

ADULT SERVICES COMMITTEE AGENDA



Thursday 2 March 2017

10.00 am

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

MEMBERS: ADULT SERVICES COMMITTEE

Councillors Hamilton, Hind, Morris, Richardson, Sirs, Tempest and Thomas

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To receive the Minutes and Decision Record in respect of the meeting held on 2 February 2017 (*for information as previously circulated*).

4. BUDGET AND POLICY FRAMEWORK ITEMS

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

5. KEY DECISIONS

No items.

6. OTHER ITEMS REQUIRING DECISION

No items.



7. ITEMS FOR INFORMATION

- 7.1 Outcome of Feasibility Study: Future Delivery Models for Services for Older People – *Director of Child and Adult Services*
- 7.2 Mental Health Implementation Plan Update – *Director of Child and Adult Services*
- 7.3 Update: Care Homes for Older People – *Director of Child and Adult Services*
- 7.4 Deputyship Review by Office of the Public Guardian – *Director of Child and Adult Services*
- 7.5 Transforming Care – North East and Cumbria – *Director of Child and Adult Services*
- 7.6 Waverley Terrace Allotment Project – Progress Update – *Director of Child and Adult Services*
- 7.7 Review of Housing Related Support Services – *Director of Child and Adult Services*

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

FOR INFORMATION

Date of next meeting – To be arranged.



ADULT SERVICES COMMITTEE MINUTES AND DECISION RECORD

2 February 2017

The meeting commenced at 10.00 am in the Civic Centre, Hartlepool

Present:

Councillor: Steve Thomas (In the Chair)

Councillors: Lesley Hamilton, Tom Hind, Carl Richardson, Kaylee Sirs and Sylvia Tempest

Also Present:

Ryan Ward, Unison

Frank Harrison and Bill Keen, Years Ahead Forum

Members of the Public – Stella Johnson, Gordon Johnson, Sue Little, Evelyn Leck and Dominic Sherwood

Officers: Jill Harrison, Assistant Director, Adult Services
Jeanette Willis, Head of Strategic Commissioning
Denise Wimpenny, Principal Democratic Services Officer

61. Apologies for Absence

Apologies for absence were submitted on behalf of Councillor George Morris and Edwin Jeffries, Chair of the Joint Trade Unions.

62. Declarations of Interest

Councillor Steve Thomas declared a personal interest as an employee of Healthwatch Hartlepool, personal interests in relation to Minutes 65 and 66 and a personal and prejudicial interest in Minute 67 and highlighted his intention to vacate the Chair and leave the meeting during consideration of Minute 67. Councillors Tempest and Hamilton declared personal interests in Minute 66.

63. Minutes of the meeting held on 5 January 2017

Received.

64. Matters Arising from the Minutes

In relation to Minute 34 of the minutes of the meeting held on 6 October 2016, the Assistant Director advised that a letter had been received from the Secretary of State in response to the letter that had been sent on behalf of the 4 Tees authorities regarding financial pressures linked to the Deprivation of Liberty Safeguards. Whilst it was acknowledged that local authorities' obligations had increased as a result of the supreme court judgement, it was highlighted that changes to the current arrangements may be implemented following the outcome of the Law Commission Review. In terms of funding for Adult Services, the response highlighted that local authorities had been given the opportunity to raise additional funding through the social care precept and would also receive further funding through the Better Care Fund in future. The Chair expressed disappointment in relation to the response. Clarification was provided in response to concerns raised regarding the financial arrangements introduced by the Government in terms of trying to maximise funding to address the social care challenges.

In relation to Minute 58 of the minutes of the meeting held on 5 January 2017, the Assistant Director was pleased to report that two new providers had expressed an interest in delivering care provision in the town, further details of which would be provided at the March meeting. The former Manor Park site had been purchased by a new provider, who was currently operating in Stockton. It was envisaged that this site would be operational within the next 3 to 4 months offering 45 beds, around half of which would be nursing care beds. This was a very positive development, particularly in context of the availability of nursing beds over the last two years. A new provider had also purchased the former Admiral Court site which would offer similar size provision and would hopefully be operational by the end of the year, with further details to be provided to Committee when available. Members welcomed the positive developments regarding the nursing care position.

Decision

That the information given, be noted.

65. Direct Care and Support Services – Update on Action Plan following CQC Inspection *(Director of Child and Adult Services)*

Type of decision

No decision required – for information

Purpose of report

To provide the Adult Services Committee with an update on the action plan developed for the Direct Care and Support Service following the inspection by the Care Quality Commission (CQC), and to provide assurance that actions have been implemented to address those areas highlighted as requiring improvement.

Issue(s) for consideration

The report provided background information to the monitoring and inspection arrangements of the CQC together with details of the findings of a CQC inspection of the Direct Care and Support Service. The CQC gave the service an overall rating of 'requires improvement'. In response to the findings, the DCSS had developed an action plan to address the three areas identified in the CQC report as 'requiring improvement'. A copy of the improvement plan, together with an update on progress was attached at Appendix 1.

The Chair advised that Healthwatch was currently undertaking a piece of work with service users in relation to their views on the quality of the service provided, feedback from which would be reported to the Council in due course.

In response to a request for clarification, the Assistant Director outlined the role and purpose of the Direct Care and Support Service.

A query was raised in relation to the methods utilised by Healthwatch in terms of obtaining feedback from individuals. Members were advised of the role of Healthwatch in support of this work which included visits to service users to seek their views and obtain responses to questions regarding personal experiences, as well as engagement with family members and carers to enable feedback to be provided to the Council.

A member of the public was pleased to report the positive experiences of a family member who had utilised this service.

Decision

That the contents of the report and comments of Members be noted.

66. Unison Ethical Care Charter – Implementation within Domiciliary Care Services *(Director of Child and Adult Services)*

Type of decision

No decision required – for information

Purpose of report

To provide an update on progress in respect of the implementation of Unison's Ethical Care Charter in respect of Domiciliary Care Services.

Issue(s) for consideration

The Head of Strategic Commissioning referred to a report presented to the Committee on 9 March 2015 when Members noted the current position in relation to domiciliary care services and received an overview of the department's progress in implementing Unison's Ethical Care Charter. The Charter aimed to ensure that employees of organisations were properly remunerated and protected whilst carrying out their employment, details of which were outlined in the report.

Members agreed to receive a further update following renegotiation of domiciliary care contracts. The Committee was referred to the Unison Ethical Care Charter, attached at Appendix 1. The stages had been summarised and progress measured from the current two main external providers and the internal HBC service. Appendices 2, 3 and 4 provided a summary of progress for each organisation, Carewatch, Careline and the Council's Direct Care and Support Services. The appendices demonstrated that all organisations were meeting the broad principles of the Ethical Care Charter with only one slight exception in one agency. The external agencies faced challenges regarding resources and, on occasion, the ability to retain staff who did not want permanent contracts.

There were currently nineteen local authorities signed up nationally to the Charter. As and when a new contract was issued the Ethical Care Charter standards would be incorporated in the terms and conditions as part of any tendering/contracting process and the option to formally sign up to the Charter would be explored and pursued.

Members were referred to the risk, financial and staffing considerations, as set out in the report. In relation to commissioned services, it was noted that zero hour/flexible contracts were used by agencies and some staff employed by these organisations reported that they did not want the security permanent contracts offered, the reasons for which were provided.

A representative from Unison, who was in attendance at the meeting, commented on the background in relation to the Ethical Care Charter and Unison's commitment to address issues within care generally. The representative welcomed the Council's approach to explore this issue from Unison's perspective and was keen to work with the Council to progress this.

A Member expressed a view that the equality and diversity considerations, as detailed in the report, should include reference to care sector jobs being predominantly undertaken by females.

Feedback from care providers in terms of staff not wanting the security of permanent contracts was questioned. A Member advised that personal feedback from some individuals working in the care sector did not support such claims. Concerns were also raised that some care staff had been discouraged from joining a union. The Head of Strategic Commissioning commented that whilst feedback from providers indicated that some staff did not want the security of permanent contracts, this would be addressed and built into future contracts as part of the re-commissioning process if appropriate. The Head of Strategic Commissioning agreed to further explore the issues raised in more detail with individuals following the meeting.

Given the staffing issues outlined, the Chair sought clarification as to whether there was an opportunity for staff to raise issues anonymously to which the Committee was advised that arrangements were in place to facilitate this.

The Assistant Director responded to further issues raised in relation to the estimated level of need in terms of domiciliary care provision within Hartlepool and the monitoring arrangements in place to ensure quality of care provision.

