

FINANCE AND POLICY COMMITTEE

AGENDA



Monday 7th April 2025

at 5.00pm

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

MEMBERS: FINANCE AND POLICY COMMITTEE

Councillors Allen, Creevy, Feeney (VC), Hargreaves, Harrison (H), Lindridge, Little, Nelson, Oliver, Reeve and Young.

Parish Council Co-opted Member:

M Ireland (Dalton Piercy Parish Council)

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To receive the minutes of the meeting of the Finance and Policy Committee held on 10 February 2025. (previously circulated and published)
- 3.2 To receive the minutes of the meeting of the Safer Hartlepool Partnership held on 31 January 2025.
- 3.3 To receive the minutes of the meeting of the Health and Wellbeing Board held on 2 December 2024.

4. BUDGET AND POLICY FRAMEWORK ITEMS

None.

CIVIC CENTRE EVACUATION AND ASSEMBLY PROCEDURE

In the event of a fire alarm or a bomb alarm, please leave by the nearest emergency exit as directed by Council Officers. A Fire Alarm is a continuous ringing. A Bomb Alarm is a continuous tone. The Assembly Point for everyone is Victory Square by the Cenotaph. If the meeting has to be evacuated, please proceed to the Assembly Point so that you can be safely accounted for.

5. KEY DECISIONS

5.1 Joint Local Health and Wellbeing Strategy 2025-2030 – *Director of Public Health*

5.2 Equality Objectives – *Managing Director*

5.3 Council Plan 2030 – *Managing Director*

6. OTHER ITEMS REQUIRING DECISION

None.

7. ITEMS FOR INFORMATION

None.

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

FOR INFORMATION

Date of next meeting – to be confirmed.



SAFER HARTLEPOOL PARTNERSHIP

MINUTES AND DECISION RECORD

31 January 2025

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

Present:

Jonathan Brash, MP for Hartlepool (C)
Councillor Harrison, Elected Member, Hartlepool Borough Council
Councillor Oliver, Elected Member, Hartlepool Borough Council
Sylvia Pinkney, Assistant Director, Regulatory Services, Hartlepool Borough Council
Detective Chief Inspector Alan O'Donoghue, Cleveland Police (VC)
Karen Hawkins, Director of Place, Northeast and North Cumbria Integrated Care Board (NENC ICB)
Sean Smith, Cleveland Fire Authority
Anna Waddington, Office of the Police and Crime Commissioner
Councillor Jorgeson, Representative of Audit and Governance Committee, Hartlepool Borough Council
Joan Stevens, Democratic Services and Statutory Scrutiny Manager

23. Apologies for Absence

Denise McGuckin, Managing Director, Hartlepool Borough Council
Tony Hanson, Executive Director of Development, Neighbourhoods and Regulatory Services, Hartlepool Borough Council
Jo Heaney, Chair of Youth Offending Board
Ann Powell, Head of Stockton and Hartlepool Probation Delivery Unit
Craig Blundred, Director of Public Health, Hartlepool Borough Council
Matt Storey, Office of Police and Crime Commissioner for Cleveland
Michelle Hill, Hartlepool Voluntary and Community Sector Representative, Safer Communities
Angela Corner, Head of Community Resilience, Thirteen Group
Sally Robinson, Executive Director of Children's and Joint Commissioning Services, Hartlepool Borough Council
Jill Harrison, Executive Director of Adult and Community Based Services, Hartlepool Borough Council

24. Declarations of Interest

None.

25. Minutes of the meeting held on 6th December 2024

Confirmed

26. Community Safety Plan 2024 – 2027 - Executive Director of Development, Neighbourhoods and Regulatory Services

Purpose of report

To present and seek approval from the Safer Hartlepool Partnership for the final draft of the Community Safety Plan 2024-27.

Issue(s) for consideration

The Community Safety Partnerships (CSPs) has a statutory requirement, under the Crime and Disorder Act 1998 and Crime and Disorder Regulations 2007, to develop and implement a Community Safety Strategy.

The Assistant Director (Regulatory Services) presented the Community Safety Plan 2024-27 to the partnership, outlining the process for its development and its content in relation to:

- Recent activities to improve community safety in Hartlepool;
- Key findings from the Partnership's Strategic Assessment;
- Proposed strategic objective (To make Hartlepool a safe, prosperous and enjoyable place to live, work and visit); and
- Priorities (Anti-social Behaviour, Drugs and Alcohol, Domestic Violence and Abuse and Serious Violence).

Attention was drawn to the findings of the consultation undertaken in relation to the first draft of the plan, with reference to:

- Reducing crime and reoffending. Concern was expressed regarding the issue of hyper prolific offenders and the importance of the provision of support outside the provision of custodial sentences to prevent reoffending.
- Provide greater visible police and warden presence. Details were provided of changes to arrangements for police officers / PCSO cover across Wards (including shift patterns), that will see an increased police presence. The Partnership welcomed the assurance that there would be a police presence in each Ward, each day, and highlighted the need to promote this effectively to residents.
- Challenge behaviours that make women and girls feel unsafe. The Partnership reiterated its concern regarding this behaviour, and it was recommended that further work be undertaken as a local authority to explore how (including consultations and work with community groups) and that the information obtained be utilised to develop a mechanism to challenge this behaviour.

It was also acknowledged that:

- The 2015 IMD data contained within the plan is the most up to date data available.
- It is important to develop / implement a robust action plan in response to the priorities contained within the Community Safety Plan. The action plan to include a response to the ramp action plan also developed by the partnership and be presented to the partnership in March.
- The role out locally of the national Police Guarantee Scheme needed to be progressed.

Decision

- i) That the Community Safety Plan 2024/27 be approved.
- ii) That work be undertaken as a local authority to explore how a mechanism can be developed to challenge behaviours that make women and girls feel unsafe.
- iii) That a workshop be held with partners to discuss the work that is already being carried out in relation to domestic violence, and challenging behaviours that make women and girls feel unsafe, and action plans developed.
- iv) That the process for approval of strategies and plans via the Councils budget and policy framework be reviewed in order to simplify / shorten the process.

27. Any Other Items which the Chairman Considers are Urgent

None

The meeting concluded at 2.30pm.

CHAIR

HEALTH AND WELLBEING BOARD

MINUTES AND DECISION RECORD

2 December 2024

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

Present:

Councillor Harrison , Leader of Council (In the Chair)

Prescribed Members:

Elected Members, Hartlepool Borough Council – Councillors Boddy, Darby and Roy

Representative of North East and North Cumbria Integrated Care Board – Katie McLeod as substitute for Karen Hawkins

Director of Public Health, Hartlepool Borough Council – Craig Blundred

Executive Director of Children's and Joint Commissioning Services, Hartlepool Borough Council – Sally Robinson

Executive Director of Adults and Community Based Services, Hartlepool Borough Council - Jill Harrison

Representative of Healthwatch – Steve Thomas

Other Members:

Managing Director, Hartlepool Borough Council – Denise McGuckin

Representative of Tees, Esk and Wear Valley NHS Trust – Jamie Todd

Representatives of Hartlepool Voluntary and Community Sector – Carl Jorgeson

Representative of Headteachers – Sonia Black

Representative of North Tees and Hartlepool NHS Trust – Linda Hunter

Observer – Statutory Scrutiny Representative, Hartlepool Borough Council – Councillor Jorgeson

Also Present:-

Philippa Walters, Pharmacy Lead

Julie Simons, Hartlepower Community Trust

Louise George and Calvin George, Hartlepool Sport

Nicola Haggan and Amanda Britten, Alice House Hospice

Officers: Ashley Musgrave, Danielle O'Rourke, Public Health Team

Claire Robinson, Public Health Principal

Joan Stevens, Statutory Scrutiny Manager

Denise Wimpenny, Democratic Services Team

20. Apologies for Absence

Representative of Tees Esk and Wear Valley NHS Trust - Brent Kilmurray
Representative of North East and North Cumbria Integrated Care Board -
– Karen Hawkins
Representatives of Healthwatch – Christopher Akers-Belcher and Margaret Wrenn
Representative of Hartlepool Voluntary and Community Sector – Christine Fewster
Representative of GP Federation – Fiona Adamson
Head Teacher Representative – Sonia Black

21. Declarations of interest by Members

None

22. Minutes of the Meeting held on 9 September 2024

Confirmed

23. Minutes of the Meeting of the Children's Strategic Partnership held on 27 September 2023

Received

24. Minutes of the Meeting of the Tees Valley Area ICP held on 9 August 2024

Received

25. Hartlepool and Stockton-On-Tees Safeguarding Children Partnership Annual Report 2023-24 *(Executive Director, Children's and Joint Commissioning Services)*

The Executive Director, Children's and Joint Commissioning Services updated the Board on the work undertaken by the Hartlepool and Stockton-On-Tees Safeguarding Children Partnership during the year 2023-24. The report summarised the key successes and achievements of the Safeguarding Children Partnership throughout 2023-24 including updates on qualitative and quantitative data, information for the reporting period and outlined the specific areas being taken forward in the coming year.

In the discussion that followed Board Members debated issues arising from the annual report. In response a query raised, clarification was provided in relation to child protection data across the two areas and the predominant reasons were also outlined. Details of consultation arrangements with young people were provided which included consultation and engagement events

and involvement activity with school councils across the secondary and primary sectors.

Decision

The contents of the HSSCP Annual Report were noted.

26. Teeswide Safeguarding Adults Board Annual Report 2023/24 *(Executive Director of Adults and Community Based Services and Independent Chair of Teeswide Safeguarding Adults Board)*

Members were referred to the Teeswide Safeguarding Adults Board (SAB) Annual Report for 2023-24 appended to the report. It was noted that it was required under the Care Act 2014 that each SAB published an annual report setting out what had been done during that year to achieve its objective and implement its strategy, the findings of any safeguarding adults reviews and what had been done to implement findings of any reviews.

Decision

The Board noted and endorsed the Teeswide Safeguarding Adults Board Annual Report 2023-24.

27. Tobacco Control Strategy *(Director of Public Health)*

Board Members were referred to the updated Tobacco Control Strategy Action Plan for Hartlepool, attached at Appendix 1, which provided an update on progress to date on actions against priorities and also updated the Board on the new Specialist Smoking Service for Hartlepool.

The Board was provided with a summary of key deliverables between April and November 2024 against the Tobacco Control Action Plan, appended to the report. The action plan set out under each theme the detail of how each priority area would be delivered, who would deliver, the timescales and outcome framework arrangements.

Board members expressed support of the strategy and debated issues arising from the report. Members welcomed the redevelopment of the stop smoking service in Hartlepool, the benefits of which were outlined. Clarification was provided in response to concerns raised regarding the increasing access and prevalence of vaping particularly in young people and the challenges around managing this issue. The Public Health Principal advised of the ongoing work and plans in place with schools in relation to changing behaviours around vaping. Representatives from the Hartlepool Community and Voluntary Sector and Hartlepool Sport commented on the benefits of sharing messages around the dangers of smoking and vaping in sports and community facilities and it was suggested that this be progressed following the meeting with a member of the public health team.

Concerns were also raised in relation to the illegal sale of tobacco products. The Managing Director referred to the successes of the Council's Environmental Health Team and ongoing work with the police in terms of tackling this issue.

Decision

The Board noted progress against the Tobacco Control Action Plan.

That messages around the dangers of smoking and vaping be shared in sports and community facilities.

28. Director of Public Health (DPH) Annual Report *(Director of Public Health)*

Elected Members were referred to the requirement for the Director of Public Health to write an Annual Report on the health status of the town, and the Local Authority duty to publish it, as specified in the Health and Social Care Act 2012. The 2024 Annual Report looked at how to address the key early years to give children the best start in life. There was strong evidence that the first 1001 days of a child's life from conception to age 2 were critical in providing the foundations needed to build a healthy life in the future. The report highlighted some of the key areas where this support was provided and provided an overview of a number of activities. Following the success of utilising an electronic format and videos in recent years, the report was again accessed via a link included in the report with a copy of the Director's report also appended to the report. The Director of Public Health presented a video to the meeting from the Annual Report.

Members welcomed the approach and debated issues arising from the Annual report including the benefits of utilising videos to present information, school readiness, the challenges for schools given the increasing numbers of children and families with complex and additional needs, concerns in relation to child poverty and the factors which had an impact on the health wellbeing and outcomes of children. In response to a query raised, the Chair was pleased to report that breastfeeding take-up in Hartlepool had increased in the last 12 months. Clarification was provided in relation to how the Board could access supporting health data including breast feeding information via the Joint Strategic Needs Assessment.

Emphasis was placed on the need for more collaborative working with the voluntary sector in terms of supporting families to ensure every child in Hartlepool was given the best start in life.

In response to a number of further queries raised, clarification was provided in relation to the budget position around the future of family hubs and the challenges around responding to the increasing number of safeguarding

referrals. A number of queries were raised in relation to interpretation of the school readiness data and a breakdown of school readiness data was requested by school following the meeting.

Decision

That the 2024 Director of Public Health annual report be approved.

That a breakdown of school readiness data by school be provided following the meeting.

29. Joint Local Health and Wellbeing Strategy 2025-2030 (*Director of Public Health*)

Type of decision

Non-key

Purpose of report

To present the Health and Wellbeing Board (HWBB) Strategy refresh for approval (Appendix 1).

Issue(s) for consideration

The Director of Public Health presented the Joint Health and Wellbeing Strategy refresh for Members' approval. The strategy, attached at Appendix 1, outlined the key priority areas for the next five years:-

- **Starting Well** – All Children and young people living in Hartlepool have the best start in life.
- **Live well** - People live and work in connected, prosperous and sustainable communities.
- **Age well** - People live healthier and more independent lives, for longer

The strategy would inform the development of a detailed action plan and outcome framework which would be monitored and reviewed through the Health and Wellbeing Board.

In the discussion that followed officers responded to issues raised arising from the report in relation to the positives around a GP early dementia diagnosis and monitoring arrangements in terms of reablement care.

Decision

That the Health and Wellbeing Board Strategy be agreed and be utilised to support the joint development of the 2025/26 action plan.

30. Pharmaceutical Needs Assessment (PNA) 2022 – Maintenance Report *(Director of Public Health)*

The report updated the Board on the process for statutory maintenance of the Pharmaceutical Needs Assessment 2022, to receive notification of applications, decisions or other notice of changes to pharmaceutical services in Hartlepool from the ICB NENC or Primary Care Support England (PCSE) since the date of the last Health and Wellbeing Board Maintenance Report (9 September 2024). In relation to the requirement to seek approval for publication of any Supplementary Statement to the PNA 2022 required as a consequence of those reported changes to pharmaceutical services, the Board was advised that no new Supplementary Statements had been issued under delegated authority since the last meeting of the Board in July 2024.

