inform the OBC, a number of different 'demand' scenarios were also developed, in which the annual level of placement orders either remained the same, increased or decreased.

This was considered important by the Project Team given the fluctuations in placement orders over the past three years, and the sensitivity of future numbers to government policy, legislation and working relationships with the local family courts.

Each of these may be subject to significant further change over the coming one or two years and, after falling by 50% nationally over the past two years, it is possible that the level of placement orders will continue to diminish or alternatively return to or exceed the peak levels seen in 2013/14.

The basis of each demand scenario is set out in the table below.

Demand scenarios	High	Medium	Low
Placement orders (annual number of new orders)	50% increase over current levels (84 p.a.)	Current (56 p.a.)	50% decrease on current levels (28 p.a.)

Costs and benefits

In the first place, the above scenarios were modelled to indicate the potential annual number of adoptive placements that would be made by the five Tees Valley LAs, through the RAA and through other agencies (VAAs and other RAAs).

Secondly, based on the above and other relevant system flows, the results of the model were translated into potential financial outcomes. The approach to this was as follows:

Costs

For certain activities associated with recruiting, placing and supporting adopters, increased or decreased expenditure was modelled (varied with the level of activity) based on outline current unit costs or other assumptions.

Costs also took into account the additional or reduced income and expenditure from placing Tees Valley children with out of area adopters, or out of area children with RAA adopters.

The basis for this modelling was as follows:

Activity cost driver	Ref	Variable cost	£ / unit
Number of placements (all)	C1	Family finding costs	6,271
Number of internal placements	C2	Assessment costs	9,073
	C3	Financial allowances (new in yr)	5,000
	C4	Post-adoption support (new in yr)	5,375
Number of TV placements with external agencies	C5	Agency fee	27,000

Notes:

Ref　Basis

C1　Based on an estimate of the cost of the current TV LA staffing base which relates to this function (see Financials - calculations sheet), iMPOWER's experience and this study (http://www.adoptionresearchinitiative.org.uk/briefs/DFE-RBX-10-05.pdf)

C2　Based on an estimate of the cost of the current TV LA staffing base which relates to this function (see Financials - calculations sheet) and iMPOWER's experience

C3　Based on iMPOWER's calculations in other LAs as to prevalence and level of payment (a blended average of £100 per week for all placements)

C4   Based on an estimate of the cost of the current TV LA staffing base which relates to this function (see Financials - calculations sheet) and CCFR / PSSRU Adoption VFM study

C5   Assumed for all placements

Benefits

Two principal benefits were modelled, these being:

1. LAC avoidance – at £35,000 p.a., per adoptive placement (whether made internally or externally): based on national average costs of foster care placements for LAC, per CIPFA CLA 2015/16 benchmark (£659 per month) - this excludes the cost of LA social work and other corporate parenting activity, and other indirect overheads (including these would increase the benefit).

2. Inter-agency fee income – at £27,000 per placement

Because they form such a large part of the financial scenario, it is particularly important to note how LAC avoidance costs have been modelled.

Where the level of placements in the given scenario exceeds the baseline (the current level), the LAC avoidance benefit shown is calculated as:

- The greater or lesser number of placements compared to the baseline

- Multiplied by £35,000 p.a.

- Compounded over a five-year period, as an illustration of the 'steady state' impact

For example, if ten more adoptive placements are anticipated each year than are achieved currently, the model calculates an annual benefit of £350,000 per year. In the illustration, this is compounded by five years, to £1,750,000 p.a. The illustration of the annual savings after five years is arbitrary and is intended to show a medium term, 'steady state' impact.

A 'steady state' position is used to illustrate all the scenario outcomes in this OBC for two reasons: 1) simplicity - to allow a single outcome to be described rather than the outcomes for every year, and 2) for more accurate representation, as it is only after the first few years that the impact of the change in demand or performance levels off to a steady run rate.

The demand, performance and financial outcomes can be seen by year in the detailed model if required.