Concerns were raised in relation to the impact of 15 minute calls, the impact on care provision as a result of a high turnover of staff and the difficulties recruiting staff to the care sector.

In response to further comments raised by a member of the public regarding national issues facing the care sector including increasing pressures on care workers, the Chair indicated that whilst such issues were acknowledged, these concerns had been debated at length in previous meetings. The Assistant Director added that the purpose of the report was about commitment to the Ethical Care Charter while previous reports to Committee had focussed upon actions taken following an investigation by Healthwatch. The Healthwatch investigation had highlighted some issues for consideration, but had found that overall rates of satisfaction with services were high. The Chair reiterated that the purpose of the Ethical Care Charter was to provide safeguards to people receiving services.

In concluding the debate, the Chair proposed that the Committee should continue to work with staff, care providers and Unison towards adoption of the Charter. In addition, the Chair requested that an update report on progress be provided to the September meeting of this Committee.

In accordance with Council Procedure Rule 17.5 of the Constitution, a

recorded vote was taken:-

Those in favour:-

Councillors Hamilton, Richardson, Sirs, Tempest and Thomas

Those against:

None

Those abstaining:

Councillor Hind

The vote was carried.

Decision

- (ii) The Committee noted the current position in relation to progress against implementation of the Unison Ethical Care Charter.
- (ii) The Committee agreed to continue to work with staff, care providers and Unison towards adoption of the Charter.
- (iii) That an update report on progress be provided to the September meeting of this Committee.

Further to minute 62, Councillor Thomas vacated the Chair for consideration of the following item.

Following a comfort break, Councillor Richardson in the Chair

67. Healthwatch Hartlepool Dementia Diagnosis Consultation Report *(Director of Child and Adult Services)*

Type of decision

No decision required – for information

Purpose of report

To inform the Committee of the outcomes of the recent consultation regarding patient experience of dementia diagnosis in Hartlepool.

Issue(s) for consideration

The Assistant Director reported on the background to the recent consultation regarding patient experience of dementia diagnosis in Hartlepool. A report, prepared by Healthwatch Hartlepool, attached at Appendix 1, had been presented to the Health and Wellbeing Board on 16 January 2017 and it had been recommended that the findings be also considered by the Adult Services Committee.

The debate at the Health and Wellbeing Board had highlighted that a significant amount of progress had been made in Hartlepool in relation to dementia diagnosis and awareness, with Hartlepool and Stockton on Tees CCG reporting one of the highest rates of dementia diagnosis in the country and new developments such as The Bridge and the Dementia Advisory Service which was funded from the Better Care Fund.

It was noted, however, that there were areas where more could be done to improve awareness and reduce the stigma associated with dementia, as well as ensuring that people had access to support following a diagnosis, including the person with dementia, carers and the wider family. The importance of access to information and advice was highlighted and the Health and Wellbeing Board had been reminded that Hartlepool Now was a key resource to promote local activities and resources. It was also noted that work was underway through the North of Tees Dementia Collaborative to review information that was provided following a diagnosis.

The Committee was referred to the conclusions and recommendations as outlined in Appendix 1. Reference was made to the recent Family Leadership Course for people with dementia and their carers, and it was noted that a number of speakers from that group, had attended the Health and Wellbeing Board to share their experiences many of which supported the conclusions set out in the Healthwatch report. Work was continuing with this group and it was suggested that representatives/speakers be invited to a future meeting of this Committee later in the year to talk about their experiences and any improvements that had been made since this work had commenced.

A query was raised as to the potential reasons why dementia diagnosis levels were higher in Hartlepool than other areas. The Assistant Director advised that a lot of work had been done with CCG's and GP's in terms of promoting early diagnosis, the benefits of which were outlined. A Member was pleased to note the improvements in early diagnosis and commented on the reluctance of doctors in the past to diagnose dementia. Members noted the increase in individuals developing early onset dementia and the evidence that diagnosis and associated procedures had improved.

Emphasis was placed upon the need to continue to improve awareness to ensure that people had access to support following a diagnosis. Whilst the benefits of the Hartlepool Now site, in terms of publicising information

electronically, were acknowledged, the need to target individuals who may not have access to the internet was highlighted. The Assistant Director advised that Hartlepool Now was just one method of disseminating information to individuals and whilst the site may not be regularly accessed by the elderly population, statistics revealed that the site was widely utilised by family members or carers. Members were advised that arrangements would be made for information of this type to be publicised in Hartbeat and in other accessible formats. Members were advised that work was ongoing with GP's in this regard. In response to suggestions by a member of the public that information should be provided by GP's at the time of diagnosis, the Committee was advised that the timing for distribution of information should be tailored around an individual's requirements.

The Assistant Director responded to further issues raised in relation to the report. Clarification was provided regarding patient/carer/family feedback which was broadly positive with patients and family members reporting that generally once a referral to the memory clinic happened, the appointment came through quickly. Assurances were sought as to how the findings and conclusions of the report were noted and acted upon. The Assistant Director advised that the contents of the report had been shared with a number of bodies including the Health and Wellbeing Board, which brings together key statutory partners and representatives from the voluntary sector. In terms of ensuring all GP's had signed up to the actions within the report, it was suggested that a representatives from the GP Federation be invited to attend a future meeting of this Committee.

In response to comments raised by a member of the public regarding the importance of addressing the issues around mental health, Members were advised that an update report regarding this issue would be presented to the March meeting of this Committee.

Decision

- (i) That the contents of HealthWatch Hartlepool Dementia Diagnosis Report be noted.
- (ii) That representatives/speakers who attended the Health and Wellbeing Board be invited to a future meeting of this Committee to share their experiences since this work was undertaken.

68. Any Other Items which the Chairman Considers are Urgent

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

69. Any Other Business – Hartlepool in Unity Gig

A Member reported that a Hartlepool in Unity Gig would be held on Friday 10 February at the Town Hall Theatre, Hartlepool to which all Elected Members and members of the public were invited to attend.

70. Date and Time of Next Meeting

It was reported that the next meeting would be held on 2 March 2017 at 10.00 am.

The meeting concluded at 11.45 am.

P J DEVLIN

CHIEF SOLICITOR

PUBLICATION DATE: 9 FEBRUARY 2017

ADULT SERVICES COMMITTEE

2nd March 2017



Report of: Director of Child and Adult Services

Subject: COUNCIL PLAN 2017/18 – 2019/20

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 Adult 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
Developing new services for people and communities	Work with health partners to establish new integrated health and social care services as set out in Hartlepool Matters by 2018	13
	Increase the availability of high quality care for older people with care and support needs	14
	Deliver new opportunities for working age adults with care and support needs to live independent and fulfilling lives	14

Appendix 4:

Strategic Priority	Page No.
Developing new services for people and communities	4

5. NEXT STEPS

- 5.1 Over the past few weeks the proposed Council Plan 2017/18 – 2019/20 has been 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 Adult 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 Adult 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 Adult 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 OFFICER

Sally Robinson
Director of Child and Adult Services
01429 523732
Sally.robinson@hartlepool.gov.uk

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 Hartlepool Matters 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

4.1 Appendix 2

	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
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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

4.1 Appendix 2

	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

4.1 Appendix 2

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

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

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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

4.1 Appendix 2

	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

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

4.1 Appendix 2

	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
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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 – Children's 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

4.1 Appendix 2

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 20,000m ²).	May 2017	Assistant Director – Environment & Neighbourhood Services
	Undertake Phase 2 (summer 18) groundwork's for expansion of perennial wildflower meadowing schemes circa (20,000m ²).	May 2018	Assistant Director – Environment & Neighbourhood Services
	Undertake Phase 3 (summer 19) groundwork's for expansion of perennial wildflower meadowing schemes circa (20,000m ²).	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

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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

4.1 Appendix 2

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

4.1 Appendix 2

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

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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

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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

4.1 Appendix 2

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

4.1 Appendix 2

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'.

4.1 Appendix 3

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 9 th 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.

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.

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

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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.

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%

4.1 Appendix 4

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

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

4.1 Appendix 4

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.

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

4.1 Appendix 4

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	

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	

ADULT SERVICES COMMITTEE

2 March 2017



Report of: Director of Child & Adult Services

Subject: OUTCOME OF FEASIBILITY STUDY: FUTURE
DELIVERY MODELS FOR SERVICES FOR OLDER
PEOPLE

1. TYPE OF DECISION/APPLICABLE CATEGORY

No decision required, for information.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to provide the Adult Services Committee with an update on work that is underway to explore future service delivery models for services for older people.