Members were advised of the process towards statutory publication of a new PNA by 30 September 2025.

In response to concerns raised regarding the high levels of poor literacy in the town, details of the proposed communication and engagement arrangements were provided which would include face to face communication co-ordinated by Healthwatch and it was noted that information would be made available in different formats in community hubs. The need for Board Members to advocate on behalf of individuals where necessary was highlighted.

Decision

The Board noted:-

1. That no supplementary statements to the Hartlepool PNA 2022 had been issued since the last report in July 2024 and no further changes to pharmaceutical services in Hartlepool had been notified.
2. Progress towards the publication of a new PNA by September 2025.

31. Voluntary and Community Sector Reports *(Director of Public Health)*

Voluntary and Community Sector representatives, who were in attendance at the meeting presented the following reports to Board Members as being of interest to the Board, copies of which had been circulated with the agenda documentation in advance of the meeting:-

- The Haven, Service and Information (Appendix A)
- Urban Sport and Urban Play Summer Activity Report (Appendix B)
- Pumpkins in the Park 2024 (Appendix C)

Following presentation of the reports, Members commended the work of the groups and welcomed the health and wellbeing benefits as a result.

Decision

That the contents of the reports be noted.

The meeting concluded at 11.35 am.

CHAIR

FINANCE AND POLICY COMMITTEE

7 APRIL 2025



Subject: JOINT LOCAL HEALTH AND WELLBEING STRATEGY 2025-2030

Report of: Director of Public Health

Decision Type: Key CJCS 164/25

1. COUNCIL PLAN PRIORITY

Hartlepool will be a place:
- where people are enabled to live healthy, independent and prosperous lives.
- where those who are vulnerable will be safe and protected from harm.
- of resilient and resourceful communities with opportunities for all.
- that is connected, sustainable, clean and green.
- that has an inclusive and growing economy.
- with a Council that is ambitious, fit for purpose and reflects the diversity of its community.

2. PURPOSE OF REPORT

- 2.1 To present the Health and Wellbeing Board (HWBB) Strategy refresh for approval (**Appendix 1**).

3. BACKGROUND

- 3.1 The Health and Care Act 2022 amends section 116A of the Local Government and Public Involvement in Health Act 2007 and renames 'joint health and wellbeing strategies' to 'joint local health and wellbeing strategies' (JLHWSs).
- 3.2 Health and wellbeing boards continue to be responsible for the development of joint strategic needs assessments (JSNA) and JLHWS.

- 3.3 Health and wellbeing boards will need to decide for themselves when to update or refresh JLHWSs or undertake a fresh process to ensure that they are able to inform local commissioning plans over time.
- 3.4 The decision was made by HWB on the 5 September 2022 for Public Health to lead the refresh of the current 2018-2025 strategy.
- 3.5 A stocktake of the previous strategy was undertaken in 2022/23.
- 3.6 Meetings between the DPH and HWBB representatives commenced 2023 setting out the approach to refreshing the strategy.
- 3.7 Consultation was incorporated into the councils 'Big Conversation' consultation December 2023 - January 2024. This helped inform the priorities of the JLHWS- for Hartlepool. This alongside the presentation of the reviewed strategy to the relevant public committees fulfils the Council's Face the Public obligations under Part 1, Section 7, of the Constitution.
- 3.8 Further consultations have been undertaken with council committees and with the ICB Place committee for Hartlepool, September to November 2024.
- 3.9 The HWB agreed the strategy and supported the joint development of the 2025/26 action plan at their meeting on 2 December 2024.

4. PROPOSALS/OPTIONS FOR CONSIDERATION

- 4.1 The JLHWS is attached to the papers and outlines the key priority areas for the next five years. These give a nod to the previous strategy as they are based on Marmot principles to tackle health inequalities. They are:
- **Starting Well** – All Children and young people living in Hartlepool have the best start in life.
 - **Live well** - People live and work in connected, prosperous and sustainable communities.
 - **Age well** - People live healthier and more independent lives, for longer.
- 4.2 Alongside these key work areas we have five principles which the strategy will adhere to. These are:
- **Tacking inequalities:** Inequalities are avoidable differences in outcomes, access to services, risks or wider determinants. By addressing inequalities and their causes we will improve the health of our population.
 - **Empowering local communities:** We want to ensure we build healthy resilient communities from the ground up.
 - **Shared responsibility:** This strategy has been developed with partners and we all have a responsibility to engage with the strategy.

- Integrated approaches: This strategy has been developed in line with the key strategies from partners in the NHS and other sectors. By ensuring this strategy is aligned with other sector's strategies we will be able to develop integrated approaches to delivery.
- Building Health: For too long we have talked about tackling poor health – whilst this is important, this strategy realigns the narrative so we focus on building good health for all.

4.3. The strategy will inform the development of a detailed action plan and outcome framework which will be the responsibility of the HWBB to oversee and monitor. This will be an annual plan and will be reviewed each year to take into account policy changes and any emerging health related issues. The action plan will be aligned with the financial years and we will spend the time between strategy approval and the end of March 2025 developing the action plan for 2025/26.

5. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	The main risk is that the strategy is not refreshed within the timescales - It is a requirement of the HWBB to publish their Joint Health and Wellbeing Strategy setting out their priorities. This needs to be completed prior to 2025.
FINANCIAL CONSIDERATIONS	None.
SUBSIDY CONTROL	None.
LEGAL CONSIDERATIONS	None.
CHILD AND FAMILY POVERTY	We recognize the impact of poverty on the health of the population. Child and family poverty will be addressed through the work plan and through ensuring the strategy and action plan take account of the other council and partner poverty strategies.
EQUALITY AND DIVERSITY CONSIDERATIONS	This will be developed alongside the strategy.
STAFF CONSIDERATIONS	None.
ASSET MANAGEMENT CONSIDERATIONS	None.

ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	None.
CONSULTATION	Meetings were held between the DPH and HWBB members Consultation was carried out with the public with the strategy comprising part of the council's Big Conversation consultation between December 2023 and January 2024. Consultations took place with council committees and the ICB place committee: September to November 2024.

6. RECOMMENDATIONS

- 6.1 To agree the strategy.
- 6.2 To support the joint development of the 2025/26 action plan.

7. REASONS FOR RECOMMENDATIONS

- 7.1 There is a statutory duty, to produce a Joint Strategic Needs Assessment (JSNA) and a Joint Local Health and Wellbeing Strategy (JLHWS) for the local population.

8. BACKGROUND PAPERS

- 8.1 None.

9. CONTACT OFFICERS

Craig Blundred
Director of Public Health
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Claire Robinson
Public Health Principal
Email: Claire.Robinson@hartlepool.gov.uk

Sign Off:-

Managing Director	Date: 11 March 2025
Director of Finance, IT and Digital	Date: 11 March 2025
Director of Legal, Governance and HR	Date: 10 March 2025

Joint Local Health and Wellbeing Strategy



HARTLEPOOL
BOROUGH COUNCIL

Joint Health and Wellbeing Strategy on a page



Our Vision: We will address health inequalities by working together to ensure everyone in Hartlepool has the opportunity to thrive and achieve their potential



Principles

Tackling inequalities

Empowering local communities

Shared responsibility

Integrated approaches

Building health



The Board will develop an action plan which measures identified priority areas against the principles and priority themes.

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Welcome from the Chair



Our new Joint Health and Wellbeing Strategy presents a real opportunity to make a difference to the health and wellbeing of everyone in Hartlepool together with partners and communities.

The Strategy has been produced in collaboration with Health and Wellbeing Board partners and feedback from the 'Big Conversation' consultation. Much has happened since the last Strategy was implemented in 2018; the impact of the Covid-19 pandemic combined with rising living costs and significant pressures in the health and care systems and the public sector are continuing to impact on people's lives.

We have set out high level ambitions for the next five years. This Strategy sets out our commitments and vision for improving health and wellbeing for the people of Hartlepool. Members of the Joint Health and Wellbeing Board will play a key role in delivering the Strategy locally. We will make sure that action plans have been tailored to meet local needs and build on the strengths of our communities.

Councillor Brenda Harrison

Leader of Hartlepool Borough Council

What makes us healthy

Most people associate the word 'health' with hospitals and doctors. When considering 'good health' they tend to think simply of an absence of illness but this strategy looks at health in its broadest sense: a person's level of good physical and mental health, and the extent to which individuals in a society are enabled to live healthy and flourishing lives.



Links to local/national plans



The Joint Health and Wellbeing Strategy for Hartlepool links to wider strategies aimed at addressing the health and wellbeing needs including:



Hartlepool Borough Council Plan



NHS Long Term Plan v1.2 August 2019 ([england.nhs.uk](https://www.england.nhs.uk/longterm/))



North East and North Cumbria Joint Forward Plan 2023-2028



North East and North Cumbria Health & Care Partnership 'Better Health and Wellbeing for All'

What we know - Health in Hartlepool

Starting Well - Why is this important?

The early years of life from conception to entering adulthood are critical for wellbeing.

During pregnancy there are opportunities to ensure and promote healthy behaviours. Good support in the early years is vital in helping parents access support for their child's needs, but also for employment opportunities and housing which help to reduce child and family poverty. Schools are also vitally important in improving the health behaviours of children and young people and ensuring high levels of achievement and ambition to help chances throughout life.

In Hartlepool we know:

Starting Well

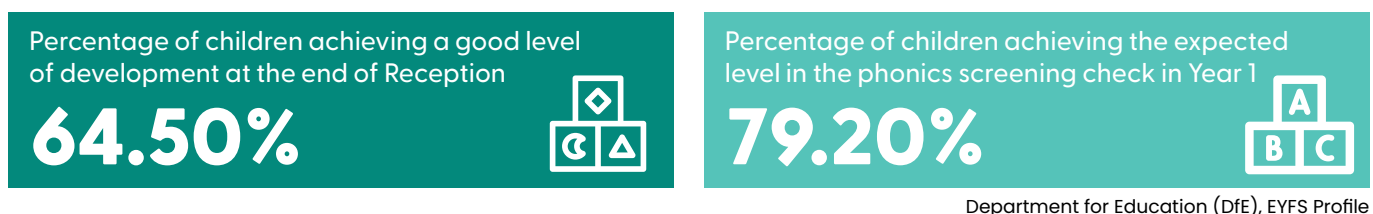
The National Child Measurement Programme (NCMP) 2022-23



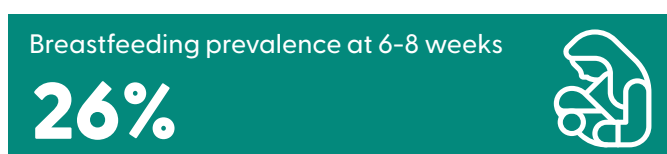
Low income households



School readiness



SATOD/Breastfeeding



Living Well – Why is this important?

Unemployment, wages and employment are all factors which influence people's health. Similarly, our local communities, and the regeneration that takes place, provide opportunities to improve health and wellbeing and build resilient, sustainability communities and tackle the wider determinants of health. We must work together to provide support to people.

In Hartlepool we know:

Starting Well

Fuel Poverty

Households in fuel poverty

14.30%



Department for Business, Energy and Industrial Strategy

Unemployed

Percentage of the working age population claiming out of work benefit

14.30%



NOMIS, Official Census and Labour Market Statistics

Physically active adults

Percentage of physically active adults

59.50%



Percentage of physically inactive adults

28.60%



Active Lives Adult Survey, Sport England

Depression

Depression prevalence 18+

14.80%



QOF

Smoking

Current smokers 15+

18.80%



Current smokers 18+

17%



Ageing Well – Why is this important?

Older age can and should be an opportunity for an active, independent and thriving time of life however the likelihood of having one or more long-term conditions does increase with age. In particular the older population has particular health needs, which may include falls and dementia. The local health system including primary, hospital and community care is essential to health.

In Hartlepool we know:

Age Well

Healthy life expectancy

Healthy life expectancy at birth - Male
The average number of years a person would expect to live in good health

57.60 years



Healthy life expectancy at birth - Female
The average number of years a person would expect to live in good health

58.8 years



Healthy life expectancy at 65 - Male

9.1 years



Healthy life expectancy at 65 - Female

10.5 years



Dementia

Estimated prevalence of dementia 65+

6.40%

Estimated dementia diagnosis rate

77.40%

NHS

Isolation

Percentage of adult carers 65+ who have as much social contact as they would like

39.50%

ASCOF

Reablement support

Percentage of people aged 65 and over who were still at home 91 days after discharge from hospital into reablement services

80.10%

Our Principles

Tackling inequalities

Health inequalities are unfair and avoidable differences in health across the population, and between different groups within society. These include how long people are likely to live, the health conditions they may experience and the care that is available to them.

The conditions in which we are born, grow, live, work and age can impact our health and wellbeing. These are sometimes referred to as wider determinants of health.

Empowering local communities – The voice of local communities is at the centre of our decision-making

Communities, both place-based and where people share a common identity, have a vital contribution to make to health and wellbeing. Community life, social connections and having a voice in local decisions are all factors that underpin good health, however inequalities persist and too many people experience the effects of social exclusion or lack social support.

Shared responsibility

The Joint Health and Wellbeing Board will ensure a shared responsibility with partners to collectively deliver a range of functions and services that protect, promote and improve the public's health. With a growing number of challenges facing the health and care system, it is more important than ever in order to improve health outcomes and reduce health inequalities.

Integrated approaches

The Joint Health and Wellbeing Board will work with partners as integrated care is essential to improving outcomes for people who use health and social care services – with a focus on prevention, better outcomes and reducing health inequalities.

Building health

Where we live can shape our health, including how long we can expect to live, but inequalities between local areas restrict people's opportunities to live a healthy life. By improving things like access to good-quality jobs, homes and making healthy food more accessible we can make a difference to our communities.

What people said

We held a Big Conversation to find out people's thoughts and ideas about the type of place they wanted Hartlepool to be in the future. In the context of health and wellbeing, this is what they told us:

The Big Conversation ran for 12 weeks from 22nd November 2023 until 14th February 2024 and we had over 1,600 engagements with residents, our employees and partners from the public, private, voluntary, community and social enterprise (VCSE) sectors. This was through online and in person events.

Summary of responses included:



What do you think is going well in Hartlepool?