Key assumptions and limitations

1. Based on information and explanations provided by TV LAs (queries raised where obvious material errors identified but no formal validation or due diligence undertaken)

2. Proxies used in event of gaps or apparent errors in data provision e.g. local, regional, national averages or quartiles

3. Scenarios shown for 'steady state' only so as to allow presentation of a single figure for nine scenarios, rather than for figures for each metric for each for each scenario – this was considered proportionate and more helpful at this stage (benefit of simplicity outweighing the benefit of detail), and further detail is within the model

4. Unless stated, all other factors held constant for modelling purposes e.g. LAC numbers, SGOs and other permanence orders, arrangements and placements

5. LAC avoidance savings calculations do not account for additional or reduced wider Children's Services or Council costs (including these would increase any avoidance savings and v.v.)

6. Assumes constant churn on financial allowances and PAS needs (new allowances / supports = allowances / supports ending each year)

7. As not within current remit of the OBC, assumes patterns of inter-agency placements continue as-is (see scenarios and detailed model) and that RAA placements are used first where available (on the assumption they are appropriate and timely)

8. Marginal costs assumed to increase when volumes exceed baseline, AND when they do not i.e. assumption that all costs including staff can be geared (and costs released) if level of business decreases, except in 'Worst case' scenario, when costs can only increase

9. Dis-benefit of decreased placements included, when lower volume

10. While external agency placement costs will be paid for by LA, the impact of this is included within this business case (it being part of the whole cost to TV LAs)

11. Assumes all RAA costs are passed in full to TV LAs

12. All current inter-LA placements are outside TV

13. Other than the marginal cost of providing post-adoption support, no costs or benefits have currently been modelled around post-adoption support improvement or otherwise due to lack of data regarding breakdowns.

Further detail on the approach and underlying workings, numbers and assumptions can be found in the associated working papers which have been provided to the RAA Project Team.

Appendix F: Roles and Responsibilities

Item	Project Board	Implementation Group
Membership	• Project Sponsor (Chair) • DCS reps from all five local authorities • Director level reps from all five VAAs • Project Manager • Delivery partner senior representative	• Service Managers from all five local authorities • Operational leads from all five VAAs • Project Manager • Delivery partner representative
Purpose	• Achieving project aims, objectives and realising benefits • Signing off final model and detailed working practices • Signing off project deliverables and documents (e.g. PID, business case) • Oversight of implementation and managing key project risks and issues • Agreeing changes in scope and high level budget decisions • Reviewing progress of project at key milestones and providing cross-organisational input, insight and direction	• Overseeing and quality assuring workstream deliverables • Providing resource, information and insight to deliver project outputs and activities • Planning and overseeing detailed project activities to set up • Managing key risks, issues and dependencies • Reporting up to Project Board and LA Sponsor on progress & for key decisions • Reviewing week by week progress of project and workstreams at key milestones
Meeting	• Monthly meetings (minimum 1.5 hours), using template agenda and chaired by Project Sponsor	• Monthly meetings (minimum 1.5 hours), using template agenda and chaired by Subject Matter Expert
Standard items	• Key decisions required by workstream • Key project risks and issues • Review of progress against plan and objectives • Key insight from children and adopters	• Key planned/ completed activities and deliverables by workstream • Project risks and issues • Review of progress against detailed plan and objectives

Role	Responsibilities
Project Sponsor	• Overall responsibility for delivery of project objectives aims and objectives • Managing relationship and liaison with DfE • Managing project budget • Managing commissioning of consultancy support • Overseeing Project Manager and delivery partners • Chair of Project Board
Project Manager	• Developing and updating Project Initiation Document, Business Case, Project Plan, Risk/ issues log and Communications Plan • Ensuring project deliverables meet agreed timescales and budget • Managing risks, issues and changes that may arise during the project • Making certain that action points from Project Board and Implementation Group meetings are met • Ensuring any deviation from scope is agreed by Project Board • Ensuring that the project is subject to review at appropriate stages • Monitoring and reporting progress to internal/ external stakeholders • Ensuring that the project is closed and lessons learned are captured
Operational Lead	• Responsible for communicating between Heads of Service • Supporting the Implementation Board and workstreams • Leading on engagement with Adopters and Children / Young People • Leading on engagement with Staff and key Stakeholders
Subject Matter Expert	• Providing expertise and advice on design, delivery and evaluation of adoption services • Lead specific tasks and activities in support of project deliverables and activities • Lead on engagement with children and young people • Chair the Implementation Group
Project Support	• Responsible for supporting the Project Manager to deliver against the project objectives • Help to keep project documentation up to date • Complete project focused research

Appendix G: Notice

Tees Valley RAA Project Board is responsible for determining whether the scope of the work iMPOWER Consulting Limited ('iMPOWER') have been asked to carry out is sufficient for the purposes of this report.