3. BACKGROUND

- 3.1 A report was presented to Adult Services Committee in March 2016 regarding options for the future commissioning / delivery of domiciliary care for older people. A range of potential service delivery models were identified, which also had potential to be explored in the context of future commissioning / delivery of other services for older people, including residential care.
- 3.2 Following this report, further work was undertaken by officers to explore alternative delivery models. Feedback from this work was presented to Adult Services Committee in September 2016 and a Feasibility Study was subsequently commissioned to explore the issue in more detail.
- 3.3 Following a tendering exercise undertaken in line with the Council's Procurements, Ernst & Young were appointed to undertake the Feasibility Study. Work commenced in December 2016 and was completed at the end of February 2017.
- 3.4 Throughout the Feasibility Study regular updates have been provided to the Chair and Vice Chair of Adult Services Committee, as part of the agreed

governance arrangements for the work, in addition to weekly meetings with the Assistant Director – Adult Services, workshops with the adult services management team and regular updates to the Corporate Management Team.

3.5 The remit of the Feasibility Study was to:

- understand the range of options available for the delivery of high quality sustainable care services for older people to support them to live safely and in accordance with their expressed wishes and views, within the significant forthcoming financial constraints faced by the sector; and
- consider alternative delivery models for services for older people, with a particular focus on residential care, nursing care and domiciliary care (taking into account the wider context in which these services operate).

4. OUTCOME OF FEASIBILITY STUDY

- 4.1 Officers and representatives from Ernst & Young are in attendance to provide a presentation which summarises the outcome of the work undertaken.

5. RISK IMPLICATIONS

- 5.1 There are risk implications associated with this issue which will be highlighted in the presentation.

6. FINANCIAL CONSIDERATIONS

- 6.1 There are financial implications associated with this issue which will be highlighted in the presentation.

7. LEGAL CONSIDERATIONS

- 7.1 There are no legal considerations associated with this report.

8. CHILD AND FAMILY POVERTY CONSIDERATIONS

- 8.1 There are no child and family poverty considerations associated with this report.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 There are no equality and diversity implications associated with this report, although it should be noted that this issue primarily impacts on people aged 65 and over.

10. STAFF CONSIDERATIONS

- 10.1 There are potential staffing considerations associated with this issue which will be highlighted in the presentation.

11. ASSET MANAGEMENT CONSIDERATIONS

- 11.1 There are potential asset management considerations associated with this issue, which may require further exploration.

12. RECOMMENDATIONS

- 12.1 It is recommended that the Adult Services Committee note the contents of this report and the accompanying presentation and provide feedback on the outcome of the Feasibility Study.

13. REASONS FOR RECOMMENDATIONS

- 13.1 The Feasibility Study was commissioned to enable the Adult Services Committee to fully understand the range of options available, as well as the risks and financial implications associated with each option, enabling an informed decision to be made about future service delivery models across the continuum of care and support for older people.

14. CONTACT OFFICER

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ADULT SERVICES COMMITTEE

2 March 2017



Report of: Director of Child & Adult Services

Subject: MENTAL HEALTH IMPLEMENTATION PLAN
UPDATE

1. TYPE OF DECISION/APPLICABLE CATEGORY

No decision required; for information.

2. PURPOSE OF REPORT

- 2.1 To provide an update to the Adult Services Committee on progress against the Mental Health Implementation Plan 2015-18.

3. BACKGROUND

- 3.1 A number of key framework documents have been produced in recent years that relate to mental health services. These documents aim to support improvements in mental health across all sectors and are heavily influenced by social inclusion perspectives.

- 3.2 Key documents include (but are not limited to) the following:

- **NHS Outcomes Framework** - Improving experience of healthcare for people with mental illness
- **Adult Social Care Outcomes Framework** – people who use services are satisfied with their care
- **Public Health Outcomes Framework 2013/16** – Suicide rates
- **No Health without Mental Health 2011** – most people will have good mental health
- **Closing the Gap** – improved access to psychological therapies
- **Crisis Care Concordat 2014** – access to support before crisis point

4. DEVELOPMENT OF THE IMPLEMENTATION PLAN

- 4.1 The Hartlepool Mental Health Forum, chaired by Hartlepool Healthwatch, aims to promote collaborative working across statutory, private and voluntary sector organisations in partnership with people who use mental health services, their carers and families
- 4.2 The Forum set up a task and finish group led by representatives from Hartlepool Borough Council and Hartlepool & Stockton on Tees Clinical Commissioning Group (CCG) to support the development of a local Mental Health Implementation Plan (MHIP).
- 4.3 During the summer of 2014 a Working Together for Change public engagement event was held which sought views from key organisations, people who use services, carers and commissioners.
- 4.4 The MHIP for 2015-18 was co-produced with the CCG. The plan incorporates the key national and local mental health outcomes and the action plan is refreshed annually to demonstrate progress and reflect any changing national and local priorities.

5. ONGOING PUBLIC ENGAGEMENT

- 5.1 In February 2016 a Crisis Care Stakeholder Summit was held and, following the event, feedback was collated and a plan developed to address issues relating to mental health crisis care.
- 5.2 A 'Strictly Mental Health' event was held at the Borough Hall on 10 October 2016 to celebrate World Mental Health Day and was attended by almost 200 people.

6. PROGRESS

- 6.1 **Appendix 1** provides an overview of progress against actions in respect of the MHIP.
- 6.2 **Appendix 2** provides an overview of progress against actions in respect of the crisis care stakeholder summit.
- 6.3 **Appendix 3** provides an overview of responses following the 'Strictly Mental Health' event in October 2016.

7. RISK CONSIDERATIONS

- 7.1 There are no risk considerations within this report.

8. FINANCIAL CONSIDERATIONS

- 8.1 There are no financial considerations within this report.

9. LEGAL CONSIDERATIONS

- 9.1 There are no legal considerations within this report.

10. EQUALITY AND DIVERSITY CONSIDERATIONS

- 10.1 The MHIP aims to improve equality of access to services for people with a mental health need.

11. STAFF CONSIDERATIONS

- 11.1 There are no staff considerations within this report.

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 There are no asset management considerations within this report.

13. RECOMMENDATIONS

- 13.1 It is recommended that the Adult Services Committee notes progress made in relation to the MHIP and the Crisis Care Concordat Action Plan.

14. REASONS FOR RECOMMENDATION

- 14.1 The MHIP demonstrates joint working with strategic partners and provides evidence of local involvement, engagement and consultation in developing and shaping future service provision.
- 14.2 The Crisis Care stakeholder summit describes outcomes that are important for local citizens against the recommendations with the Crisis Care Concordat.

15. CONTACT OFFICER

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Hartlepool Joint Implementation Plan

<p>Objective 1: More people will have good mental health</p> <ul style="list-style-type: none"> • Crisis Care summit – report presented to Adult Services Committee, agreed to include recommendation for Mental Health Forum to monitor. • Crisis Care Summit - report sent to Tees Crisis Care Concordat lead for inclusion in the Tees Action Plan. • Mental Health Joint Strategic Needs Assessment JSNA – updated to reflect commissioning intentions for 2016 (8 priorities).
<p>Objective 2: More people with mental health problems will recover</p> <ul style="list-style-type: none"> • Community Learning Pathway - 150+ people supported by courses funded by the Funding Skills Authority and delivered by Adult Education. • Mental Health Recovery College – commissioned by Hartlepool and Stockton on Tees CCG referrals via a GP. • Mindskills Recovery College - MIND has increased the number of mentors to support the delivery of ‘recovery’ groups in and around Hartlepool.
<p>Objective 3: More people with mental health problems will have good physical health</p> <ul style="list-style-type: none"> • World Mental Health Day focussed on physical health and mental health; Strictly Mental Health event with almost 200 attendees and 15 stall holders providing information advice and guidance and advertising a range of mental health services / physical health opportunities (see appendix 3). • Hartlepool Now – continues to grow and provides information in relation to what’s on in Hartlepool, (43 mental health services registered).
<p>Objective 4: More people will have a positive experience of care and support</p> <ul style="list-style-type: none"> • CQC inspections in 2015/16, customer satisfaction provided as evidence to inspectors. CQC revisiting Tees Esk & Wear Valley NHS FT. • Crisis Care Summit - people who use services reported good links between mental health trust and acute trust. • Men’s Shed opened in April, aimed at tackling social isolation in men. • Crisis Assessment Suite - =Reduction in arrest rates as mental health dealt with in more appropriate settings.
<p>Objective 5: Fewer people will suffer avoidable harm</p> <ul style="list-style-type: none"> • Tees Safeguarding Adults Board – reported improved intelligence regarding crime and anti social behaviour. • Hartlepool Borough Council and all key stakeholders have signed up to the Crisis Care Concordat. • Mindful Families – attended a special children’s forum to talk about their work with children and young people. • Crisis Care Summit - People reported GPs being receptive to requests from mental health charities to support people in crisis.
<p>Objective 6: Fewer people will experience stigma and discrimination</p> <ul style="list-style-type: none"> • A number of low level support services contribute to portraying a positive image of mental health • Local Health and Social Care Plan Working Group (21/03/16) discussed mental health as a key theme in "Hartlepool Matters". • TEWV supporting Syrian refugees ensuring good access to mental health services. • Street Triage service has halved arrests in 2016.