Having easy access to the outdoors, nature and green spaces is a big benefit of living in Hartlepool, although some felt we don't make enough of these. People also liked that there is a strong VCSE sector in Hartlepool with a support group or charity to help with every need. They also felt that there is a really strong, friendly community who support each other in adversity. Though some felt community cohesion was declining.

What would make Hartlepool a better place to live?

People were very concerned about the impact of drugs both from a health perspective and also in terms of associated crime and anti-social behaviour, which many people said made them feel unsafe and reduced their enjoyment of outdoor spaces. A stronger stance on drugs in Hartlepool would be welcomed. Additionally, people felt that they could make more use of our outdoor spaces for exercise and wellbeing if they were safer, cleaner, better maintained and had more facilities. Difficulties in accessing local healthcare, particularly GPs, dentists and hospital services, was also an area of major concern.





How can we work together to make a difference?

People wanted agencies to work together more closely, share information more and to see action being taken. They also felt that agencies should involve residents and young people more in decision-making. In terms of actions; people wanted to see more availability of better quality housing, particularly in the social and private rental sectors. They also wanted actions to reduce inequalities (particularly in relation to poverty, warm homes, healthy diets and healthy lifestyles). Disabled respondents said they wanted Hartlepool to be more disabled-friendly, especially in terms of accessible/adapted housing, transport and access to services.

What would help to improve your health and wellbeing?

The two key areas that people highlighted were that they wanted a greater range of leisure activities (including more affordable activities and more availability in the evenings and at weekends – note “leisure” does not just mean sport and many different activities were mentioned). They said that this would improve their health and fitness as well as allow them to make and maintain social connections and stay independent. The second area was they wanted better and easier access to health services, particularly increased availability of GP appointments and NHS dentists. Easier access to mental health services was also mentioned.



Our priorities

Starting Well – All Children and young people living in Hartlepool have the best start in life.

We Will:

- Work together to improve the mental health outcomes of the children and young people of Hartlepool
- Ensure every child has the 'Best Start' in life
- All children, whatever age, are supported in order to prepare them to start school and are ready to learn
- Work together to tackle childhood poverty
- Ensure Hartlepool is a safe place for children and families to grow and thrive
- Ensure that all services are person centred and family focused
- A focus on prevention and shifting to a social determinants of health approach
- Increase the uptake of childhood vaccinations

Live well – People live healthier and more independent lives, for longer

We Will:

- Reduce the numbers of people taking up and continuing to smoke
- Reduce the numbers of people using substances and work to reduce the number of substance-related deaths
- Promote access to good nutrition and access to physical activity opportunities including green spaces in order to reduce levels of obesity
- Work with partners to address levels of anti-social behaviour and violent crimes
- Grow the numbers of businesses engaged in addressing workplace health
- Promote mental and physical health, and prevent ill health
- Work together so more families will be living in decent homes with good opportunities for work
- Develop a coordinated approach to community resilience
- Work to address the health impacts of poverty

Age well – People live healthier and more independent lives, for longer

We Will:

- Support people with a long-term health condition to manage their condition
- Fewer older people will feel socially isolated, and more will be actively participating in community life
- Provide early prevention and detection, and coordinated care in older age
- Reduce the numbers of people who experience falls, and those who do will be enabled to feel confident and remain independent
- Support people to remain independent and able to make decisions about the health and social care services they receive
- Increase the opportunities for older people to participate in physical activity
- Include and support people in their end-of-life care choices

Cross Cutting

Resilient, sustainability communities

Healthy and sustainable places and communities – we will ensure that our communities and places have the right building blocks for health in place to build stronger, more resilient communities to ensure we support those conditions necessary for people to be healthy adopting a culture of health which encompasses a broader vision of what it means to be healthy, extending beyond health care to include work, family, and community life.

Life Course Approach

The life course approach is an approach to understand people's life's over time and across generations and helps us to understand and explain health and disease patterns and the impact of early life and life transitions on health outcomes from birth to death and is critical in improving health and health equity.

Wider determinants of health approach

The wider determinants of health are a diverse range of social, economic and environmental factors which influence people's mental and physical health. Variation in these factors is an important driver of the health inequalities.

Measure of Success – Delivering the Strategy and Monitoring Impact

The Joint Health and Wellbeing Strategy will inform an action plan which will involve partners and stakeholders.

This will be monitored by the Joint Health and Wellbeing Board which meets quarterly. The board will also produce an annual report demonstrating progress against priority areas.

A local outcomes frame work will be used to monitor impact and change.

References

ⁱ <https://www.england.nhs.uk/about/equality/equality-hub/national-healthcare-inequalities-improvement-programme/core20plus5/>

<https://www.england.nhs.uk/about/equality/equality-hub/national-healthcare-inequalities-improvement-programme/core20plus5/core20plus5-cyp/>

ⁱⁱ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768979/A_guide_to_community-centred_approaches_for_health_and_wellbeing_full_report_.pdf#:~:text=There%20is%20extensive%20evidence%20that%20connected%20and%20empowered,a%20positive%20impact%20on%20people%E2%80%99s%20health%20and%20wellbeing.

ⁱⁱⁱ https://assets.publishing.service.gov.uk/media/5d0759f1e5274a0b82d62f2f/Quality_in_public_health_shared_responsibility_2019.pdf

^{iv} <https://www.health.org.uk/infographic-what-makes-us-healthy>

^v <https://www.gov.uk/government/publications/health-profile-for-england-2018/chapter-6-wider-determinants-of-health>

FINANCE AND POLICY COMMITTEE

7TH APRIL 2025



Subject: EQUALITY OBJECTIVES
Report of: Managing Director
Decision Type: Key Decision - General exception notice applies

1. COUNCIL PLAN PRIORITY

Hartlepool will be a place:
- where people are enabled to live healthy, independent and prosperous lives.
- where those who are vulnerable will be safe and protected from harm.
- of resilient and resourceful communities with opportunities for all.
- that is connected, sustainable, clean and green.
- that has an inclusive and growing economy.
- with a Council that is ambitious, fit for purpose and reflects the diversity of its community.

2. PURPOSE OF REPORT

- 2.1 Finance and Policy Committee are requested to agree interim Equality Objectives for the Council, a specific requirement of the Public Sector Equality Duty.

3. BACKGROUND

- 3.1 Through the Public Sector Equality Duty the Council has a requirement to publish Equality Objectives at least once every 4 years. Since the Council's first equality objectives were published in April 2012 they have been based on the strategic objectives set out in the Council Plan. By doing this the Council intended to demonstrate that equality and diversity was a core part of what we do as an organisation and not an add on activity.

- 3.2 Finance and Policy Committee were notified in September 2024 that the Executive Leadership Team intended to change this approach and develop more specific Equality Objectives that would sit within the Council Plan and underpin the agreed priorities. It was noted that they would be developed over the coming months and be based on a review of the available evidence and consultation with our local communities. The intention was that this approach would provide more specific focus on areas of the most significant disparity where there were identified gaps and areas of concern or under-representation in our activities.
- 3.3 In the meantime, the Recovery Coordinating Group has been leading a multi-agency response to the civil unrest that was experienced on 1st August 2024. Part of the recovery grant that was allocated to Hartlepool in response to the unrest is being used to support a comprehensive engagement process and the development of a Cohesion Strategy for Hartlepool. Belong: Social Cohesion and Integration Network are leading this work with local Voluntary and Community Sector organisations and engagement from all sectors.

4. EQUALITY OBJECTIVES

- 4.1 It is recognised that the work Belong are supporting the Council and its partners to undertake will be very important in informing the Council's equality objectives for the future. However, as it is 4 years since the last Council Plan, and the Council's equality objectives, were agreed the Council has a legal duty to agree new equality objectives. It is proposed therefore, that Finance and Policy Committee agree interim equality objectives which will be reviewed and updated following the conclusion of the Belong work.
- 4.2 The Council's Equality, Diversity and Inclusion Officer Group have used the findings from the Big Conversation and the scrutiny investigations into accessibility and poverty to develop the following interim equality objectives:
- We will make Hartlepool a safe and welcoming place for people from diverse communities.
 - We will ensure that our services and information are easily accessible by everyone, including those with additional needs.
 - We will develop our knowledge and understanding of our communities.
 - We will act as an Equality, Diversity and Inclusion ambassador.
 - We will be an equitable employer.
- 4.3 An update on the progress made by the Council against these interim objectives will be provided within the annual Equality, Diversity and Inclusion report to Finance and Policy Committee.

- 4.4 Following the conclusion of the Belong work and the development of the Community Cohesion Strategy the Council's Equality, Diversity and Inclusion Policy and Equality Objectives will be revisited and updated versions will be brought back to Finance and Policy Committee for agreement.

5. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	Failure to consider equality, diversity and inclusion issues is a significant risk as the Council has a legal duty as established by the Equality Act 2010. The Equality and Human Rights Commission is the regulatory body responsible for enforcing the Equality Act 2010 and they have a range of legal and enforcement powers available to them. Ultimately, failure to consider EDI may lead to reputational damage and financial penalties.
FINANCIAL CONSIDERATIONS	There are no additional financial implications of this report however as noted above failure to consider EDI may lead to financial penalties for the Council.
SUBSIDY CONTROL	No implications.
LEGAL CONSIDERATIONS	<p>The Council has a legal duty under the Equality Act 2010 to:</p> <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act. • Advance equality of opportunity between people who share a protected characteristic and those who do not. • Foster good relations between people who share a protected characteristic and those who do not. <p>The Council has a legal duty (Public Sector Equality Duty) to publish one or more equality objectives every 4 years.</p>
CHILD AND FAMILY POVERTY	The EDI Policy identifies that in the Council's approach to EDI. It is recognised that poverty relates to individuals as well as children and families. Therefore, inequality related to poverty and disadvantage will be considered within the delivery of the interim Equality Objectives.
EQUALITY AND DIVERSITY CONSIDERATIONS	This report includes proposed interim Equality Objectives for agreement which have been developed with the aim of improving the lives of Hartlepool's residents with protected characteristics.

STAFF CONSIDERATIONS	No implications.
ASSET MANAGEMENT CONSIDERATIONS	No implications.
ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	No implications.
CONSULTATION	The Council's Equality, Diversity and Inclusion Officer Group has used community consultation through the Big Conversation and the scrutiny investigations into accessibility and poverty to inform the development of the proposed interim Equality Objectives.

6. RECOMMENDATIONS

- 6.1 Finance and Policy Committee are requested to agree the proposed interim Equality Objectives for the Council as set out in paragraph 4.2.

7. REASONS FOR RECOMMENDATIONS

- 7.1 Finance and Policy Committee have overall responsibility for the equality and diversity as set out in the Constitution and the Council has a duty to publish one or more equality objectives at least every 4 years.

8. BACKGROUND PAPERS

- 8.1 Annual Equality, Diversity and Inclusion Update report to Finance and Policy Committee, 16th September 2024.

9. CONTACT OFFICERS

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Sign Off:-

Managing Director	Date: 24 March 25
Director of Finance, IT and Digital	Date: 24 March 25
Director of Legal, Governance and HR	Date: 24 March 25

FINANCE AND POLICY COMMITTEE

7TH APRIL 2025



Subject: COUNCIL PLAN 2030
Report of: Managing Director
Decision Type: Key Decision - General exception notice applies

1. COUNCIL PLAN PRIORITY

Hartlepool will be a place:
- where people are enabled to live healthy, independent and prosperous lives.
- where people will be safe and protected from harm.
- of resilient and resourceful communities with opportunities for all.
- that is connected, sustainable, clean and green.
- that has an inclusive and growing economy.
- with a Council that is ambitious, fit for purpose and reflects the diversity of its community.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to present the proposed Council Plan 2030 for approval and to seek agreement from the Committee to the proposed performance management arrangements for the Council Plan. The report also provides the latest Strategic Risk Register for information.

3. BACKGROUND

- 3.1 Finance and Policy Committee at their meeting on 18th September 2023 agreed the process for developing the new Council Plan including a Borough-wide Big Conversation consultation and engagement exercise. The final survey and the detailed consultation and engagement plan were developed by a Steering Group of Officers from across the Council and were agreed by the Executive Leadership Team on 24th October 2023.

- 3.2 The Big Conversation launched on 22nd November 2023 and ran for 12 weeks until 14th February 2024. Finance and Policy Committee received a progress update at their meeting on 19th February 2024 and the final findings report at their meeting on 25th June 2024.
- 3.3 Also at their meeting on 25th June 2024, Finance and Policy Committee agreed to renew the strategic priorities for the new Council Plan and the development of a new Performance Assurance Framework.

4. COUNCIL PLAN 2030

- 4.1 Since the summer the Executive Leadership Team (ELT) have been further developing the Council Plan and the overall Performance Assurance Framework for the Council. This has taken place alongside the development of several other areas for the Council including our Transformation Programme, budget preparations, new website and branding review exercise. Following the General Election in July 2024 there have also been changes to national priorities which we have been taking time to understand and incorporate into our plans.
- 4.2 In light of the above, ELT have reviewed the proposed priorities agreed by Committee in June and sought to simplify them as follows:

Hartlepool will be...

... a place where people live healthier, safe and independent lives. (People)

... a place that is connected, sustainable, clean and green. (Place)

... a place that is welcoming with an inclusive and growing economy providing opportunities for all. (Potential)

... a place with a Council that is ambitious, fit for purpose and reflects the diversity of its community. (Organisation)

- 4.3 The proposed Council Plan is included as **Appendix 1**. This outlines the Council's priorities for the next 5 years, up to 2030, for each of the strategic priorities. It also sets out how the Council's performance will be monitored through the Performance Assurance Framework and how this will be considered by Elected Members and shared with residents. Finance and Policy Committee are requested to consider and agree the proposed Council Plan 2030.

5. STRATEGIC RISK REGISTER

- 5.1 The Strategic Risk Register sets out the key strategic risks that the Council faces and sits alongside the Council Plan to form part of the Performance Assurance Framework of the Council. Risks within the SRR have been reviewed and the latest full version of the SRR is attached as Appendix for Finance and Policy Committee's information.

6. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	<p>An updated Risk Management Framework was agreed in October 2024 and this ensures that appropriate arrangements are in place for the management of the Council's key strategic risks. Embedding the identification and management of risk supports the achievement of our Council Plan and provides assurance to elected members that these risks are being appropriately managed. The Strategic Risk Register forms part of the Performance Assurance Framework for the Council.</p> <p>The Strategic Risk Register is monitored regularly to enable early identification and reporting to Members of any emerging risks which might prevent delivery of the strategic priorities identified in the Council Plan. The Strategic Risk Register has been reviewed and refreshed as set out in Appendix 2.</p>
FINANCIAL CONSIDERATIONS	The Council Plan is prepared alongside the Medium-Term Financial Strategy and the 5-year Capital Plan as three parts of a single plan to ensure the links between the three are strengthened. In addition, effective risk management arrangements should help improve the use of valuable and limited financial resources.
SUBSIDY CONTROL	No implications.
LEGAL CONSIDERATIONS	Whilst there are no legal requirements to have a Council Plan it is good practice to have one in place.
CHILD AND FAMILY POVERTY CONSIDERATIONS	The priorities identified in the Council Plan include work to reduce child and family poverty within Hartlepool. A Child and Family Poverty Impact Assessment has been included as Appendix 3 .
EQUALITY AND DIVERSITY CONSIDERATIONS	The strategic priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool including those with protected characteristics. An

	Equality Impact Assessment has been included as Appendix 4.
STAFF CONSIDERATIONS	No implications.
ASSET MANAGEMENT CONSIDERATIONS	No implications.
ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	No implications.
CONSULTATION	The new Council Plan has been informed by the Big Conversation, an extensive, 12-week, consultation and engagement exercise between November 2023 and February 2024. This consultation included Elected Members through a dedicated Members Seminar in January 2024.

7. RECOMMENDATIONS

- 7.1 Finance and Policy Committee are requested to:
- consider and agree the proposed Council Plan 2030 and the associated performance monitoring arrangements as set out in Appendix 1;
 - note the latest Strategic Risk Register as set out in Appendix 2.

8. REASONS FOR RECOMMENDATIONS

- 8.1 Finance and Policy Committee have overall responsibility for Performance and Risk Management and the Council Plan.

9. BACKGROUND PAPERS

- 9.1 Developing the new Council Plan 2024-2029 – Proposed timetable and first stage consultation process report to Finance and Policy Committee on 18th September 2023.

Developing the new Council Plan 2024-2029 – Progress Update report to Finance and Policy Committee on 19th February 2024.

Developing the new Council Plan 2024-2029 report to Finance and Policy Committee on 25th June 2024.

10. CONTACT OFFICERS

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Sign Off:-

Managing Director	Date: 24 March 2025
Director of Finance, IT and Digital	Date: 24 March 2025
Director of Legal, Governance and HR	Date: 24 March 2025



Council Plan 2030

Introduction from the Leader and Managing Director of the Council

Welcome to our Council Plan which sets out our vision for Hartlepool in 2030 and the priorities that we will be focussing on over the next 5 years.

As a Council we deliver a wide range of services everyday including:

People	<ul style="list-style-type: none"> • Supporting older people and adults with disabilities, sensory loss or mental health needs to live independent fulfilled lives. • Providing housing advice and supporting those who are rough sleeping, homeless or at risk of homelessness. • Supporting education, early years and children with special educational needs. • Keeping children safe and families together. • Working with communities to support health and wellbeing. • Supporting unpaid carers. • Responding to concerns about anti-social behaviour and community safety.
Place	<ul style="list-style-type: none"> • Maintaining our local roads and transport infrastructure, parks and open spaces. • Collecting bins and providing recycling services. • Supporting culture, museums and visitors. • Delivering capital projects to regenerate the Borough. • Providing cemeteries and crematorium facilities. • Delivering sport and leisure activities and venues. • Providing Community Hubs and library services.
Potential	<ul style="list-style-type: none"> • Encouraging economic development and growth of businesses. • Delivering learning and skills opportunities. • Supporting residents into employment.

We aim to ensure that we deliver services which meet the needs of our community now and improve Hartlepool for future generations.

Our plan has been formed around the views of residents who engaged with The Big Conversation at the end of 2023, as well as the manifesto upon which we were elected.

Despite the challenges from over a decade of cuts forced onto us by the previous national government, alongside increasing levels of need for some of the most

vulnerable in our community, we are optimistic and hopeful about the future. We continue to lobby our MP for a fairer funding system which recognises the levels of need that we have here in Hartlepool.

Since May 2024 we have listened to resident's views and abolished the booking system for the waste disposal site. We've worked hard to increase opportunities for member of the public to engage with the council by changing half of all meetings to after 5pm, inviting members of the Parish councils to sit on committees, and we've cut councillor's Special Responsibility Allowances.

We're making great progress on the Highlight Leisure Centre, implementing a Landlord Licensing scheme and bringing some of our looked after children back into the care of the council.

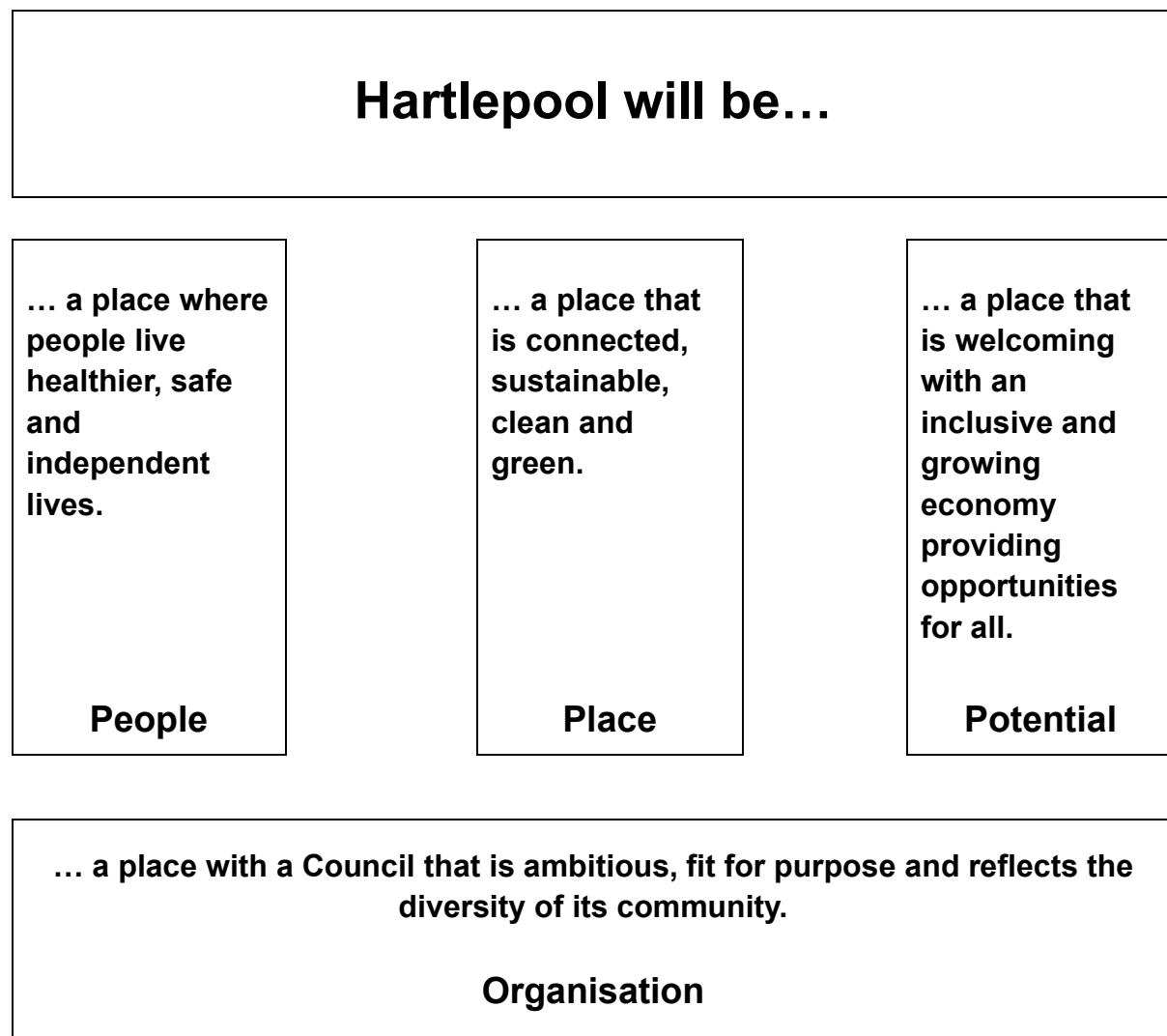
We are proud of our achievements so far, and despite the challenges, remain optimistic about the future for our Borough.

This plan sets out what else we need to deliver over the next few years and we have confidence we will deliver.

Cllr Brenda Harrison
Leader of the Council

Denise McGuckin
Managing Director

Our Vision for the future of Hartlepool in 2030



The following pages set out our priorities for the next five years which will help us to achieve our vision.

Hartlepool will be a place where people live healthier, safe and independent lives. (PEOPLE)

Our priorities for the next 5 years will be...

- Working with our partners to reduce poverty and to minimise the impact of poverty on our residents.
- Helping people understand what they are entitled to so that they can access the benefits they are eligible to receive by supporting the training and development of our workforce and partnership working with Voluntary, Community and Social Enterprise (VCSE) organisations.
- Working with our schools and academy trusts to ensure we have strongly performing schools that serve children well and improve their future life chances across all key stages.
- Meeting the needs of children with special educational needs in a local school wherever possible unless specialist provision is in their best interests.
- Providing seamless, high-quality services to children and their families that are responsive to need and enable them to achieve and thrive.
- Transforming our multi agency early help system to support children to remain safely within their families, have their needs met and reduce reliance on statutory specialist services.
- Providing a children's social care system that supports children and young people and their families and helps them to stay together in loving homes, be safe and uses the family network to help families experiencing problems.
- Reducing the number of victims of domestic abuse by being part of a multi-agency system where victims are protected and provided with support that meets their needs.
- Delivering the Community Safety Strategy bringing together strategic partners to focus on tackling anti-social behaviour, including off-road bikes, and reducing serious violence within Hartlepool.
- Delivering the Drug and Alcohol Strategy and reducing the number of drug and alcohol related deaths.
- Reducing the number of residents who smoke through the delivery of the Tobacco Control Strategy.
- Delivering new cycle schemes across the Borough to encourage residents to live healthier and more active lives.
- Delivering targeted health improvement campaigns and interventions to improve the health and wellbeing of local people.

- Put in place interventions to start to tackle the inequalities in life expectancy and healthy life expectancy.
- Supporting local employers to create cultures that value the health and wellbeing of their workforce and wider community through the Better Health at Work Award.
- Working together with partners to develop local, accessible services and opportunities for residents to increase their physical activity including the Highlight Active Wellbeing Hub.
- Delivering an Adult Social Care information and advice offer promoting wellbeing and independence and making people aware of what's already available in the community. Expanding this to include digital and technology solutions that allow people to self-serve, such as online financial assessment.
- Providing or commissioning high quality adult social care services that are safe, timely, responsive and person-centred, and enable people to be supported by well trained and appropriately skilled staff.
- Focussing on early action and support that promotes care closer to home and prevents avoidable admissions to hospital and to permanent residential care.
- Delivering an approach to safeguarding adults that meets the needs of adults who are most at risk of abuse or neglect.
- Supporting opportunities for local people to volunteer and improve their confidence, skills, and experience and to contribute to the local community.
- Increasing the literacy skills of adults for life and work, by realising the ambition of the Hartlepool Literacy Taskforce.
- Engaging residents in learning to increase their skills, confidence and raise their aspirations through the delivery of Hartlepool Employment and Skills Strategy.
- Continuing to develop our Community Hubs, providing opportunities for people to access support and services.
- Supporting our communities to be strong, resilient, empowered and inclusive.

Hartlepool will be a place that is connected, sustainable, clean and green. (PLACE)

Our priorities for the next 5 years will be...

- Meeting local need, reducing homelessness and improving the supply of good quality housing through the delivery of the Housing and Homelessness Strategy.
- Tackling empty commercial and residential properties and combating tenants causing anti-social behaviour, and landlords who allow it.
- Increasing the number of houses owned by the Council and the range of social housing options available to those residents who need homes for social rent.
- Delivering the Town Deal Programme including the Wesley Chapel and reimagining Middleton Grange Phase 1.
- Transforming the Museum of Hartlepool and Wingfield Castle into vibrant, welcoming spaces telling the story of Hartlepool.
- Developing Hartlepool Waterfront into a visitor destination providing leisure, culture and heritage opportunities with improved access from the town centre, along Church Street and into the Marina.
- Displaying our artistic treasures for the people of Hartlepool.
- Creating a new waste transfer station within the Borough providing a more efficient approach to waste collection.
- Increasing recycling rates through the introduction of food waste collections and education with residents on the benefits of recycling.
- Delivering the A19 / Elwick Road / North Lane Junction and Elwick Road / Hartlepool Western Link Project reducing pressure on our existing A19 junctions and improving access into Hartlepool.
- Making improvements to key junctions in the local road network ensuring a more reliable and efficient bus network and better connectivity across the town.
- Delivering the Net Zero Strategy and reducing carbon emissions by the Council.
- Ensuring our parks and coastline are welcoming, community led and thriving green and blue spaces.

Hartlepool will be a place that is welcoming with an inclusive and growing economy providing opportunities for all. (POTENTIAL)

Our priorities for the next 5 years will be...

- Developing a thriving production village surrounding the film and tv studios which provides opportunities for supply chain businesses and improved employment opportunities.
- Increasing the number and range of businesses within Hartlepool and building opportunities for our young people to have great jobs and careers through the Inclusive Growth Strategy and regeneration schemes.
- Supporting our local supply chain to benefit from the opportunities created by the Council and its partners through public contracts.
- Embedding our approach to social value so that it is simpler for SMEs bidding for Council opportunities, supports cultural alignment with major suppliers and maximises the positive impact on our communities.
- Developing a Community Wealth Growth initiative to stimulate investment, create jobs and keep Hartlepool's money in Hartlepool.
- Working in partnership with North Tees and Hartlepool NHS Foundation Trust through the Health & Social Care Academy to increase the range of qualifications in health disciplines and promote social care as a career choice.
- Supporting the partnership with Hartlepool College of Further Education and delivery partners through the Civil Engineering Skills Academy – Hartlepool, to increase the range of qualifications and apprenticeships in fabrication, welding, construction and civils and promote engineering as a career choice.
- Delivering bespoke employer led programmes based on the skills needs and priorities of local employers to create a skilled workforce.
- Supporting Hartlepool residents with complex barriers to employment get back into work through the national 'Connect to Work' programme, improving the employment rate, and improving economic activity.
- Working collaboratively with Tees Valley Combined Authority (TVCA) and the Hartlepool Development Corporation to bring investment into the Borough.

Hartlepool will be a place with a Council that is ambitious, fit for purpose and reflects the diversity of its community. (ORGANISATION)

Our priorities for the next 5 years will be...