The designs, assertions and opinions included in this report are intended to be a reflection of those put forward by stakeholders from across the councils and other agencies involved in setting up the Tees Valley RAA. iMPOWER facilitated these discussions and, as accurately as possible, reflected consolidated them in this report.

The quantitative and qualitative analysis in this report is based on information, explanations and assumptions provided by the Tees Valley LAs and other stakeholders, as set out in this document or the associated working papers, for quality assurance by Tees Valley RAA Project Board. It should be noted and it is expressly stated that no independent verification of any of the documents or information supplied to us iMPOWER has been made. We iMPOWER make no representation or warranty and give no undertaking as to the accuracy, reasonableness or completeness of the information contained received and used to develop in this report or any document or information supplied to us.

In this report iMPOWER have assumed, having raised queries as iMPOWER saw appropriate: that all of the information supplied to us was, when given, and remains, true, complete and accurate and not misleading; that the documents iMPOWER have examined are true, complete and accurate copies of the originals and that the signatures on those documents are genuine; that appropriate personnel at the Tees Valley RAA Project Board will have read the documents in case any such document reveals matters of significance which could only be identified by people with knowledge of the Tees Valley RAA Project Board's specific circumstances; and that no term of any agreement comprised in the documents received by us iMPOWER has been amended orally by the parties or by conduct or by course of dealing without our being aware of such amendment. In addition, there may be agreements which are wholly oral of which iMPOWER are unaware.

This report reflects the state of the Tees Valley RAA as at the date provided at the front of it. However, further information may be received, disclosures may be made or information identified which may change the position of this report after the date of it. IMPOWER do not accept any responsibility or obligation to update this report, correct any inaccuracies or provide any further information which may become known to it after the date of this report.

This report is addressed to the Tees Valley RAA Project Board and is for their sole information and use in connection with the matter. iMPOWER accept no responsibility for any reliance placed on this report for any purpose other than the matter or by any person other than the Tees Valley RAA Project Board.

iMPOWER shall not in any circumstances be liable to the Tees Valley RAA Project Board for any loss of profit or any other consequential or indirect loss (howsoever arising).

The contents of this report are strictly private and confidential and this report is being made available to the Tees Valley RAA Project Board solely on that basis. This report must not be made available; or copied, quoted or referred to (in whole or in part) without the prior written consent of iMPOWER, provided that the Tees Valley RAA Project Board may disclose this report to those of its respective employees, directors and advisers who are directly involved in the matter. Neither this report, nor and right under it, as assignable.

CHILDREN'S SERVICES COMMITTEE

21 February 2017

Report of:　　　　Director of Child and Adult Services

Subject:　　　　THE CHILDREN'S HUB – SIX MONTH PROGRESS REPORT

1.　　TYPE OF DECISION/APPLICABLE CATEGORY

Non key

2.　　PURPOSE OF REPORT

2.1　　To provide Members with a six-month progress report on The Children's Hub.

2.2　　To note the performance management data for quarters 1 and 2.

3.　　BACKGROUND

3.1　　Hartlepool Borough Council operates The Children's Hub on behalf of Hartlepool and Stockton on Tees Borough Councils. It provides an integrated single point of access across North Tees offering multi agency triage and assessment of enquiries about children. The Children's Hub shares information, risk assesses and makes decisions to improve outcomes for vulnerable children and their families with the aim of providing the right support at the right time.

3.2　　The Children's Hub is a partnership and the team comprises of professionals from North Tees and Hartlepool NHS Foundation Trust, Tees Esk and Wear Valleys NHS Trust, Cleveland Police, Operation Encompass and Harbour. In addition, there are 'virtual' partners which include Thirteen, National Probation Service and the Community Rehabilitation Company. A strategic management board comprising of partners meets monthly to oversee progress.

3.3   Members approved the creation of The Children's Hub at the Finance and Policy Committee meeting of the 14th March 2016. It went 'live' on June 1st 2016.