Objective 1: Crisis: I want better access, awareness and knowledge

- Information sharing protocol in place with TEWV & NHS FT - cloud based data sharing progressing.
- Crisis service mapped against NICE standards.
- Regular briefings to Crisis Care Concordat - data from Crisis Assessment Suite.
- Police control room pilot - (138 calls in a two week trial, 20 Hartlepool, 70 + calls linked to self harm).
- TEWV partnered with British institute of Human Rights - published material to support, dignity, safety, liberty, choice, privacy.

Objective 2: Access : I want to be better informed about local services

- Beautiful Minds directory updated and list of services and support now on the Hartlepool Now website.
- Schools represented on the Multi Agency Information Group (MAIG). National funding identified to improve Child and Adolescent Mental Health Services.
- Good attendance at local Mental Health Forums, well represented and wide agenda covered

Objective 3: Quality: I expect good quality when i need services

- Mental Health Act - Conveyance Pilot, HBC hosting north of tees pilot for mental health act conveyance, extended until March 2017, reports suggest a more professional person centred approach form the service, with reduced waiting times.
- Audit of people who receive Section 117 aftercare services completed to ensure people are not supported for longer than required under the Mental Health Act. 250+ people have an active 117 aftercare plan, these are reviewed at least annually
- TEWV –launched Phase 1 of Purposeful and Productive Community Services (PPCS). Key elements include the development of
 - Leadership teams
 - Regular huddles (daily) established - that include discussion on aims of involvement and recovery
 - Cells established
 - Using visual control to support daily management
 - Caseload review process / Caseload management
 - Activity planning / Diary management
- Phase 2 of PPCS is due to commence and has a number of work streams. One of which is looking at clinical pathways and the Hartlepool Psychosis team will be piloting this.

Objective 4: Recovery: I want better information to help me stay well

- Cohort 30 - development of an evolved care pathway for people known to multiple agencies.
- Hartlepool Carers - 'Carers Pledge' Specialist Carer Support Worker dedicated to carers dealing with specific areas of Mental Health, including depression, psychosis, bipolar disorder or dementia.
- Launch of the virtual recovery college (TEWV) to give service users, carers, staff and the wider public the opportunity to access self-help tools.
- TEWV recruited to 'recovery expert by experience' role will support service improvement and delivery.

Feedback received from ' Strictly Mental Health Event' - 10 October 2016

Below is a sample of comments received on the day from people who attended the Strictly Mental Health Event:

'One of the best events I have attended in the last seven year' (Hartlepool Mind).

'Really well organised event, great attendance and participation. Raised awareness and mental health.'

'Lots of different organisations to meet. Some that I had never heard of before and I have been to many similar events. Great entertainment from the band and dancers people looked like they really enjoyed themselves great event!'

'A good afternoon. Found out more about mental health services in Hartlepool.'

'It has been very good to attend. The event has given me a new look at what is available in Hartlepool. I have in the past been helped by mind. However today has made me know that I am not in a good place and I have referred myself with the help.'

'Brilliant event, fantastic idea. Great to see so many people. Think time out to celebrate world mental health day.'

'Very informative and well organised. People manning stalls were extremely helpful. Well done to the soup makers. Not forgetting the makers of the tea and coffee.'

'Fantastic combination of advice. Guidance and entertainment. Feel Good Factor all around.'

'Thanks very good afternoon look forward to the next one.'

'Really enjoyed the afternoon, nice to see so many people, the stalls were full of information and the dancing was fabulous.'

'Excellent awareness/ promotional day good atmosphere.'

'Great opportunity to network with other services providing mental health support, and to prove once and for all that I'm a rubbish dancer.'

'What a fantastic event! Really enjoyed it! Great dancing and meeting all the other agencies. Thank you!'

'Excellent networking event! Nice to see the older people enjoying themselves whilst gathering information of new services etc. Great location and very friendly organisers.'

'Enjoyable afternoon thanks to all the staff. All work very hard music enjoyable.' 'Excellent with one of the participants should be a yearly event. Mental health is such an important will and must not be lost. At last mental health is being recognised as a service much needed in the town/ area.'

ADULT SERVICES COMMITTEE

2 March 2017



Report of: Director of Child & Adult Services

Subject: UPDATE: CARE HOMES FOR OLDER PEOPLE

1. TYPE OF DECISION/APPLICABLE CATEGORY

No decision required; for information.

2. PURPOSE OF REPORT

- 2.1 To provide the Adult Services Committee with an update in relation to care home provision for older people.

3. BACKGROUND

- 3.1 There have been regular updates to Adult Services Committee since October 2015 providing details of CQC inspection ratings, vacancy data, and progress in the following areas:
- Provider/Manager Forums
 - HBC Care Home Meetings
 - Quality Schemes used by HBC and the CCG
 - Fee Negotiations
 - Support Provided to the Care Home Market.
- 3.2 The next full update will be provided at the beginning of the new municipal year.

4. INTERIM PROGRESS UPDATE

- 4.1 Since the last report provided to Adult Services Committee on 5 January 2017 there have been a number of developments.

4.2 CQC Ratings

One home has been re-inspected and the rating has improved from 'Requires Improvement' to 'Good'. A summary of current ratings can be found in **Appendix 1**, which also includes information on current vacancies and Out of Borough placements.

4.3 Quality Standards Framework

The Council's Quality Standards Framework has been completed and reports issued to providers. The grades of homes have remained the same with one exception, with one home slipping from a Grade 2 to Grade 3. **Appendix 1** sets out the grades for each home, and shows the rating from the last time the exercise was completed in October 2015. The Grade 3 home is subject to a detailed action plan with timescales for completion, and a reassessment has been arranged for May to ensure that improvements are made that allow the home to reach a minimum of Grade 2. The Registered Manager of the home has changed, which has led to some issues relating to paperwork and quality assurance mechanisms. The home did reach the required standard for care and medication. A further update will be provided in the next update to Committee.

4.4 Sheraton Court Care Home – Change in Ownership

There has been a change in ownership of Sheraton Court residential care home. The previous provider was Helen McArdle Care, which had nineteen homes in total, with four rated 'Outstanding' overall and the remainder of the homes rated 'Good', including Sheraton Court. All nineteen homes have been sold to HC One, a national company that was created in 2011 as a partnership between health and social care operational experts Court Cavendish and care home property company NHP. HC One is one of the largest independent care home operators in the country and the majority of their homes rated by CQC as 'Good'.

The Head of Strategic Commissioning has arranged to meet with the Assistant Director (Commercial & Commissioning) from the new provider organisation in order to replicate the strong relationship that existed with the Helen McArdle management team. The department has been advised by the outgoing provider that, as the whole business has been transferred to HC One, there will be continuity of staff for Sheraton Court and in particular the Registered Manager. Residents should see no change in the care they currently receive at the home. There are currently a number of Hartlepool residents in HC One homes out of borough and there have not been any concerns raised regarding quality of care in these homes.

4.5 Former Manor Park Care Home

As reported under matters arising at Adult Services Committee on 2 February 2017 and reported in the local press, there is a new owner of the former Manor Park Care Home site, following closure of the home in August 2016.

The site has been purchased by Brookleigh Caring Services, a domiciliary care provider in Stockton, with plans to re-open the home providing residential and nursing care for older people. Discussions with commissioning

colleagues in Stockton Borough Council have been positive regarding the provider. The provider has also been working closely with the Head of Strategic Commissioning to understand the requirements in Hartlepool and is fully aware of the support and guidance offered to all providers in Hartlepool. Discussions with provider are ongoing, and will involve Hartlepool & Stockton on Tees Clinical Commissioning Group, as the responsible commissioner for nursing care placements.

The home will be renamed Rossmere Care Centre and is expected to be operational within the next four months. The service will have 45 beds with a minimum of 20 beds registered for nursing care.