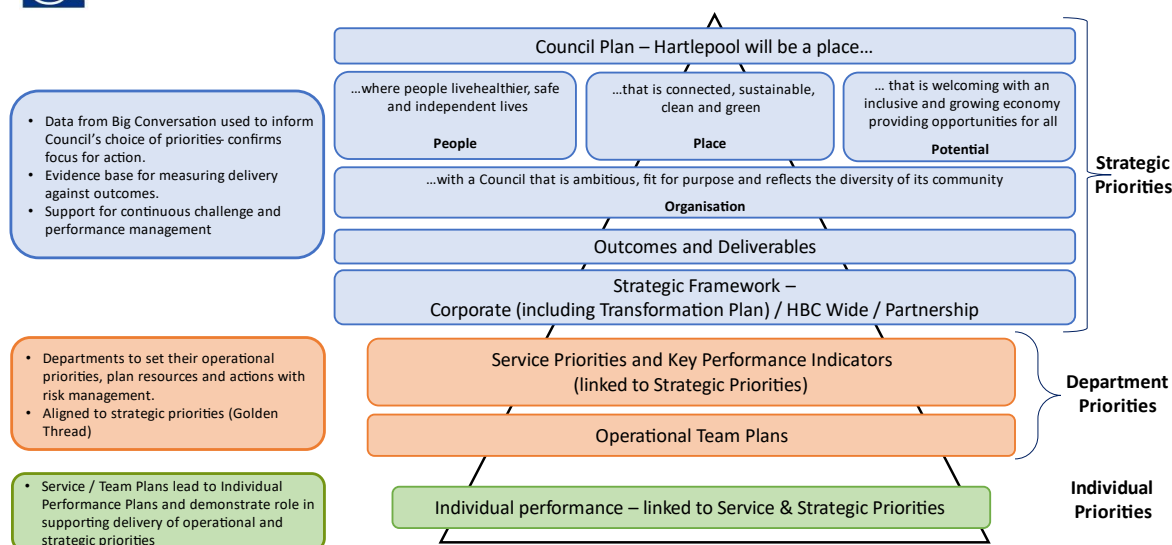
- Ensuring the council is financially sustainable, with a balanced Medium Term Financial Plan, and annual accounts that are timely, accurate, true and fair.
- Continuing to lobby central government for a fairer funding system that recognises the level of poverty and need that we have here in Hartlepool.
- Reviewing the senior officer structure to ensure maximum efficiency.
- Reforming our electoral system to make savings and bring stability to the Council.
- Bringing together stakeholders from all sectors through the Hartlepool Partnership to drive a shared strategic vision.
- Developing a Residents Forum to ensure the views of local people are heard.
- Delivering accessible communications which are aligned to the priorities of the Council and our communities.
- Providing a Council website that is accessible and becomes the default option to contact the council.
- Implementing a digital and IT transformation strategy that will continue to evolve and ensure that we have a modern, fully enabled and efficient workforce.
- Transforming the Council into a modern, data informed organisation where data empowers us to make informed decisions, enhance service quality, foster community engagement, optimise resource allocation, plan for the future, embrace innovation and promote transparency.
- Delivering a strategic and operational workforce plan which enables the Council to focus resources on key skills to support talent growth, apprenticeship planning, succession planning, recruitment and retention and risk management in the workforce and support strategic workforce planning.
- Supporting the health and wellbeing of our workforce.
- Ensuring our workforce has the foundations to deliver and develop the best service performance possible for the benefit of the Hartlepool community.
- Undertaking a review of Council buildings and assets to ensure that they meet the needs of residents and the organisation now and in the future.

How we monitor Council performance

The Council has a Performance Assurance Framework which brings together all the strategies and plans that we have in place across the whole organisation.



HBC Performance Assurance Framework



The Council Plan sits at the top of our Framework because it sets out the top strategic priorities for the Council.

This is underpinned by our Strategic Framework. These are the other corporate-level strategies that provide greater detail for key themes such as transformation, economic growth, community safety, health and wellbeing or finance. It includes strategies that are shared with strategic partners and those that are only relevant to the Council. See appendix 2 for the full list.

Our aim is to ensure that we have a streamlined process where performance information is shared in the right place, with the most appropriate audience. For the Council Plan that will be with Finance and Policy Committee. Other performance information may be more appropriate to go to a different Policy Committee, a Partnership Board such as the Safer Hartlepool Partnership or the Health and Wellbeing Board, Audit and Governance Committee, or an officer group such as our Departmental Management Teams. We will ensure that the information presented to the identified audience is relevant and sufficient to enable oversight of our work whilst upholding the principle of openness and transparency.

As a Council we monitor our performance through our Performance Assurance Framework using performance indicators (PIs), actions and risks.

Performance indicators

To assess our progress and service performance we have four types of performance indicators:

- Council Plan Key Performance Indicators – these are our headline indicators which are chosen to provide Elected Members, Senior Leaders and our residents with a clear picture of our progress towards achieving our Council Plan vision. See appendix 3 for the list.
- Strategic Framework Key Performance Indicators - these are indicators which provide a clear picture of our progress towards achieving the corporate-level strategies within our Strategic Framework including our Health and Wellbeing Strategy or Transformation Plan.
- Departmental Key Performance Indicators - these are indicators which provide a clear picture of our progress on our departmental priorities and help demonstrate how well our services are performing.
- Organisational Health Performance Indicators – these are indicators which are chosen to provide Elected Members and Senior Leaders with a clear picture of how the organisation is functioning. For example, employee sickness, complaints and customer contacts.

Actions

In some areas we have agreed action plans which set out what we will deliver, by when and who will be responsible for delivering it. These often relate to specific projects or programmes of activity.

Risks

It is important that we identify and manage risk in our activities. We have a Risk Management Framework which outlines our approach to risk management. Risks are identified throughout the Council and are regularly reviewed by Managers. Each Department collates its own risk register and the most significant risks are included on our Strategic Risk Register which is overseen by the Executive Leadership Team.

In addition to assessing our performance ourselves we are also subject to a range of external inspection frameworks and audits such as Ofsted and the Care Quality Commission.

How we will report progress on the Council Plan

Finance and Policy Committee will receive an update on the Council Plan each quarter. Each report will focus on one area of priority:

- People
- Place
- Potential
- Organisation

These updates will include the latest position on the Council Plan Key Performance Indicators, an update from Senior Leaders on progress, achievements and challenges and an updated Strategic Risk Register.

An Annual Report will also be produced each year summarising the Council's achievements and this will be shared more widely with our residents.

Appendix 1 - The Big Conversation

The Big Conversation was launched in November 2023 because as a Council we wanted to hear how people felt about Hartlepool and to understand what mattered to them. Over 12 weeks the Big Conversation gave people the space to share their thoughts and ideas about the type of place they want Hartlepool to be in the future.

We sought to engage as many people as possible in the Big Conversation including residents, employees and partners from the public, private, voluntary, community and social enterprise sectors. In total there were over 1,600 engagements including:

- 662 public survey responses (including paper, online and easy read versions)
- 48 business survey responses
- 149 responses to the quick poll
- 522 postcard responses
- 266 attendances registered at face-to-face discussions supported by officers from the Council
- 18 face-to-face discussions held by the Council or other public, voluntary, community and social enterprise partner organisations

The Big Conversation confirmed what is important to residents of Hartlepool and the emerging themes identified were unsurprising as they remained consistent with other consultation and engagement activities that have been undertaken in recent years. The findings from the Big Conversation have been used to inform the development of this Council Plan and key points that were raised have been reflected in the Plan as follows:

What people said	How that's reflected in the Council Plan
Action not words – they felt that the Council had the right priorities but that it was not always clear what was going to be delivered so that they could hold the Council to account. They also wanted to see things being delivered on the ground rather than talked about.	The priorities in the Council Plan have been simplified into People, Place, Potential and Organisation with clear activities identified for delivery in the next 5 years.
Reduce crime and anti-social behaviour	Activity to reduce crime and anti-social behaviour is included within the People priority on pages 9 and 10.

What people said	How that's reflected in the Council Plan
Everyone should feel safe – comments related to community safety and also that it shouldn't just be those who are identified as vulnerable who feel safe.	Safe is now included within the People priority on pages 9 and 10 and covers everyone not just those identified as vulnerable.
Jobs and employment opportunities – improving the types of jobs available in Hartlepool so that people don't move away and attracting new employers in.	Activity to improve the types of jobs available in Hartlepool and attracting new employers is included within the Potential priority on page 12.
Clean the town – comments related to the local environment including litter and weeds.	Activity to improve the local environment is included within the Place priority on page 11.
Facilities, services and opportunities for children and young people – giving our children and young people things to do to and opportunities to have successful futures within Hartlepool.	Activity related to opportunities for children is included within the People priority on pages 9 and 10.
Transport – across Hartlepool and between Hartlepool and the Tees Valley / wider region.	Connected is now included in the Place priority on page 11 to provide a focus on improving transport and access within and beyond Hartlepool.
Council Tax – concerns around how much Council Tax costs and the services that the average resident receives.	Activity related to the Council's financial sustainability, including lobbying for fairer funding, and communications about the services that the Council provides are included within the Organisation priority on page 13.

Appendix 2 – Strategies in the Strategic Framework

Adult Social Care Strategy	Inclusive Growth Strategy
Capital Strategy	Indoor Facilities and Playing Pitch Strategy
Carers Strategy	Local Area Inclusion Plan (SEND)
Children in Our Care	Local Council Tax Support Scheme
Children’s Safeguarding Partnership Published Arrangements	Local Plan
Community Hub Strategy	Medium Term Financial Strategy (MTFS)
Community Cohesion Strategy*	Net Zero Strategy
Community Safety Plan	Poverty Strategy
Domestic Abuse Strategy	Substance Misuse Strategy
Early Intervention Strategy	Teeswide Safeguarding Adults Board Strategic Business Plan
Education Improvement Plan	Tobacco Control Strategy
Equality, Diversity and Inclusion Policy	Transformation Plan
Hartlepool Employment and Skills Strategy	Treasury Management Strategy
Hartlepool Volunteer Strategy	Workforce Strategy
Health and Wellbeing Strategy	Youth Justice Strategic Plan
Heritage Strategy	
Housing Strategy	

* To be developed

Appendix 3 - Council Plan Performance Indicators

People	<p>Poverty - exact indicator(s) TBC</p> <p>Key Stage 2 performance</p> <p>Key Stage 4 performance</p> <p>Number of schools considered to be serving children well through inspection - TBC following change to Ofsted ratings</p> <p>Healthy life expectancy</p> <p>Smoking - long term quit dates at 12 weeks</p> <p>Engagement and reach of Community Hubs</p> <p>Engagement and reach of family hubs</p> <p>Number of victims and repeat victims of domestic abuse</p> <p>Rates of children in need per 10k population</p> <p>Rates of children subject to a child protection plan per 10k population</p> <p>Rates of children in our care per 10k population</p> <p>Ofsted inspection outcomes of regulated services</p> <p>Substance misuse treatment numbers - Opiates</p> <p>Substance misuse treatment numbers - Alcohol</p> <p>Substance misuse completions - Opiates</p> <p>Substance misuse completions – Alcohol</p> <p>Overall Satisfaction of people who use service with their care and support</p> <p>Overall satisfaction of Carers with social services</p> <p>The proportion of people who use services and Carers who find it easy to find information about services</p> <p>Proportion of people who use adult social care services who say that those services have made them feel safe and secure</p> <p>Admissions of older people to residential and nursing care per 100,000 population</p> <p>% of Commissioned Services rated 'Good or Outstanding' by the Care Quality Commission</p>
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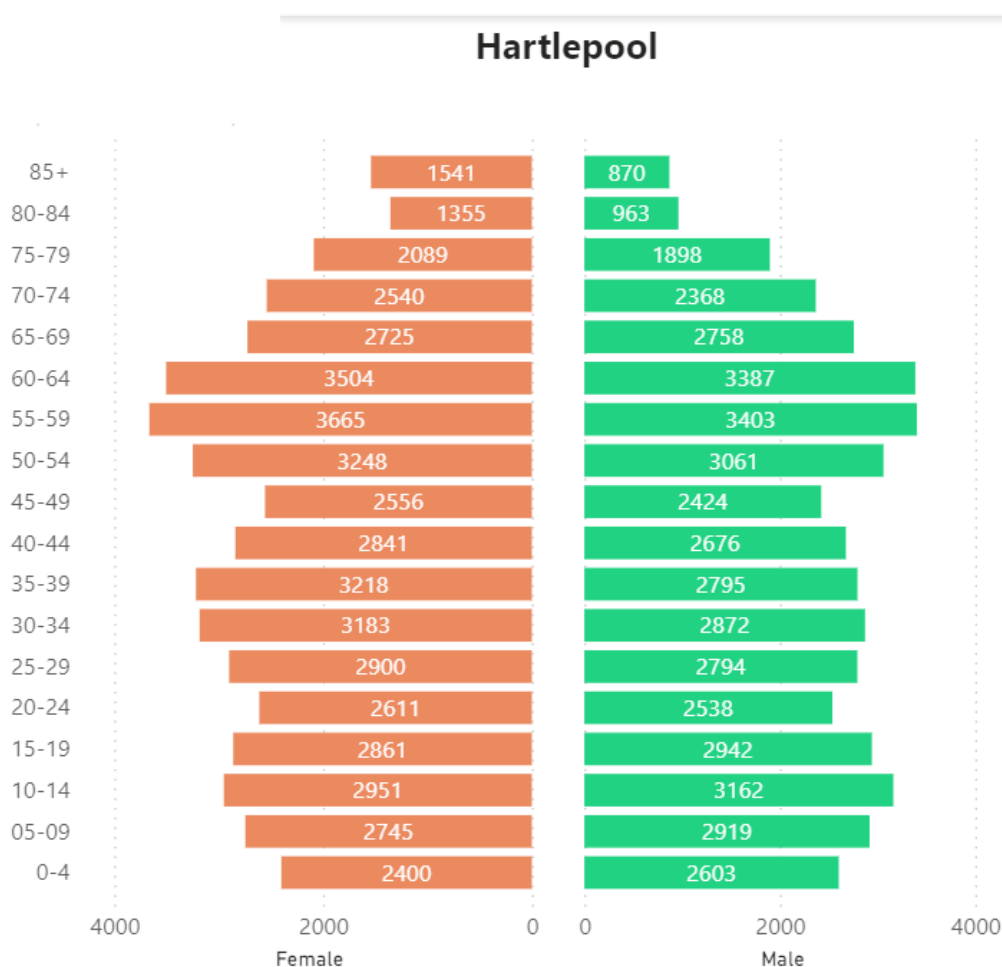
Place	Homeless presentations Housing waiting lists Rough sleepers Environmental health action to tackle dangerous tenancies Build rates including increasing capacity of social housing Number of properties in the Housing Revenue Account Greenhouse gas emissions from HBC estates, operations and services (in tonnes of CO ₂ e) Household waste recycling rate Recycling contamination rate
Potential	Overall number of businesses in Hartlepool Business deaths Employment rate Unemployment rate Value of the visitor economy (STEAM) Visitor numbers (STEAM) Percentage of the population with Level 2 or higher qualification (5 or more GCSEs or equivalent) Percentage of Council spend that goes to local suppliers
Organisation	Number of transactions delivered digitally Annual balanced budget agreed by Council A Medium-Term Financial Plan that is sustainable Annual accounts produced to statutory deadline and that are determined by External Auditors to be “true and Fair”

Appendix 4 - About Hartlepool Factfile

(in the final published version this will be displayed in an infographic style around the 3 pillars)

People:

- Total Population = 95,336 (ONS 2023 Mid-Year Population Estimate), 3.1% higher than in 2023.
- Number of households = 40,930 (Census 2021), 1.2% higher than in 2011.