4.   DEMAND

4.1   Significant planning went into the creation of the Children's Hub including in depth analysis of volume of enquiries, numbers of referrals that proceed for assessment and referrals that require early help. This information was used to create the Children's Hub staffing structure.

4.2   The Children's Hub deals with new safeguarding enquiries for both local authorities. In addition, the Hub delivers a range of other services for Hartlepool residents only (e.g. Local Welfare Support).

4.3   In summary for the period June 1st 2016 to December 31st 2016 the Children's Hub -
   * Answered on average 750 phone calls a month
   * Dealt with on average 1154 referrals per month
   * Sent approximately 31% of referrals for social care assessment
   * Chaired at least 32 strategy meetings a month.

4.4   The split of work across the two local authorities was 60% Stockton and 40% Hartlepool and was as predicted.

4.5   A review of demand and operational activity is underway to determine what improvements to business process can be made, what resources are required moving forward and what the budget implications are for this. This information will be brought to Members as part of the first annual review report.

5.   PERFORMANCE MANAGEMENT

5.1   A performance management framework was agreed by partners and **Appendix A** shows quarters 1 and 2 results.

5.2   Information is taken from Hartlepool and Stockton on Tees Social Care Systems and from the Children's Hub 'dashboard', a bespoke software solution that allows partners to share information to support referrals and decision making.

5.3   Where there is no baseline data for 2015/16 this is because the indicators are new and specifically designed for the Children's Hub.

5.4   Due to the early nature of the service and the complexities of aligning two different sets of performance management information for two LAs this area of work is constantly under review.

5.5   Some indicators suggest noticeable differences in performance between the two local authorities. Reasons for this includes differences in the way the two local authorities record information (a plan is in place to address this) and different approaches in the way social care support is delivered in each authority.

5.6   Key highlights for Hartlepool include -
    • 20% of all referrals received progress through the full Children's Hub process (i.e. multi agency information sharing to aid decision making) (5d)
    • More than 45% of referrals that are dealt with via the Children's Hub process proceed to social care assessment (2f)
    • More than 21% of referrals lead to a Strategy discussion (2g)
    • 90%% of referrals into the Hub are new referrals in past 12 months (2i)
    • 100% of referrals resulted in partners reaching a consensus (2j)
    • More than 70% of referrals receive an outcome or decision within one working day
    • 98% of Strategy meetings are held within one working day of contact
    • Police and health attendance at Strategy meetings has increased since the Children's Hub started (4b)
    • CAMHS has seen an increase in children and young people receiving treatment as a result of their involvement in the Children's Hub (2a).

6.   QUALITY

6.1   The Children's Hub has been subject to rigorous audits in order for partners to be confident that thresholds are appropriate and that children are kept safe from harm.

6.2   Stockton on Tees Borough Council's Ofsted 'inspection of services for children in need of help and protection, children looked after and care leavers' took place between 23rd May and 16th June 2016. This resulted in the Children's Hub being inspected in week three of its opening. Ofsted described the Children's Hub as 'already leading to earlier and more effective identification of risk, improved information sharing and joint decision making' and decided that 'information sharing and decision making are effective'. They recommended that evidence of recording management decisions was improved and this was put in place with immediate effect. Subsequent audits by Stockton colleagues confirmed that 100% of dip sampled cases had appropriate management oversight.

6.3   Further audits during the six month period have included checks –
    • on Children's Hub thresholds and referral pathways to ensure children and young people are receiving the right service at the right time
    • to ensure partner agencies are acting upon referrals sent to them
    • on 'No Further Action' cases to ensure opportunities for support have not been missed.

The outcome of the audits was positive although there is still learning to be gained in understanding Stockton's pathways and processes.

6.4 Arrangements have been made with North Yorkshire District Council for social care colleagues from their Multi Agency Assessment Team (MAST) to come and observe the Children's Hub day to day operational activity and provide recommendations for business improvement.

7. RESOURCES

7.1 Analysis of demand between June 2016 and December 2016 has enabled the Children's Hub to look carefully at current and required resources. Day to day operational activity has also given the Children's Hub a more realistic understanding of what is required to deliver a front door service on behalf of two authorities.

7.2 A full review of demand and resource requirements is underway including budget implications for all partners. This will follow in due course as part of the 12 month review for Members.