4.6 Former Admiral Court Care Home

Also, as reported under matters arising at Adult Services Committee on 2 February 2017 and reported in the local press, there is a new owner of the former Admiral Court site. Admiral Court closed in June 2015, and the site has now been purchased by Qualia Care; a relatively new organisation who currently operate a small number of care homes in other areas of the country. The provider has advised that there is significant refurbishment work required on the site, and their intention is to open the home later in the year as a 46 bed nursing home. As with the previous development, the provider has been in discussions with both the Assistant Director for Adult Services and the Head of Strategic Commissioning regarding requirements and the commissioning / support frameworks that exist in Hartlepool.

5. **RISK IMPLICATIONS**

- 5.1 There continue to be significant risks associated with availability of sufficient care home places for older people. If places are not available within Hartlepool for older people assessed as requiring residential care, the number of out of area placements will continue to increase in order to meet needs. Lack of care home placements can also impact on delayed transfers of care (delayed discharges from hospital), with people who are medically fit staying in hospital because their home of choice is not available.
- 5.2 These developments when they are fully registered and able to accept Hartlepool residents will significantly improve the capacity within the care home market, particularly in the area of nursing care, which has been the most significant challenge faced in recent years. Work continues to support existing and potential new providers to ensure sufficiency within a very challenging business environment.

6. **FINANCIAL CONSIDERATIONS**

- 6.1 There are significant financial considerations associated with the issue of care home provision, including the fair cost of care and implementation of the National Living Wage. There are no financial considerations specifically linked to this report.

7. LEGAL CONSIDERATIONS

- 7.1 There are no legal implications associated with this report.

8. CHILD AND FAMILY POVERTY CONSIDERATIONS

- 8.1 There are no child and family poverty considerations associated with this report.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 There are no equality and diversity considerations associated with this report.

10. STAFF CONSIDERATIONS

- 10.1 There are no staff considerations associated with this report.

11. ASSET MANAGEMENT CONSIDERATIONS

- 11.1 There are no asset management considerations associated with this report.

12. RECOMMENDATIONS

- 12.1 It is recommended that the Adult Services Committee note the contents of this report and continue to receive further updates on a regular basis.

13. REASONS FOR RECOMMENDATIONS

- 13.1 The Adult Services Committee has identified care home provision for older people as a priority due to the role of care homes in supporting vulnerable older people.

14. CONTACT OFFICER

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CARE HOMES FOR OLDER PEOPLE

CQC Published Ratings

Care Home	Publication Date	Rating
Wynyard Woods	16 April 2015	Good
Sheraton Court	04 September 2015	Good
Seaton Hall	09 September 2015	Good
Elwick Grange	03 December 2015	Good
Warrior Park	31 March 2016	Good
Charlotte Grange	02 April 2016	Requires Improvement
West View Lodge	08 April 2016	Good
Gretton Court	13 July 2016	Good
Lindisfarne	09 August 2016	Requires Improvement
Queens Meadow	27 August 2016	Requires Improvement
Brierton Lodge	31 October 2016	Good
Dinsdale Lodge	21 November 2016	Requires Improvement
Clifton House	6 December 2016	Requires Improvement
Stichell House	27 January 2017	Good

Vacancy Position: 6 February 2017

Care Provision	Available Beds
Residential Only	41
Nursing Only	0
Residential or Nursing	0

Out of Borough Placements

Year	Admissions
2013/14	3
2014/15	9
2015/16	15
2016/17	38 (as at 30 November 2016)

* Figures based on permanent new admissions of people aged 65+

Care Home	2015	2017
Brierton Lodge	Grade 1	Grade 1
Charlotte Grange	Grade 2	Grade 2
Clifton House	Grade 2	Grade 2
Dinsdale Lodge	Grade 2	Grade 2
Elwick Grange	Grade 1	Grade 1
Gretton Court	Grade 1	Grade 1
Lindisfarne	Grade 2	Grade 2
Queens Meadow	Grade 1	Grade 1
Seaton Hall	Grade 2	Grade 3
Sheraton Court	Grade 1	Grade 1
Stichell House	Grade 1	Grade 1
Warrior Park	Grade 2	Grade 2
West View Lodge	Grade 2	Grade 2
Wynyard Woods	Grade 1	Grade 1

ADULT SERVICES COMMITTEE

2 March 2017



Report of: Director of Child & Adult Services

Subject: DEPUTYSHIP REVIEW BY OFFICE OF THE PUBLIC GUARDIAN

1. TYPE OF DECISION/APPLICABLE CATEGORY

No decision required - for information.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to update the Adult Services Committee on the outcome of a recent visit from the Office of the Public Guardian to review practice in Hartlepool.

3. BACKGROUND

- 3.1 The User Property & Finance Team is a specialist team in Adult Services, who carry out the role of Deputyship for Property & Affairs on behalf of the Director of Child & Adult Services.
- 3.2 Deputyship is required when someone lacks the mental capacity to make a decision for themselves at the time it needs to be made e.g. a serious brain injury or illness, dementia or a severe learning disability, and is awarded by the Court of Protection in London.
- 3.3 Following appointment as Deputy, the User Property & Finance Team work with the most vulnerable members of the community (often those without family or friends) to ensure that appropriate benefits are claimed, bills are paid, debts are managed, capital is invested, tenancies are safeguarded and owner occupied homes are protected. The team must be able to demonstrate at all times that they are acting in the person's best interest and applying the highest standard of care.
- 3.4 All members of the team involved in Deputyship have the appropriate ongoing training to ensure quality and safeguarding of the highest standard. Within the last eighteen months a new computer system has been installed

which has allowed the team to develop a more efficient way to manage the administrative burdens associated with management of individuals financial affairs. This has allowed Visiting Officers to focus on the more qualitative elements of the role when supporting individuals.

4. ASSURANCE VISIT BY THE OFFICE OF THE PUBLIC GUARDIAN

- 4.1 A visitor from the Office of the Public Guardian met with the User Property & Finance Team on 10 January 2017 to review team practice and procedures relating to the Corporate Deputyship function, and to audit a number of Deputyship cases on behalf of the Court of Protection. This visit was part of a routine assurance process that is undertaken for all Local Authorities.

5. VISITOR'S REPORT

- 5.1 The visitor's report was received from the Office of the Public Guardian on 27 January 2017 and recorded that each of the key standards below had been met:
- Implementation of the Mental Capacity Act 2005
 - Safeguarding and Protection
 - Securing Finances and Assets
 - Benefits Entitlement and Financial Assessments
 - Office Processes and Organisation
 - Skills and Knowledge
- 5.2 In addition, the Office of the Public Guardian and the visitor commended the User Property & Finance team as follows: *"Hartlepool Borough Council's Property and Finance Team are highly experienced and demonstrate a very high standard of management and governance in relation to their deputyship responsibilities. The systems in place support the clients ensuring that their best interests are safeguarded at all times"*

6. LEGAL CONSIDERATIONS

- 6.1 There are no legal implications associated with this report.

7. CHILD AND FAMILY POVERTY CONSIDERATIONS

- 7.1 There are no child and family poverty considerations associated with this report.

8. EQUALITY AND DIVERSITY CONSIDERATIONS

- 8.1 There are no equality and diversity considerations with this report.

9. STAFF CONSIDERATIONS

- 9.1 There are no staffing considerations associated with this report.

10. ASSET MANAGEMENT CONSIDERATIONS

- 10.1 There are no asset management considerations associated with this report.

11. RECOMMENDATION

- 11.1 It is recommended that the Adult Services Committee note the excellent outcome of the recent visit from the Office of Public Guardians to review the service provided within Adult Services.

12. REASONS FOR RECOMMENDATION

- 12.1 Deputyship plays a vital role in supporting some of the most vulnerable individuals in the community, and it is essential that the function is well managed to provide a high quality service.

13. CONTACT OFFICER

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ADULT SERVICES COMMITTEE

2 March 2017



Report of: Director of Child & Adult Services

Subject: TRANSFORMING CARE – NORTH EAST AND CUMBRIA

1. TYPE OF DECISION/APPLICABLE CATEGORY

No decision required, for information.

2. PURPOSE OF REPORT

- 2.1 To provide an update to the Adult Services Committee members on the progress of the North East and Cumbria Transforming Care Programme.