- Ethnicity / English not as main language
- All Ofsted regulated Children's Services provided by the Council are judged as good or better.
- 95.6% of Commissioned Adult Social Care Providers rated 'Good or Outstanding' by the Care Quality Commission.

- 87.8% of adults with learning disabilities supported to live at home.

Place:

- Over 2 million domestic bins emptied each year.
- Over 14,000 streetlights maintained.
- 356 Council Houses
- Green Flag awards for Ward Jackson Park and Summerhill Country Park
- Seaside Award for Seaton Carew beach
- Carbon reduction
- £135,000 – 2023 average house price
- Capital programme / Regeneration investment

Potential:

- 2,165 businesses in Hartlepool (December 2023)
- £31,584 median gross annual pay for full time workers who are residents and £32,947 for workplaces

The challenges we face:

People

- Poverty / Fuel poverty / Deprivation
- Homelessness and waiting lists for social housing
- Health inequalities and low life expectancy
- 13.5% Smoking rate
- Substance misuse
- Domestic abuse rate = 44.2 per 1,000 population over 16 years old (2022/23)

- Children looked after rate = 164 per 10,000 children aged under 18 years old (2023/24)
- Projected growth in the number of residents aged over 65 years old and over 85 years old

Place

- 30.10% of household waste sent for reuse, recycling and composting (2022/23)
- 368 miles of footpath and 256 miles of road to maintain

Potential

- Employment rate / Unemployment rate
- Business
- 14.7% with a Level 2 qualification (5 or more GCSEs or equivalent)
- Skills gap



Strategic Risk Register

January 2025

Risk Scoring Matrix:

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)	AMBER (4)	RED (8)	RED (12)	RED (16)
	PROBABLE (3)	GREEN (3)	AMBER (6)	RED (9)	RED (12)
	POSSIBLE (2)	GREEN (2)	AMBER (4)	AMBER (6)	RED (8)
	HARDLY EVER (1)	GREEN (1)	GREEN (2)	GREEN (3)	AMBER (4)

Please note:

This Strategic Risk Register (SRR) is the first version to use the new risk capture form and therefore looks a little different to the previously published versions of the SRR.

HBC Strategic Risk Register

No.	Risk Title	Risk Score	Risk Owner
1	Finance - Failure to deliver a balanced budget for 2025/26 and sustainable Medium Term Financial Strategy (MTFS) leading to a reduction in services provided, damage to reputation and negative impact on the community.	RED 12	James Magog Director of Finance, IT and Digital
2	Workforce - The skills, expertise, wellbeing, performance and overall size of the workforce available may not be sufficient to support the overall aims of the organisation resulting in the failure to deliver services.	AMBER 6	Hayley Martin Director of Legal, Governance and HR
3	Communication and Engagement – Failure to deliver effective communication, consultation and engagement could impact adversely on the Council’s reputation and ability to deliver plans and strategies.	AMBER 6	Bev Bearne Assistant Director – Development and Growth
4	Health and Safety - Failure to comply with Health and Safety legislation and ensure appropriate risk controls are in place to ensure the health, safety and wellbeing of individuals at work and those who may be affected by our act or omission.	RED 12	Sylvia Pinkney Assistant Director – Regulatory Services
5	Information Governance and Cyber Security - Failure to comply with legislation and ensure appropriate system safeguards to ensure the confidentiality, integrity and availability of personal and corporate information and data leading to data loss, cyber-attacks, legal proceedings and significant financial penalties.	RED 8	James Magog Director of Finance, IT and Digital
6	Information Technology – Failure to provide a resilient and responsive ICT infrastructure leading to ineffective service delivery or the loss of services.	RED 8	Laura Griffiths Assistant Director –Customer Services and IT

No.	Risk Title	Risk Score	Risk Owner
7	Children and Young People – Failure to improve life chances and provide opportunities for education for children and young people particularly those whose circumstances make them vulnerable to poor outcomes.	RED 9	Sally Robinson Executive Director of Children’s and Joint Commissioning Services
8	Drugs and Alcohol – Failure of the drugs and alcohol addiction services to prevent, treat and provide recovery for those with substance misuse problems in Hartlepool.	AMBER 6	Craig Blundred Director of Public Health
9	Safeguarding children – Failure to protect children and young people from harm and promote their welfare.	RED 12	Laura Gough Assistant Director - Children and Families
10	Market failure and sufficiency of provision (Adults) – Provider failure within residential or non-residential care leading to insufficient capacity to support vulnerable adults appropriately.	AMBER 6	John Lovatt Assistant Director - Adult Social Care
11	Adult Safeguarding – Failure to protect an adult’s right to live in safety, free from abuse and neglect.	AMBER 6	John Lovatt Assistant Director - Adult Social Care
12	Access to Leisure, Community and Preventative services - Failure to engage the at risk population in preventative, cultural, leisure and community based activities could impact on demand led services.	RED 9	Gemma Ptak Assistant Director - Preventative and Community Based Services
13	Highways and Flood Defences – Failure to maintain the Borough Highway infrastructure and protect areas from flooding risks could impact on the economy and quality of life.	AMBER 6	Kieran Bostock Assistant Director – Neighbourhoods

No.	Risk Title	Risk Score	Risk Owner
14	Community Safety - Failure to provide a safer Hartlepool where residents and visitors can live free from crime, fear of crime and anti-social behaviour could impact on quality of life and tourism.	AMBER 6	Sylvia Pinkney Assistant Director – Regulatory Services
15	Waste Management - Council are unable to collect and dispose of all household waste within existing financial resources.	RED 9	Kieran Bostock Assistant Director – Neighbourhoods
16	Business Continuity - Failure to provide Council services as a result of disruption to the normal day to day activities.	RED 8	Sylvia Pinkney Assistant Director – Regulatory Services
17	Economic Regeneration – Failure to encourage regeneration, support enterprise, reduce unemployment and grow new and existing businesses could impact adversely on the sustainability of Hartlepool.	AMBER 6	Bev Bearne Assistant Director – Development and Growth
18	Housing – Failure to address the housing requirements of the borough and provide affordable, high-quality housing.	RED 9	Bev Bearne Assistant Director – Development and Growth / Kieran Bostock Assistant Director – Neighbourhoods / Sally Robinson Executive Director of Children’s and Joint Commissioning Services

No.	Risk Title	Risk Score	Risk Owner
19	Adult Social Care - Workforce, system and financial pressures within the NHS may negatively impact on Adult Social Care and the broader Council by placing unrealistic expectations on Adult Social Care to assess and provide services to vulnerable and ill people earlier.	RED 8	John Lovatt Assistant Director - Adult Social Care
20	Market failure and sufficiency of provision (Children's) – Failure within the children's care or education sector to provide sufficient foster care, special school and residential care that can meet the needs of children leading to insufficient capacity to support vulnerable children appropriately.	RED 9	Rebecca Stephenson - Assistant Director - Early Intervention, Performance and Commissioning / Laura Gough - Assistant Director – Children and Families / Amanda Whitehead – Assistant Director – Education
21	Home to School Transport – Failure to deliver home to school transport services leads to the Council being unable to discharge statutory duties resulting in possible legal challenge.	AMBER 6	Kieran Bostock Assistant Director – Neighbourhoods
22	0-19 Service – Failure to provide sufficient health visiting and school nursing services to meet the needs of children leading to increased safeguarding concerns.	RED 9	Craig Blundred Director of Public Health

RISK TITLE:	Finance - Failure to deliver a balanced budget for 2025/26 and sustainable Medium Term Financial Strategy (MTFS) leading to a reduction in services provided, damage to reputation and negative impact on the community.	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
Insufficient government funding leading to the necessity to deliver greater savings, cuts and efficiencies.	Potentially a significant impact on service delivery and achievement of Council objectives.	A three year Medium Term Financial Strategy including the Capital Strategy in order to demonstrate the financial position of the Authority.
Council Tax not increased in line with government referendum limits including the Adult Social Care precept.	Loss of reserves leading to reduced investment income, increased borrowing costs and overall reduction in financial resilience.	Ongoing monitoring of the revenue budget position, reserves and delivery of savings and efficiency targets.
Individual service pressures for example rising costs and numbers relating to looked after children; increasing demands on Adults’ services.	Potential redundancies and associated costs.	In year measures introduced to reduce spend and safeguard use of reserves.
Higher national pay awards, interest rates and / or inflation than forecast.	Reputational damage with our communities and partners, but also regionally and nationally.	Budget Manager training to increase awareness of Council’s financial position and an introduction to new Budget Management Guidance document.
Permanent reduction in business rates base – e.g. Power Station and impact of current economic conditions.	Increased risk of entering the Exceptional Financial Support mechanism or Section 114 notice in the near term.	Maximise and safeguard income for the council, including effective treasury management strategy, debt recovery, maximise funding opportunities.
Impact of inflation on capital programme costs and other service delivery across the Council.		Timely and effective financial performance reporting and monitoring.
		Good understanding and interpretation of changes to funding regimes and analysis of the Government annual budget statements.
		Robust governance framework.

Political uncertainty – national and local and associated short term funding decisions		<p>Compliance with relevant accounting principles and standards to satisfy legislative and regulatory requirements.</p> <p>Capital programme monitoring arrangements in place.</p> <p>Increased information to members to aid awareness and understanding of financial position.</p>
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TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X
Information Governance	
People (Internal/External)	X
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				RED 12
	POSSIBLE (2)				
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	James Magog – Director of Finance, IT and Digital
DIVISION	Corporate and Financial Services
DEPARTMENT	Finance, IT and Digital Department

DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Being prepared to respond quickly to future changes	Agree savings programme for 2025/6.	Managing Director	February 2025
	Delivery of Transformation Programme	Director of Finance, IT and Digital	March 2026

RISK TITLE:	Workforce - The skills, expertise, wellbeing, performance, and overall size of the workforce available may not be sufficient to support the overall aims of the organisation resulting in the failure to deliver services.	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<p>The necessity to deliver savings and efficiencies has resulted in a reduced workforce.</p> <p>Loss of experienced staff due to retirement, ill health, lack of development opportunities or due to concerns about job security caused by continuing reductions in staffing levels.</p> <p>Recruitment and selection difficulties; attracting applicants to the public sector/Local Government.</p> <p>Recruitment and retention difficulties resulting from an inability to compete in the local/national labour markets if pay levels continue to be suppressed.</p>	<p>Failure to maintain staffing levels, and failure to develop staff performance/Council services, resulting in reduced service delivery impacting on the lives and wellbeing of the Hartlepool community.</p> <p>Increased workloads leading to inefficiencies, increased sickness absence and impact on staff wellbeing and general discontent.</p> <p>Reputational damage.</p> <p>Failure to attract and maintain external contracts resulting in reduced income generation.</p>	<p>Availability of up to date HR policies and procedures, in line with legislative requirements and the strategic aims of the Council.</p> <p>A Workforce Strategy to underpin the Council Plan aims that supports the development of the workforce, improves wellbeing and engagement, provides a focus on strategic and service workforce planning, frameworks to support the measuring of workforce performance and overall builds a strong Council identity.</p> <p>Improve recruitment and retention of quality staff to ensure that the organisation has the necessary knowledge, skills and experience to achieve its objectives.</p> <p>Support the development of Apprenticeships, volunteering opportunities and work experience within the Council.</p> <p>Accurate and timely payment of all employee salaries and administration of all deductions from pay.</p> <p>Administration of pension service.</p> <p>Advisory services providing advice, guidance and support in all employment matters to resolve issues and prevent employee relations difficulties.</p> <p>Support provided to the programme of organisational and structural change being delivered to meet the financial challenge, including service reviews and redundancies.</p>

		<p>Trade Union negotiation, consultation and maintaining effective employee relations across the Council.</p> <p>Reporting Key Performance Indicators, for example Sickness Absence and turnover. Undertaking an annual employee survey.</p> <p>Management of Health and Wellbeing contracts, including Occupational Health and Counselling to support the wellbeing of the workforce preventing and supporting the management of sickness absence.</p> <p>Management and administration of employee benefits.</p> <p>Workforce planning, including continued integration of the Council's values and behavioural standards, succession planning, pay and reward.</p> <p>Employee development and engagement to further enhance the skills and capacity of our workforce including leadership and management development, workforce development and engagement strategies.</p> <p>Support the development of the Council's Digital Strategy through My View and HR Dashboard for employee and managers to access and manage employee information.</p> <p>Support the health of the workforce through the Council's Health & Wellbeing of the Workforce Programme.</p> <p>Utilise market forces supplements where the criteria is met under the Council's terms and conditions of employment (in the absence of funding a full pay and grading review). Report on concerns and actions to monitor recruitment and retention across the Council to the Executive Leadership Team.</p> <p>Implement and develop the North East Jobs recruitment platform with NEREO to reach a wider audience. Keep promoting the national Local Government Recruitment Campaign 'Make a difference'.</p>
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		Maintain and Develop the HBC Jobs and Careers webpage to improve recruitment to difficult to fill vacancies.
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5.3 Appendix 2

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X
Information Governance	
People (Internal/External)	X
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				
	POSSIBLE (2)			AMBER (6)	
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	X
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	Hayley Martin - Director of Legal, Governance and HR
DIVISION	HR
DEPARTMENT	Legal Governance and HR
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	January 2026

RISK TITLE:	Communication and Engagement – Failure to deliver effective communication, consultation and engagement could impact adversely on the Council’s reputation and ability to deliver plans and strategies.	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
Failure to respond effectively to public relations / media. Poor partnership working and media relations. Lack of marketing and communication skills. Unavailability of appropriate equipment and technology. Not effectively engaging with the public so that their views are heard. Negative news stories coming from poor local performance. Failure of staff and elected members to uphold the Nolan principles (In particular the principle of accountability where holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.)	Poor image, public discontent and reputational damage. Failure to attract investment and visitors to the town leading to loss of jobs and/or economic hardship. Difficulties in attracting and retaining staff. Poor staff morale and employee engagement. Lack of engagement from media companies	Development of a corporate Communications Strategy which will lead to development of an Annual Communications and Campaigns Plan. Renewal of Council’s main website to ensure provision of access to Council services and updates complies with accessibility legislation and up to date information. Brand Refresh due for completion in the Spring of 2025 will help improve perceptions and reputation of the Council. Ongoing website and social media including Facebook, Instagram and Twitter development. Proactive communications. HR policies and procedures (Code of Conduct, Values). Internal communications and staff engagement work including development of the Staff Hub Public engagement and consultation activities including Face the Public events and the Your Say online consultation platform.