8. EMERGING ISSUES

8.1 The Strategic Management Group meets regularly to monitor progress and review operational activity. A number of key issues have been identified and must be addressed as part of a review of the first year of activity. These include:
- Further modifications to ICT are needed to ensure the Children's Hub operates as effectively as it is able
- There is an increase in the volume of Stockton enquiries
- Strategy Meetings require more manager and partner input than originally predicted
- Partner resources are not sufficient to meet the demands of the Children's Hub.

8.2 The Strategic Management Board is implementing solutions to the above including:
- A fixed line between Hartlepool and Stockton to address connectivity issues
- A review of demand targeting inappropriate referrals that do not meet threshold for intervention by the Children's Hub
- Additional manager capacity
- A review of partner resources and a firm commitment from partners that more resource is required to operate effectively.

9.   RISK IMPLICATIONS

9.1   The Children's Hub needs to continue to develop and improve. In doing so children will continue to be kept safe from harm and will receive the right help at the right time.

9.2   A Strategic Management Board maintains oversight of the Children's Hub and meets monthly to check progress. A multi agency operational groups also meets monthly to monitor day to day Children's Hub processes.

10.   FINANCIAL CONSIDERATIONS

10.1   The Children's Hub is currently funded by Hartlepool and Stockton Borough Councils and Children's Hub partners. The funding of the service is subject to review at the end of the first year of operation and must consider revised demand information and resource requirements.

11.   LEGAL CONSIDERATIONS

11.1   Hartlepool now delivers a statutory service on behalf of Stockton Council. A Memorandum of Understanding is in place.

12.   CHILD AND FAMILY POVERTY CONSIDERATIONS

12.1   The Children's Hub continues to deliver a wide range of other services to support families and vulnerable residents including advice and guidance on welfare, benefits and entitlements. It actively aims to reduce child and family poverty.

13.   EQUALITY AND DIVERSITY CONSIDERATIONS

13.1   All children, young people and families are supported dependent on need.

14.   STAFF CONSIDERATIONS

14.1   A review of resource requirements will be undertaken towards the end of the first year including an assessment of current and required staffing.

15.   ASSET MANAGEMENT CONSIDERATIONS

15.1   Hartlepool continues to provide accommodation for the Children's Hub.

16.   RECOMMENDATIONS

16.1   That Members note the progress of the Children's Hub and associated performance management information.

17.   REASONS FOR RECOMMENDATIONS

17.1   A further update will be provided towards the end of the Children's Hub's first year of operation.

18.   BACKGROUND PAPERS

18.1   None.

19.   CONTACT OFFICER

Penny Thompson, Head of Service – The Children's Hub and Partnerships, 01429 284878, penny.thompson@hartlepool.gov.uk