3. BACKGROUND

- 3.1 Following the Winterbourne View scandal a national programme was launched aimed at reducing reliance on long stay learning disability hospitals. As a result the transformation programme was developed, and the North East and Cumbria were awarded 'fast track' status.
- 3.2 A transformation plan was developed which proposed that by improving community infrastructure, supporting the workforce and avoiding crisis by supporting models that provide earlier intervention and prevention, the North East and Cumbria would be able to support people in the community more effectively, thus avoiding the need for hospital admission.
- 3.3 The plan focuses on a systematic reduction and closure of learning disability assessment and treatment beds over the next 5 years across the North East and Cumbria.
- 3.4 The Transforming Care guidance highlights the importance of local partnership working between commissioners from local government and the NHS with an emphasis on the oversight and support of Health and Wellbeing Boards and Health Scrutiny.

- 3.5 An overarching North East & Cumbria plan was developed with each of the 13 Local Authority areas also presenting their own plans alongside it, which outline local initiatives that reduce the need for admission to hospital.
- 3.6 The North East and Cumbria has seen a 12% reduction in Assessment and Treatment beds, with an ambition to reduce numbers by 50% by the end of March 2019.
- 3.7 There is also an ambition to reduce the number of specialised commissioning beds (commissioned by NHS England) which are occupied by patients from the North East and Cumbria. This ambition relates to a 24% reduction in medium secure beds and a 50% reduction in low secure beds.
- 3.8 Across the North East and Cumbria there are a number different commissioning arrangements that are being reviewed with the aim of establishing further pooled budget arrangements, joint contracts and alternative commissioning models to support delivery of this transformation plan.
- 3.9 The North East Joint Health Scrutiny Committee received an update on the North East and Cumbria plan in January 2016.

4. PROGRESS

- 4.1 The Tees Integrated Commissioning Group (TIC) has been established since 2006 and brings together learning disability and autism commissioning leads from the four Tees Local Authorities and two CCGs. The TIC acts as a Local Involvement Group (LIG) for the Transforming Care agenda, linked to the Transforming Care Board.
- 4.2 The LIG has representation from the 4 Tees Local Authorities, Tees Esk & Wear Valley NHS Foundation Trust as well as representatives from education, care providers, employment and housing.
- 4.3 The Tees area has reduced commissioned inpatient assessment and treatment bed capacity through the closure of one site which provided 10 beds, and plans to support further cuts to meet the 2019 deadline.
- 4.4 The community infrastructure has been developed through the delivery of an Enhanced Community Support Service, shifting investment from bed based provision to the community and providing a greater degree of resilience to those people being resettled from long stay inpatient care who require intensive support.
- 4.5 The community pilot has supported the discharge of a cohort of highly complex and challenging individuals to the community. This involved double running of both receiving and discharging provider through lengthy and detailed transitions plans of up to 20 weeks, with staff working into the

inpatient units from the community provider and the inpatient staff working into people's new homes to ensure robust transition and support.

- 4.6 The Tees locality plan has identified three key areas to build upon the progress already achieved locally:
- Crisis Care and Early Intervention;
 - Workforce Development; and
 - Community Infrastructure.
- 4.7 It is proposed that through the delivery of these specific areas of the Tees Locality Plan there will be a more effective response to people who may require high levels of care and support.

5. ACTIVITY

- 5.1 CCGs provide NHS England with weekly patient activity data and the table below shows the number of Hartlepool people who have been discharged since the implementation of Transforming Care. This does not account for all Hartlepool inpatient activity

	Discharged	In Transition	Actively receiving Assessment & Treatment	Total
Hartlepool	7	2	5*	14

*does not include those people in secure provision with an indicative discharge date post 2020

6. RISK IMPLICATIONS

- 6.1 There are risks associated with the need to ensure that the community is sufficiently resourced to prevent avoidable admission to inpatient settings. The reduction in inpatient beds can only be achieved safely with the development of alternative resources.
- 6.2 Following the success of the early 'fast track' implementation, the rest of the country is now required to reduce inpatient bed capacity with pressure falling on commissioners to find suitable community provision. This has led to fluctuations in the care market with providers being asked to support a growing number of complex individuals often 'cross boundary'.
- 6.3 'Cross boundary' placements often have implications for the local health and social care infrastructure in the area where a person is placed. Examples include increased safeguarding alerts, increased support required from specialist community health teams and the impact on other residents in homes of multiple occupancy or shared living schemes.

7. FINANCIAL CONSIDERATIONS

- 7.1 The North East and Cumbria was successful in securing £1.4 million of nonrecurring funding to support the fast track programme, with a further

£623,000 of non recurring funding allocated following review of patient level business cases, to assist with double running / transition costs where required to ensure safe transition from in-patient care to community based provision.

- 7.2 It should be noted that the funding allocated is not adequate in relation to covering the cost of the overarching plan and additional locality plans.
- 7.3 In relation to the ongoing costs of packages of support in the community, joint guidance was produced recommending a dowry payment in some cases. The dowry would be paid by the NHS to the Local Authority for those patients who have had an inpatient spell of 5 years or more on 1st April 2016 and would meet, or contribute to, the social care related costs of the package. The dowry would be linked to the individual and would terminate on their death.
- 7.4 Further guidance on dowry payments has been produced as there was a lack of clarity about how they would operate but, despite this further guidance, there remains no local or regional agreement in respect of how a dowry is accessed and calculated. Concerns have been formally raised with the Transforming Care Board and NHS England regarding this issue by the North East Association of Directors of Social Services (North East ADASS), the Association of North East Councils (ANEC), the Teeswide Safeguarding Adults Board (TSAB) and the Tees Integrated Commissioning Group (TIC), but this has not resolved the issue and there continues to be uncertainty in respect of funding for people moving from long stay hospitals, with a risk that costs will be passed on to Local Authorities when a person returns to the host area. This is not within the spirit of the guidance which confirms Local Authorities should not be financially disadvantaged by the process.
- 7.5 The potential financial risk for Hartlepool Borough Council was outlined in the report to Adult Services Committee on 1 December 2016 regarding the savings programme for 2017/18. Extract from the report as follows: *‘The estimated financial risk associated with the ten individuals in Hartlepool who are expected to move over the next three years could be up to £1.8m if it was determined that costs were shared equally between the NHS and Local Authorities. This potential pressure has not been included in the projected pressures in adult services over the coming three years at this stage, as the situation regarding funding for these individuals is still the subject of national discussion, but may need to be taken into account once the position is clearer’.*
- 7.6 A regional finance group is leading on this work with further recommendations to follow.

8. LEGAL CONSIDERATIONS

- 8.1 The process to support a hospital discharge is often complex and practitioners have to consider duties associated within the Mental Health Act 1983, the Mental Capacity Act 2005 and consideration of ongoing restrictions by the Ministry of Justice.

9. CHILD AND FAMILY POVERTY

- 9.1 No child and family poverty considerations have been identified.

10. EQUALITY AND DIVERSITY CONSIDERATIONS

- 10.1 The Transforming Care agenda aims to improve equity for adults with learning disabilities and complex needs, by enabling people to be supported in the community or close to home.

11. STAFF CONSIDERATIONS

- 11.1 Funding was agreed to trial the implementation of seven day working for the adult learning disability social work team (January - December 2016) to provide crisis support at a weekend and further support the enhanced Community Learning Disability Team. This enabled the social work team members to work additional hours to support cases identified as being at high risk of hospital admission. Information to date suggests a reduction in admissions to inpatient provision across Tees, although this can't be directly attributed to the seven day working pilot. Funding for this pilot was agreed on a non recurrent basis and ceased in December 2016.

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 There are no asset management considerations associated with this issue.

13. RECOMMENDATION

- 13.1 It is recommended that the Adult Services Committee agree the update and progress against the regional plan.

14. REASONS FOR RECOMMENDATION

- 14.1 The successful implementation of the transformation of learning disability services and reduction in excess inpatient beds is dependent on a robust and sustainable community infrastructure. The locality plans that have been developed collaboratively with the four Tees Local Authorities and two CCGs demonstrate a commitment to the continued delivery of this ambition.

15. BACKGROUND PAPERS

- 15.1 Hartlepool Health and Wellbeing Board Report
https://www.hartlepool.gov.uk/meetings/meeting/3297/health_and_wellbeing_board

- 15.2 North East Joint Health Scrutiny Committee Report
https://www.hartlepool.gov.uk/meetings/meeting/3400/north_east_joint_health_scrutiny_committee

16. CONTACT OFFICER

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ADULT SERVICES COMMITTEE

2 March 2017



Report of: Director of Child & Adult Services

Subject: Waverley Terrace Allotment Project – Progress Update

1. TYPE OF DECISION/APPLICABLE CATEGORY

No decision required - for information.