		Horizon scanning for key themes emerging from public and tackling through proactive communications.
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TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X
Information Governance	X
People (Internal/External)	X
Governance	X

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				
	POSSIBLE (2)			AMBER (6)	
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - <i>the risk to another party</i>	
Tolerate – <i>the risk and its likely impact</i>	X
Terminate <i>stop doing activity generating risk</i>	
Treat – <i>the risk to reduce likely impact or exposure</i>	X

RESPONSIBLE OFFICER	Beverley Bearne - Assistant Director – Development and Growth
DIVISION	Development and Growth
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	January 2025

NEXT REVIEW DATE (Quarterly or Annual)	January 2026
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RISK TITLE:	Health & Safety - Failure to comply with Health and Safety legislation and ensure appropriate risk controls are in place to ensure the health safety and wellbeing of individuals at work and those who may be affected by our by act or omission.	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
Non-compliance with legislation, government guidance and best practice standards	Risk to life, including: Fatality, injury, ill health	Corporate Health and Safety Policy
Failure to maintain corporate Health and Safety Policy standards	Prosecution under the Health and Safety at Work Act 1974, The Regulatory Reform (Fire Safety) Order 2005, the Occupiers' Liability Act for breach of statutory duty and accompanying regulations.	Accompanying Health and Safety Policies
Poorly communicated policies and procedures leading to senior leaders, managers and employees not being aware of their individual Health and Safety roles and responsibilities	Costs arising from other enforcement actions.	Employing a qualified Health, Safety and Risk Manager and Health and Safety team to provide advice and assistance to ensure that directors, manager and employees are aware of their responsibilities under health and safety legislation and to ensure that health and safety standards are adequately maintained.
Lack of incident reporting and a low near miss to accident reporting ratio	Fees for intervention by enforcing authority, such as the HSE. Currently £154 per hour.	Corporate and departmental operational H&S committees to ensure that managers and trade union representatives are consulted on matters of health and safety.
Failure to correctly monitor employees health for those exposed to hazardous substances such as HAVS	Torte of negligence (Civil Claim).	Agenda item Health & Safety on DMT meetings each quarter and AD Regulatory services attends to provide update.
Lack of available resources to manage health and safety on day to day basis	Fines from prosecution, maximum fine is unlimited; custodial sentences, up to a maximum of 18 years for gross negligence manslaughter; indirect incurred legal costs.	ELT oversight in place through quarterly reporting arrangements.
Lack of suitable training for staff appropriate to the level of the requirements to manage health and safety at work	Insurance costs; compensation award; excess payments, levied by the insurance company; raised insurance premiums.	An online incident reporting system including near miss reporting system
Lack of suitable work place maintenance programmes and condition surveys	Costs to the reputation of Hartlepool Borough Council.	

Lack of suitable health and safety audits, fire risk assessment and inspection programmes to identify health and safety risks across the work force	<p>Indirect costs such as costs arising from investigations, retraining and developing systems.</p> <p>Loss of income.</p> <p>Costs arising from loss or damage of plant or property</p>	<p>H&S training catalogue, available through the workforce development programme and free to all employees</p> <p>Induction checklist with H&S instructions</p> <p>H&S audit programme conducted by the HS&R team to ensure that H&S performance standards are maintained</p> <p>Unannounced site safety inspections conducted by the H&S team to ensure compliance with safety legislation</p> <p>Director appointed to provide resources for H&S safety</p> <p>Monitoring in place for high risk actions including HSE improvement notice actions.</p>
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TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	
Reputation	X
Information Governance	
People (Internal/External)	X

Governance					
CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				RED (12)

	POSSIBLE (2)				
	HARDLY EVER (1)				
DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW					
Transfer - the risk to another party					
Tolerate – the risk and its likely impact					

Terminate stop doing activity generating risk	
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Treat – the risk to reduce likely impact or exposure	X
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RESPONSIBLE OFFICER	Sylvia Pinkney - Assistant Director – Regulatory Services
DIVISION	Regulatory Services
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2026

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Regular reporting to Finance and Policy Committee on performance.	Establish reporting framework for Finance and Policy Committee.	Assistant Director – Regulatory Services	July 2025
Improved follow-up and reporting on Health and Safety actions from audits.	Explore available IT systems to monitor progress on Health and Safety actions from audits.	Assistant Director – Regulatory Services	May 2025

RISK TITLE:	Information Governance and Cyber Security - Failure to comply with legislation and ensure appropriate system safeguards to ensure the confidentiality, integrity and availability of personal and corporate information and data leading to data loss, cyber-attacks, legal proceedings and significant financial penalties.	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
Non-compliance with legislation and best practice standards. Human error. Deliberate attack. System failure. Spoofing. Lack of Investment in cyber security tools and monitoring. Resource Allocation - Underinvesting in cyber security measures, training, and talent acquisition.	If the Council does not effectively manage personal data, a penalty of up to £17.5m or 4% of total annual worldwide turnover (whichever is higher) may be levied by the Information Commissioner. Detrimental impact on end user/customer. Service disruption. Potentially major reputational damage.	Compliance with legislation and information publication requirements. Information management policies, strategies, processes and procedures and associated staff training (mandatory). Data Security and Protection (DPS) Toolkit. Regular monitoring of information governance by Corporate Information Governance Group with all Department’s represented and chaired by an Assistant Director. Mandatory for all staff to undertaken IG training once a year. Cyber Security Strategy in place. Automatic email encryption where TLS certificates exist. Encryption of removable media – laptops, tablets, USB devices. Security of our system monitored by NEC and reported to HBC monthly through Operations Board. Monthly meetings with NEC re cyber security. Monthly review of ICT risk register and threat landscape. Regular phishing campaigns for all staff and Members.

		<p>Information security incident management process incorporating lessons learned improvement action plans.</p> <p>Internal arrangements for the secure disposal of information through shredding.</p> <p>Secure file transfer between HBC and its partner organisations.</p> <p>Robust security processes for the introduction and use of Microsoft 365 including Teams and SharePoint.</p> <p>Business continuity arrangements in place covering availability of information systems.</p> <p>Cyber security is a standing item on the agenda for the corporate Business Continuity Group.</p> <p>Regular application of security patches and updates to system with a monthly weekend window to carryout updates to the estate.</p> <p>Support accessed from external bodies (DLUHC and LGA) to review and ensure our approach to cybersecurity and information governance is up to date with current best practice.</p> <p>Annual PSN test, submission and associated accreditation.</p> <p>Adhere to NCSC guidance and best practice. Early adoption of the NCSC Cyber Assessment Framework (CAF) pilot.</p>
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TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X

Financial	X
Reputation	X
Information Governance	X

People (Internal/External)	X
Governance	X
CURRENT RISK ASSESSMENT:	
	IMPACT

5.3
 Appendix 2

		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				
	POSSIBLE (2)				RED (8)

HARDLY EVER (1)				
DEALING WITH RISKS USING THE FOUR T’S: TICK RELEVANT BOX BELOW				
Transfer - the risk to another party				
Tolerate – the risk and its likely impact				

Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	James Magog - Director of Finance, IT and Digital
DIVISION	Customer Services and IT
DEPARTMENT	Finance, IT and Digital Department
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Cyber Security Response informs Disaster Recovery Plan.	Agree draft Disaster Recovery Plan with Business Continuity Group and I.T. provider (NEC).	Director of Finance, IT and Digital	March 2025

RISK TITLE:	Information Technology - Failure to provide a resilient, flexible and responsive ICT infrastructure leading to ineffective service delivery or the loss of services.	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
Out of date equipment, software and technology. Lack of robust disaster recovery, business continuity and cyber-crime plans. Environmental threats. Power outages. Failure of Telco infrastructure. Lack of CICT staff knowledge and expertise. Lack of general ICT knowledge and expertise of all staff. Poor user awareness of threats. Failure to protect our ICT assets. Poor contract management of outsourced ICT service and/or collapse of provider. Lack of suitable ICT provider. Lack of investment in necessary IT infrastructure and replacement of legacy systems.	Negative impact on productivity and availability of services. Failure to ensure security of personal data. Failure to comply with legislation.	Relevant information security policies and training in place. Self-help/training videos on intranet support staff 24/7 Monthly Operations Board meetings with NPS to monitor Contract and Service issues Dedicated and skilled CICT Team / NEC managed contract Implementation of Microsoft E5 licensing model to bring in further resilience and large suite of products. Cloud first, where appropriate, to move reliance from traditional data centre model to dedicated cloud services. Quarterly Contract Management Board - manages contract at strategic level Work with Combined Authority to review regional connectivity resilience. ICT/Digital Strategy and associated 3-5 Year prioritisation and financial plan in development. Monthly meetings with NEC re cyber security. Monthly review of ICT Risk register and threat landscape.

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TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X
Information Governance	
People (Internal/External)	X
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				
	POSSIBLE (2)				RED (8)

DEALING WITH RISKS USING THE FOUR T’S: TICK RELEVANT BOX BELOW	
Transfer - <i>the risk to another party</i>	
Tolerate – <i>the risk and its likely impact</i>	
Terminate <i>stop doing activity generating risk</i>	
Treat – <i>the risk to reduce likely impact or exposure</i>	x

RESPONSIBLE OFFICER	Laura Griffiths, Assistant Director –Customer Services and IT
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DIVISION	Customer Services and IT
DEPARTMENT	Finance, IT and Digital Department
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Brick Methodology	Using the Brick Methodology with NEC to support Risk Management and provide more detail to support overarching corporate risks. Reviewed with internal audit.	Laura Griffiths	April 2025

RISK TITLE:	Children and young people - Failure to improve life chances and provide opportunities for education for children and young people particularly those whose circumstances make them vulnerable to poor outcomes		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	

<p>Failure to promote life chances for a child or young person due to:</p> <ul style="list-style-type: none"> Lack of investment and/or public sector cuts impacting upon capacity of schools, health services and local authorities to deliver services that meet need and improve life chances. Lack of educational opportunities Lack of access to community health services Lack of opportunities to develop life skills 	<p>Ineffective support and opportunities for children can result in significant implications for the future life chances, increasing the risk of them being dependent on the state throughout their adult life, for example:</p> <ul style="list-style-type: none"> Worklessness Mental health needs Drug and alcohol dependency Entering the criminal justice system. 	<ul style="list-style-type: none"> Education Improvement Strategy and DfE Priority Investment Area Education support services for vulnerable pupils Child and Family Poverty Strategy and Plan 0-19 service and pathways Early help and support Family Hubs Using all opportunities to influence policy makers on impact of austerity for children and young people in Hartlepool.
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TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	
Reputation	X
Information Governance	
People (Internal/External)	
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLECTIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)			RED (9)	
	POSSIBLE (2)				
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	X
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	

RESPONSIBLE OFFICER	Sally Robinson
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DIVISION	Children's and Joint Commissioning Services
DEPARTMENT	Children's and Joint Commissioning Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Refresh and deliver Education Improvement Plan	Implement refreshed Education Improvement Plan through Education Partnership Align and target resources to vulnerable children	Assistant Director Education	March 2025
Statutory guidance for promoting schools attendance (from August 2024)	Implement requirements of the local authority as outlined in statutory guidance to improve school attendance	Assistant Director Education	March 2025
SEND Improvement Plan	Deliver year two of the SEND transformation plan to support inclusion and meet children with SEND needs in mainstream settings wherever possible Deliver SEND Regional Change Partnerships Programme	Assistant Director Joint Commissioning Assistant Director Education	March 2025
Review Health and Wellbeing Strategy	Implement Starting Well (Health and Wellbeing Strategy) to provide children with the best start in life 0-19 pathways regularly reviewed	Director of Public Health	March 2025

Early Help	Roll out year two family hubs model Implement Workforce programme for Early Help workforce	Children's and Joint Commissioning Services Departmental Management Team	March 2025
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RISK TITLE:	Drugs and Alcohol - Failure of the Drugs and Alcohol addiction services to prevent, treat and provide recovery for those with substance misuse problems in Hartlepool		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	
<ul style="list-style-type: none">• Failure to break intergenerational cycles of drug and alcohol misuse in Hartlepool• Failure of the service to fully engage with the at a risk population• Failure of the service to deliver an evidenced based model of treatment and addiction recovery• Failure to increase capacity, resources and expertise to meet the level of need• Insufficient funding available to continue work.	<ul style="list-style-type: none">• Continuing increase in the prevalence of substance misuse in Hartlepool leading to Increased prevalence of ACEs, children suffering significant harm and crime• At risk population do not receive appropriate levels of treatment and behavioural support with increasing numbers failing to achieve a sustained recovery• Increased incidence of drug related deaths.	<ul style="list-style-type: none">• Health and Wellbeing Board• Safer Hartlepool Partnership• Systematic review of Drug Related Deaths (DRD) and ongoing review of the process with key learning reported to the strategic governance group• 0 to 19 service and pathways• Agreed strategy for substance misuse with clear vision, objectives and outcomes identified. This strategy is performance monitored and managed by the strategic governance group• Ongoing monitoring of externally funded programmes• Prioritising funding when considering public health budgets.	