Children's Hub Performance Management Dataset

	Ref	Indicator	LA	Preferred direction of travel	Baseline 2015/16	Quarter 1*	Quarter 2	Quarter 3	Quarter 4	Year to date	Annual Outturn	Comments
1. Reduction of inappropriate referrals	1a	Percentage of social care assessments resulting in No Further Action (RC8)	HBC	↓	18.92%	34.60%	43.70%			39.50%		Differences in use of RC7 & RC8. Clarification sought from DfE and being implemented in HBC
			SBC		21.83%	7.55%	10.25%			8.77%		
	1b	Percentage of enquiries passed to the Assessment Team that were closed as No Further Action prior to assessment	HBC	↓								Indicator added due to differences in recording between HBC & SBC. May be added for HBC following recent process change in CHub
			SBC		10.20%	2.35%	5.52%			4.77%		
2. Quality Decision Making	2a	Percentage of assessments that result in treatment (CAMHS)	HBC	↑	56.15%	75.64%	75.05%			75.37%		
			SBC									
	2b	Percentage of dashboard cases resulting in No Further Action (NFA)	HBC	↓	Not available	16.36%	27.30%			25.57%		
			SBC		Not available	32.00%	27.14%			27.82%		
	2c	Percentage of dashboard cases resulting in pathway to Early Help	HBC	To monitor	Not available	7.27%	5.46%			5.75%		
			SBC		Not available	26.00%	11.79%			13.77%		
	2d	Percentage of dashboard cases resulting in Advice and Guidance only	HBC	To monitor	Not available	0.00%	0.34%			0.29%		Partial recording in quarters 1 & 2
			SBC		Not available	1.00%	1.45%			1.39%		
	2e	Percentage of dashboard cases resulting in pathway to single agency	HBC	To monitor	Not available	12.73%	5.12%			6.32%		
			SBC		Not available	2.00%	4.85%			4.45%		
	2f	Percentage of dashboard cases resulting in social care assessment	HBC	↑	Not available	40.00%	46.76%			45.69%		
			SBC		Not available	36.00%	47.33%			45.76%		
	2g	Percentage of referrals proceeding to strategy discussion in the CHub	HBC	↑	Not available	12.70%	29.60%			21.80%		Based on number of children not number of meetings
			SBC		Not available	3.86%	3.55%			3.62%		
	2h	Percentage of CHub strategy meetings resulting in Child Protection/S47 enquiries	HBC	↑	Not available	45.5%	67.8%			61.8%		Based on number of children not number of meetings
			SBC		Not available	33.3%	26.0%			27.8%		
	2i	Percentage of re-referrals within 12 months of the previous referral	HBC	↓	12.6%	7.3%	10.9%			9.2%		
			SBC		18.9%	20.5%	18.9%			19.8%		
	2j	Percentage of CHub process cases where partner agencies have been unable to reach a consensus	HBC	↓	Not available	0.0%	0.0%			0.0%		
			SBC		Not available	0.0%	0.2%			0.1%		
	2k	Number of non CHub strategy meetings held within 5 working days of the referral start date	HBC	↓	Not available							It was agreed at the PMF Group that this indicator should be changed from 45 working days to 5. HBC to provide updated figures
			SBC		Not available	4	63			67		
	2l	Percentage of non CHub strategy meetings held within 5 working days of the referral start date that result in S47 enquiries	HBC	↓	Not available							As above
			SBC		Not available	25.0%	77.8%			74.6%		
3. Efficiency and speedy decision making	3a	Percentage of referrals with an outcome/decision within 1 working day	HBC	↑	66.9%	74.8%	67.1%			70.7%		
			SBC		52.0%	71.0%	73.0%			72.0%		
	3b	Percentage of referrals with an outcome/decision after 1 working day	HBC	↓	33.1%	25.2%	32.9%			29.3%		
			SBC		48.0%	29.0%	27.0%			28.0%		
	3c	Percentage of CHub strategy meetings held within 1 working day of contact	HBC	↑	Not available	94%	100%			98%		
			SBC		Not available	88%	93%			92%		

Children's Hub Performance Management Dataset

	Ref	Indicator	LA	Preferred direction of travel	Baseline 2015/16	Quarter 1*	Quarter 2	Quarter 3	Quarter 4	Year to date	Annual Outturn	Comments
4. Enquiries are dealt with appropriately	4a	Percentage of CHub process cases that have had a change in RAG status during the process	HBC	To monitor	Not available	6%	13%			13%		
			SBC		Not available	4%	19%			19%		
	4b (a)	CHub agency attendance at CHub strategy discussion meetings - Police	HBC	↑	Not available	85.7%	88.9%			88.0%		
			SBC		Not available	91.6%	97.4%			96.0%		
	4b (b)	CHub agency attendance at CHub strategy discussion meetings - Health	HBC	↑	Not available	92.9%	97.2%			96.0%		
			SBC		Not available	95.8%	85.5%			88.0%		Difference between Health and Police relates to visble injuries that required immediate discussion with Police
5. Workflow	5a	Total Activity in the CHub	HBC	To monitor	Not available	713	1983			2696		
			SBC		Not available	749	2372			3121		
	5b	Number of contacts progressing to referral	HBC	To monitor	926	260	291			551		
			SBC		2705	821	543			1364		
	5c	Percentage of contacts progressing to referral	HBC	To monitor	17%	19%	20%			20%		
			SBC		36%	38%	26%			32%		
	5d	Percentage of contacts progressing to CHub process	HBC	To monitor	Not available	4.1%	20.3%			12.4%		Partial recording in quarters 1 & 2
			SBC		Not available	4.6%	30.1%			17.0%		

* Please note: quarter 1 only includes June