2. PURPOSE OF REPORT

- 2.1 To provide the Adult Services Committee with a progress update regarding the Waverley Terrace Allotment Project.

3. BACKGROUND

- 3.1 A report to Adult Services Committee on 9 November 2015 summarised the current position of the Waverley Terrace Allotment Project (WTAP) and confirmed that funding had been secured from the Big Lottery Fund to achieve the following aims:
- **Therapeutic Services:** The project will build on the current offer and provide a safe environment where service users who are unlikely or unable to engage in employment can still lead positive lives and be involved in horticulture.
 - **Employment and Training Services:** The site will provide work experience and placements, and high quality training for service users to develop relevant employability skills to assist them to progress into sustained employment. A pilot is currently underway with Springboard to assist young people with emotional and social problems to learn key employability skills.
 - **Commercial Services:** The development of a commercial facility is critical in supporting the overall project objectives.
- 3.2 A year one report has recently been submitted to the Big Lottery Fund summarising progress in 2016/17.

4. PROGRESS

4.1 The Year One report highlights progress across a range of areas as follows:

- A comprehensive master plan for the site has been developed which includes the vision for the next 5 years. This will change to reflect additional needs / experiences learned.
- Capital work has been completed delivering improvements to the office, class room, toilets and accessible toilet and creating an environmentally friendly car park.
- A learning disabilities and mental health forum has been established involving specialist providers across Hartlepool to ensure there is adequate provision to meet the needs of the local community, and to support adults with mental health needs and / or learning disabilities to access training, education and employment while avoiding duplication of effort.
- 71 people have accessed the site either as volunteers, or to access therapeutic educational and training support, and all report that accessing the project has reduced their social isolation.
- Over 200 people were made aware of WTAP during World Mental Health day activities in October 2016.
- Systems and procedures have been introduced to enable tracking and monitoring of participants and documentation has been designed to ensure all relevant data is held.
- WTAP has been involved in community events and family learning has taken place on the site to encourage community involvement. Training and Education has taken place on the site in conjunction with the Mental Health Pilot and Life and Living Skills with HBC Adult Education.
- A professional marketing consultant provided support on a voluntary basis to further develop and integrate the project in terms of social media, developing promotional materials and meeting good practice standards in terms of accessibility and readability. The website is being re-designed to ensure it is simple to use and marketing literature has been produced and circulated to partners and the local community to ensure the project becomes known across Hartlepool and the wider Tees Valley.
- WTAP has worked closely with a number of organisations including Hartlepool MIND, NHS partners, HBC Day Services, Food Banks, Public Health, Employment Link Team and Hartlepool Working Solutions to promote the service.
- Attendance at community events to ensure residents and potential beneficiaries are aware of the offer and to ensure the site is fully integrated into mainline services within a 5 year period.
- Work with HBC Adult Education Department and Catcote Academy to develop supported internships using social and therapeutic horticulture for engagement and well being.
- Links have been made with other horticulture sites across the North East to share knowledge and best practice.
- Meetings have been held with Hartlepool schools resulting in plans for 40+ young people to complete their Duke of Edinburgh awards on the WTAP site.

- 4.2 Work will continue in 2017/18 to build on achievements in 2016/17 with further developments planned including:
- Maximising future funding opportunities by registering WTAP as a Charitable Institution.
 - Employment of a horticulture support worker to work on site on a full time basis and an employment link worker to work with employers 3 days per week.
 - An increased focus on supporting people to access employment, with support from the HBC Employment Link Team.

5. RISK IMPLICATIONS

- 5.1 There are risks associated with ongoing support for the project when Big Lottery Funding ceases, but the aim of the project is to create a sustainable service that generates income and is not reliant on external funding.

6. FINANCIAL CONSIDERATIONS

- 6.1 The project is receiving Big Lottery Funding of £400,000 over five years (2015 – 2020), with project costs based on:
- Staffing costs over 5 years of £315,000.
 - Capital funding of £85,000 for improvements to the site such as poly-tunnels, machinery and a welfare unit.
- 6.2 Use of the funding is reported to the Big Lottery in accordance with the requirements of the grant allocation.

7. LEGAL CONSIDERATIONS

- 7.1 There are no legal implications associated with this report.

8. CHILD AND FAMILY POVERTY CONSIDERATIONS

- 8.1 There are no specific child and family poverty considerations associated with this report although the project is aiming to support people to access training and employment which has the wider aim of increasing employment within disadvantaged groups.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 The project aims to promote involvement from across all age groups with a particular focus on adults with learning disabilities and / or mental health needs and people experiencing social isolation. WTAP is open to all in terms of volunteering opportunities and has worked with a broad range of people including young people, young offenders and people with dementia.

10. STAFF CONSIDERATIONS

- 10.1 The staff funded from Big Lottery Funding are employed by the Council on fixed term contracts aligned with the period for which the grant is available.

11. ASSET MANAGEMENT CONSIDERATIONS

- 11.1 There are no asset management considerations associated with this report.

12. RECOMMENDATION

- 12.1 It is recommended that the Adult Services Committee note the positive progress that has been made to further develop the Waverly Terrace Allotment Project and receive a further update when the Year two report is submitted.

13. REASONS FOR RECOMMENDATION

- 13.1 The project is:
- Developing additional resources to support adults with a physical disability, learning disability, autism or mental health need;
 - Improve the employability skills and employment opportunities of vulnerable adults, and;
 - Transform the Waverley Terrace Allotment Project into a sustainable community enterprise.

14. CONTACT OFFICER

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ADULT SERVICES COMMITTEE

2 March 2017



Report of: Director of Child & Adult Services

Subject: Review of Housing Related Support Services

1. TYPE OF DECISION/APPLICABLE CATEGORY

No decision required; for information.

2. PURPOSE OF REPORT

- 2.1 To provide the Adult Services Committee with information regarding a review of Housing Related Support Services which will contribute to the delivery of savings in 2017/18 and 2018/19, as reported previously.

3. BACKGROUND

- 3.1 A report to Adult Services Committee on 1 December 2016 summarised the impact of funding cuts and budget pressures on Adult Services, and set out a range of proposals to deliver savings in 2017/18 and 2018/19.
- 3.2 It was highlighted in the report that a review of housing related support services that impact on adults was being undertaken, with the aim of achieving a saving on the current spend of £1,400,000 on adult services.
- 3.3 Housing related support was formerly known as Supporting People funding and has been subject to significant cuts in previous financial years. The most significant element of this review relates to services that support older people, including community alarms and floating support.
- 3.4 The review of housing related support spend within adult services is required to deliver part year savings in 2017/18 of £150,000 with the full year effect (£300,000) achieved in 2018/19.
- 3.5 The report also set out that a second phase review would be undertaken for the elements of spend that do not relate to adult services (£1,080,000), with the aim of achieving a 20% saving on all of these services (£215,000).

4. CURRENT SERVICE PROVISION

- 4.1 The housing related support budget funds a range of services that support people with additional needs to live independently and maintain a tenancy, either in long term or short stay accommodation. As an example, there is a service for people with mental health needs that supports people for up to two years, usually following a hospital stay or an exacerbation of their condition. The aim of the service is to support people through their recovery and rehabilitation, so that they can hopefully access employment and return to mainstream housing without support.
- 4.2 A number of services have already been subject to reviews and funding cuts in the last two years, so have been excluded from this piece of work.
- 4.3 The services that have been reviewed are as follows:
- Community Alarms
 - Assistive Technology
 - Housing Related Support for Older People
 - Floating Support for People with Complex Needs
 - Extra Care
- 4.4 The review has identified for each of these services, the current costs of the service, the number of people receiving support, the outcomes that are being achieved and the unit costs.

5. PROPOSALS

5.1 Community Alarms

The current spend on community alarms is £154,000, this is a contribution to the overall cost of the service delivered by the commissioned provider. This service supports approximately 1,600 people by providing a pull cord or pendant that enables people to access a telephone response. When an alert is made, the responder will take the appropriate action to meet the identified need which includes; providing advice, contacting emergency services or providing a physical response (i.e. visiting the person in their home).

- 5.1.1 This service is currently provided at no cost to the individual, which is not consistent with practice elsewhere in the region or the country, and not consistent with other providers within Hartlepool who do charge for this service in sheltered housing schemes. An average charge for the service would be in the region of £5 per week.

- 5.1.2 From 1 October 2017 the Council will no longer subsidise this service and the cost will be passed on to the resident receiving the service.

5.2 Telecare

Telecare is another form of assistive technology with a response provided by the Council's Direct Care & Support Service. The service can provide a

range of sensors and equipment to support people to live independently including property exit sensors, falls detectors, smoke alarm and carbon monoxide sensors and flood detectors.

- 5.2.1 The telecare service is funded primarily through the Better Care Fund pooled budget, with plans jointly agreed with Hartlepool & Stockton on Tees Clinical Commissioning Group and signed off by the Health & Wellbeing Board.
- 5.2.2 Telecare support is provided, usually as part of a wider package of support in the community, at no cost to people who are eligible for adult services. Introducing a charge for this service would not create any saving for the Council as payment for such a service is classed as Disability Related Expenditure and is discounted when a contribution is calculated.
- 5.2.3 The telecare service supports approximately 2,150 people to live independently in their own homes. The number of people being supported increases year on year with performance reported through the Better Care Fund performance framework.
- 5.2.4 Work is underway, linked to the exploration of alternative service delivery models for services for older people, to look at whether the telecare service can be expanded further or targeted differently to ensure that the service is operating cost effectively to maximise independence.
- 5.2.5 There is also work being done linked to the Better Care Fund plan to explore whether there is potential to develop an integrated out of hours response across health and social care to reduce duplication and maximize the use of the limited resources within the system.
- 5.2.6 It is not proposed to make any changes to the funding for this service at the present time.

5.3 Housing Related Support

Housing related support is provided to people in sheltered accommodation schemes and dispersed properties to enable them to maintain their independence in the community. Three levels of support are provided (low, medium and high) with the level of support determined following an assessment by the provider.

- 5.3.1 Low Level Housing Related Support aims to provide reassurance and support to enable and motivate people to manage independently. There is minimal face to face contact with ad hoc support provided where necessary and support reviewed annually. Potential support provided includes housing advice, signposting and referral to other services. This service is currently available to 540 people and has a budget of £68,000.
- 5.3.2 Medium Level Housing Related Support builds on Low Level support with each person receiving the service agreeing a support plan with the provider which is tailored to individual need. In addition to the general support provided under the low level service, the medium level service can provide;

daily calls if required, financial advice and budgeting support, assistance to arrange appointments, support accessing social activities, new tenancy support and help to maintain social contacts. People generally receive one or two calls per week and the level of support is reviewed annually. The service currently supports approximately 420 people and has a budget of £140,000.

- 5.3.3 High Level Housing Related Support builds on the services offered by the Low and Medium Level services and may also include undertaking activities on someone's behalf when they are unable to do so in the short term. People receiving this service usually have one or two visits each day and have their support plan reviewed every six months. This service is currently supports approximately 315 people and has a budget of £150,000.
- 5.3.4 From 1 October 2017 Low Level Housing Related Support will no longer be commissioned by the Council. There will also be some savings generated in relation to Medium and High level Support as the actual number of people being supported has reduced.
- 5.4 Floating Support for People with Complex Needs
A service was commissioned from 1 April 2015 to provide floating support for people with complex needs within their own accommodation, in order to stabilise their lives and develop independent living skills. The service has a budget of £30,000 and has supported 17 people since it was commissioned, with 8 of those still in receipt of support.
 - 5.4.1 The service has accepted referrals from a range of sources including the Council's Learning Disability Social Work Team, Housing Team and Child Protection Team.
 - 5.4.2 Services provided include benefits advice, support to secure a tenancy, referrals on to handyperson service and support to access property repairs.
 - 5.4.3 There are 9 people currently receiving support; 2 are receiving weekly visits, 2 are receiving fortnightly visits and 2 are receiving monthly visits. 3 are due to have their support closed as their identified needs have been met.
 - 5.4.4 The service will be maintained until 30 September 2017 on a transitional basis, ensuring that existing service users are supported to access other services as appropriate. The service will not be re-commissioned following this transitional period.
- 5.5 Extra Care
Housing related support is provided in Extra Care schemes in a similar way to dispersed sheltered schemes at the various support levels as described above.
 - 5.5.1 A review of individual packages has demonstrated that approximately 25% of individuals, spread across all of the levels, are receiving low, medium or

high level support, in addition to the support they are receiving through their Extra Care package.

- 5.5.2 It is proposed that this duplication of service, which has the potential to cause confusion and dependency, is withdrawn from 1 October 2017 leading to a saving of £29,000 from the Extra Care contract, which has a value of £159,000.

6. RISK IMPLICATIONS

- 6.1 There are a number of risks implicit in the delivery of any package of savings and these were highlighted in savings reports to inform decision making.
- 6.2 As highlighted in the report on 1 December 2016, there are risks associated with achieving savings from housing related support as there is potential for impact on other budgets if the loss of housing related support may mean that a person with eligible needs then requires a more costly service to meet those needs. These risks will be mitigated through transition arrangements with providers and monitoring impact on other budgets. It should also be noted that the majority of the proposed savings relate to services where there is currently duplication of support, so people with assessed needs will continue to have access to services that meet those needs.

7. FINANCIAL CONSIDERATIONS

- 7.1 Housing related support was historically funded through the ring-fenced Supporting People Grant, which has been allocated through base budget funding for the last five years with significant cuts applied over that time.

An in depth review of all housing related support services was undertaken in 2011 which identified savings of £1,043,000 – an amount which enabled the cuts to be managed and also identified savings in excess of the cuts, which contributed £275,000 towards the 2012/13 savings target for adult services.

2010/11 Funding	-	£3,985,000	
2011/12 Funding	-	£3,443,000	(cut of £542,000 / 13.5%)
2012/13 Funding	-	£3,218,000	(cut of £226,000 / 6.6%)

- 7.2 Further reviews have since been undertaken which have identified additional savings from extra care housing and a contribution to housing related support has been secured from the Better Care Fund to maintain social care services. Efficiencies have also been achieved on an ongoing basis when services have been re-commissioned through tendering processes. As a result, spend on housing related support has continued to reduce and the budget for 2016/17 is £2,480,000.
- 7.3 The current housing related support budget covers a number of areas that sit outside of adult services, but the budget has historically sat within this area. The spend can be broken down as follows:

- Older People £1,000,000
- Learning Disability £300,000
- Mental Health £100,000
- Housing Services £200,000
- Young People £450,000
- Homeless / Offenders £330,000
- Alcohol £100,000

7.4 The achievement of a recurrent £300,000 saving (with a part year effect of £150,000 in 2017/18) contributes to the savings of £945,000 from adult services (£795,000 in 2017/18 and a further £150,000 in 2018/19) that have been agreed as part of the Medium Term Financial Strategy.

7.5 The changes proposed to Housing Related Support will achieve the following savings:

Service	Part Year Saving – 2017/18	Full Year Saving – 2018/19
Community Alarms	£77,000	£154,000
Housing Related Support		
• Low Level	£34,000	£68,000
• Medium Level	£1,500	£3,000
• High Level	£8,000	£16,000
Floating Support for People with Complex Needs	£15,000	£30,000
Extra Care	£14,500	£29,000
TOTAL SAVINGS:	£150,000	£300,000

8. LEGAL CONSIDERATIONS

8.1 There are no legal considerations associated with this report.

9. CHILD AND FAMILY POVERTY CONSIDERATIONS

9.1 There are no child and family poverty considerations associated with this report.

10. EQUALITY AND DIVERSITY CONSIDERATIONS

10.1 By definition, all of the savings proposals in adult services affect people who access adult services, including some of the most vulnerable groups within the town. This includes all those who are over eighteen and assessed as having eligible needs (older people, people with learning disabilities, sensory loss or a physical disability, people with mental health needs, people who have alcohol dependency or substance misuse issues and carers).

- 10.2 An assessment has indicated that the proposals in relation to Housing Related Support will not have a disproportionate impact on people who share protected characteristics.
- 10.3 Ceasing the current subsidy for community alarms will increase equity, as the current approach means that the service is free of charge in some properties but incurs a charge in most sheltered housing schemes.

11. STAFF CONSIDERATIONS

- 11.1 There are no staffing considerations for the Council associated with the proposed savings from Housing Related Support spend. There may be staffing implications for providers that are commissioned to deliver these services.

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 There are no asset management considerations associated with this report.

13. RECOMMENDATION

- 13.1 It is recommended that the Adult Services Committee note the outcome of the review of Housing Related Support Services, which will contribute to the delivery of savings in 2017/18 and 2018/19 as agreed on 1 December 2016.

14. REASONS FOR RECOMMENDATION

- 14.1 The proposals included in this report will contribute to the delivery of savings and management of pressures over the next three years.

15. CONTACT OFFICER

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