5.3 Appendix 2

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	
Reputation	X
Information Governance	
People (Internal/External)	X
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				
	POSSIBLE (2)			AMBER (6)	
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	Craig Blundred – Director of Public Health
DIVISION	Public Health
DEPARTMENT	Children's and Joint Commissioning Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	January 2026

RISK TITLE:	Safeguarding children - Failure to protect children and young people from harm and promote their welfare		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	
Failure to protect a child or young person and promote their welfare due to: <ul style="list-style-type: none">Increased demand and consequent capacity within the services to respond.Increased complexity of need.Failing in policies/ procedures.Failure in partnership working.Lack of the required skills, knowledge, expertise and resources within the service to meet need.	<ul style="list-style-type: none">Ineffective safeguarding leaves children at risk of harm.Children and young people do not experience safe, consistent, stable care, leading to increased risks of poor adult outcomes.Significant implications for reputation of the organisation.Difficulty in identification and securing specialist placements / high cost.	<ul style="list-style-type: none">Policies and procedures in place regularly reviewed and updatedMaintain workforce stability and skills mix to provide effective social care servicePerformance Management and Quality assurance cycleManagement oversight and supervisionWorkforce Development programmeStaff BriefingsHSSCPEffective commissioning arrangements with clear service specifications and robust and regular monitoring and reviewOfsted Inspection of Local Authority Children’s Services	

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	
Reputation	X
Information Governance	

People (Internal/External)		X			
Governance					
CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLECTIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				

	PROBABLE (3)				RED (12)
	POSSIBLE (2)				
	HARDLY EVER (1)				
DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW					

Transfer - the risk to another party		Terminate stop doing activity generating risk	
Tolerate – the risk and its likely impact	X	Treat – the risk to reduce likely impact or exposure	

RESPONSIBLE OFFICER	Laura Gough - Assistant Director Children and Families
DIVISION	Children and Families
DEPARTMENT	Children's and Joint Commissioning Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Continuous improvement in assessment planning, implementation and review of the needs of children and young people	Performance management in place with audits cycle to review practice	Assistant Director Children and Families	March 2025
	Managers oversee performance within their teams through PowerBI dashboard, Heads of Service oversee performance with monthly score card, and quarterly ChAT tool	Assistant Director Children and Families	March 2025
	Workforce development to maintain practice standards and continuous learning and development	Assistant Director Children and Families	March 2025

RISK TITLE:	Market failure and sufficiency of provision (Adults) - Provider failure within residential or non-residential care leading to insufficient capacity to support vulnerable adults appropriately.	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<ul style="list-style-type: none">• Action taken by the regulator to stop a service from operating.• Provider decides to close or change focus of provision.• Provider cannot operate due to financial viability.• Provider cannot operate due to lack of appropriate workforce/ staffing.• Commissioned services not able to provide high quality services.	<ul style="list-style-type: none">• Service for vulnerable adults ceasing at short notice.• Services unavailable to meet assessed need placing people at risk of harm.• Vulnerable adults need to be moved to different provision which is detrimental to their health and wellbeing and creates significant pressure for operational services.• Insufficient provision for older people can result in increased Delayed Transfers of Care, creating pressures across the wider health and care system.• Increase in out of area placements if there is insufficient provision locally.• Non–residential provision is not able to meet need therefore vulnerable adults have to access residential care which would place significant pressure on existing provision.• Reputational damage to the Council if services cannot be provided within Hartlepool to meet local needs.	<ul style="list-style-type: none">• Regional agreement/ process to share information re: commissioned provision intelligence which highlights any emerging risks.• Regular contract meetings with providers to understand their current performance and business position.• Robust commissioning arrangements – financial checks undertaken.• Regional protocol for responding to market failure.• Good relationships with partners e.g. CCG for information to be shared to highlight any early issues that can be planned for.• Commissioning link officers for all providers – regular visits from link officers.• Good relationship with CQC – regular updates.• Bi monthly regional commissioning meetings – share best practice and intelligence on providers across the region.• Regular committee reports to inform members of market position.• High quality data and information available which if a provider closes can be used to ensure that the best provision is identified.• Development of more vigilant monitoring arrangements across operations and

		commissioning, to monitor early signs of provider failure.
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5.3 Appendix 2

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	
Reputation	X
Information Governance	
People (Internal/External)	X
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				
	POSSIBLE (2)			AMBER (6)	
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	John Lovatt - Assistant Director – Adult Social Care
DIVISION	Adult Social Care
DEPARTMENT	Adult and Community Based Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	6 months

RISK TITLE:	Adult safeguarding - Failure to protect an adult’s right to live in safety, free from abuse and neglect.		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	
Failure to protect an adult from death or serious harm as a result of increased referral activity and workload pressures, leading to either a failing in policies / procedures, personnel or partnerships.	Ineffective safeguarding has potentially critical implications for individuals (vulnerable adults, responsible officers/Members), and the reputation of the organisation.	<p>Adult safeguarding alerts / referrals are managed in a timely manner.</p> <p>We commissioned an independent review of our safeguarding arrangements in 2023 by Partners in Care & Health (Local Government Association / ADASS) and thereafter we have strengthened our safeguarding offer to respond to increased activity and demand on services.</p> <p>We have an Operational Lead for Safeguarding Adults and a Head of Service responsible for our safeguarding arrangements and in April 2024 we implemented a new approach to our working practices and re-modelled the workforce as a result of further investment via the Market Sustainability and Improvement Fund. This has helped us to address challenges and mitigate emerging risks.</p> <p>Our operational teams are fully staffed and training has been prioritised for non-professionally qualified and qualified staff, with the level of training dependent on staff’s responsibilities. Professionally qualified Social Workers are required to complete Advanced Safeguarding Training and Legal Literacy Training.</p> <p>The Teeswide Safeguarding Adults Board (TSAB) is the statutory body that sets the strategic direction for safeguarding and approves and updates all policies and procedures. HBC is represented on the Board and all sub groups and we currently chair two sub groups of the TSAB arrangements - Communication & Engagement and Safeguarding Adults Review(s).</p> <p>The Quality Assurance Framework (QAF) is completed by a number of peers from other local authorities and other statutory bodies, e.g. the Police. This is linked to the guiding principles of the Care Act.</p> <p>New legislation (Domestic Abuse Act) is now in place to help deal with the increase in domestic abuse and a Victim Care Pathway has recently been revised.</p>	

		<p>There are a range of multi-agency arrangements in place across Tees and at a local level to share information and support the safeguarding of vulnerable adults including:</p> <ul style="list-style-type: none">• Multi Agency Risk Assessment Conference (MARAC)• Multi Agency Tasking & Coordination (MATAC)• Multi Agency Public Protection Arrangements (MAPPA)• Multi-Agency Child Exploitation Meetings (MACE)• Tees Exploitation Group• Anti-Slavery Network• Vulnerable, Exploited, Missing, Trafficked (VEMT)• Integrated Community Safety Team• Prevent / Channel Panels• Providers have up to date training for their staff in identifying, dealing with and reporting Safeguarding issues, linked to an e-learning platform <p>We have recently taken a Teeswide Safeguarding Adults Board (TSAB) report to Adult Services Committee (25/01/2024) to provide assurance about our adult safeguarding arrangements.</p> <p>We have updated our High Risk Adults Panel (HRAP) procedures with the TSAB Statutory partners and implemented a new approach to supporting people with complex presentations.</p> <p>Following go live in December 2023, our Power BI Safeguarding Adults dashboard has been further developed and is now proactively used by the Head of Service to provide a dynamic and interactive view of real time data – this helps enormously with decision making and risk mitigation. This will continue to provide greater reassurance to the TSAB and help us better understand our strengths and areas for improvement.</p>
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5.3 Appendix 2

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	
Reputation	X
Information Governance	
People (Internal/External)	X
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				
	POSSIBLE (2)			AMBER (6)	
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	John Lovatt – Assistant Director - Adult Social Care
DIVISION	Adult Social Care
DEPARTMENT	Adults and Community Based Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	6 months

RISK TITLE:	Access to Leisure, Community and Preventative Services – Failure to provide a universal offer including support for those most in need in preventative, cultural, leisure and community based activities leading to an impact on demand led services.		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	
<ul style="list-style-type: none">• Unable to open and operate buildings due to building conditions.• Unable to open and operate buildings due to lack of staff resource.• Insufficient investment to sustain the safe operation of buildings and environmental assets.• Lack of investment in preventative services and financial resource being prioritised to treatment/crisis/social care services due to immediate demand/need.• No clear corporate centralised management of assets.• No effective data management system to monitor building issues.• Lack of coordinated approach to building management issues and risks.• Not considering natural environment as well as built environment.• No matrix to manage holistic risk arising from building risks and prioritisation for the resource and capacity available to remedy issues.	<ul style="list-style-type: none">• Closure of facilities and in some instances resulting in moth balling or selling/leasing to other organisations (should there be interest).• Unable to retain high quality staff to support long term delivery of services.• Unable to provide universal and/or targeted services to the whole population.• Demand will increase for treatment / crisis responses rather than investing in prevention.• Unable to open buildings in some instances in breach of legal duties (Library and Museum Act)• Loss of income• Reputational risk and customer retention• Incident occurs creating vulnerability or harm to staff or public• Imprisonment or investigation from appropriate bodies for noncompliance or negligence.	<ul style="list-style-type: none">• Planned maintenance programme.• Risk management arrangements and operating procedures• Staff training – health and safety, etc• External funding opportunities are being explored and some have been secured.• Social Capital opportunities are being explored to invest in our assets. Empowering communities to create their own opportunities.• Development of Service Level Agreements for some open spaces• Established forums and meetings to discuss issues with all relevant departments and colleagues.• Demonstrating to internal and external partners the difference preventative work can make to the economy to sustain investment in these services.	

5.3 Appendix 2

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X
Information Governance	
People (Internal/External)	X
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)			RED (9)	
	POSSIBLE (2)				
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	X
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	Gemma Ptak – Assistant Director - Preventative and Community Based Services
DIVISION	Preventative and Community Based Services
DEPARTMENT	Adult and Community Based Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:

ADDITIONAL CONTROL		WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Asset transformation solutions considered by Strategic Asset Management Group		Provision of resource for the identification of problems and possible transformation solutions utilising a risk based approach across the Councils full portfolio considered by Strategic Asset Management Group	Assistant Director – Neighbourhood Services	May 2025
RISK TITLE:	Highways and Flood Defences – Failure to maintain the Borough Highway infrastructure and protect areas from flooding risks could impact on the economy and quality of life.			
DETAILED DESCRIPTION OF CURRENT RISK:				
CAUSES - what could make it happen?		IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	
<ul style="list-style-type: none">• Lack of investment in infrastructure.• Deterioration of the highway due to extreme weather.• Escalating costs for schemes.• Loss of key personnel.• Quality of work issues.• Storm intensity exceeding the design capacity of the drainage network.• Climate Change leading to more unexpected and severe weather events such as storm surges, heavy rainfall, etc.		<ul style="list-style-type: none">• Financial.• Reputation.• Legal.• Health and safety issues where infrastructure cannot be fixed or upgraded.	<ul style="list-style-type: none">• Established inspection regimes and policies for both highways and flood/coastal protection assets.• Regular monitoring meetings with insurance officers to assess position.• Regular review on inspection frequencies in conjunction with insurance section to determine policy outcomes.• Use HBC procurement process to ensure robust costs estimates.• Work closely with contractors to ensure deliverable schemes are developed.• Existing Transport Policy in Local Transport Plan.• Programme of installation of dropped kerbs. Programme of installation of low floor bus infrastructure.• Weather warnings provided by Met Office enabling advanced planning to be undertaken.	

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X

Financial	X
Reputation	X

Information Governance	
People (Internal/External)	

Governance					
CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLECTIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				

	PROBABLE (3)		AMBER (6)		
	POSSIBLE (2)				
	HARDLY EVER (1)				
DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW					

Transfer - the risk to another party	
Tolerate – the risk and its likely impact	X
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	Kieran Bostock – Assistant Director - Neighbourhoods
DIVISION	Neighbourhoods
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	October 2024
NEXT REVIEW DATE (Quarterly or Annual)	October 2025

RISK TITLE:	Community Safety - Failure to provide a safer Hartlepool where residents and visitors can live free from crime, fear of crime and anti-social behaviour could impact on quality of life and tourism.		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?		IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<ul style="list-style-type: none">• CCTV service unable to operate without access to Civic Centre.• Lack of partnership approach by agencies.• Reduced resources within the police and fire authority.• Lack of scrutiny from Safer Hartlepool Partnership.		<ul style="list-style-type: none">• Financial.• Reputation.• Legal.	<ul style="list-style-type: none">• Other services could function with remote access to systems.• Footage could be viewed from other locations however cameras would be static.• Regular liaison with Police and Fire Brigade.• Joint working regularly carried out through the Hartlepool Community Safety Team.• All partner agencies work to same strategies in Safer Hartlepool Partnership.• Audit and Governance community safety statutory role.• Work being carried out to improve quality of CCTV images and reliability of system.

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X

Information Governance	
People (Internal/External)	
Governance	
CURRENT RISK ASSESSMENT:	
	IMPACT

		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				
	POSSIBLE (2)			AMBER (6)	

	HARDLY EVER (1)				
DEALING WITH RISKS USING THE FOUR T’S: TICK RELEVANT BOX BELOW					

Transfer - <i>the risk to another party</i>	
Tolerate – <i>the risk and its likely impact</i>	X

Terminate <i>stop doing activity generating risk</i>	
Treat – <i>the risk to reduce likely impact or exposure</i>	

RESPONSIBLE OFFICER	Sylvia Pinkney - Assistant Director - Regulatory Services
DIVISION	Regulatory Services
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	March 2025
NEXT REVIEW DATE (Quarterly or Annual)	March 2026

RISK TITLE:	Waste Management - Council are unable to collect and dispose of all household waste within existing financial resources.		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?		IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<ul style="list-style-type: none">Increased costs relating to waste disposal.Provision of new contract or re-negotiation of existing contract.Lack of contractors willing to remove certain waste products.Current Government consultation relating to waste and future implications of findings.Existing plant/equipment insufficient to meet current needs.Announcement of government’s Simpler Recycling strategy, which will require HBC to introduce food waste collections to all properties by April 2025, amongst other requirements.Uncertainty around future of the proposed Energy Recovery Facility, which will replace Suez’s Haverton Hill Energy from Waste (EfW) facility as HBC’s main waste disposal route.		<ul style="list-style-type: none">Financial.Reputational.Legal.	<ul style="list-style-type: none">Ongoing discussions with existing contractor.Procurement options being considered.Consultation response sent to Government on their proposed new strategy and the possible implications for Councils that may need further consideration.Contractors appointed to produce long term strategy and business case for Tees Valley future waste provision.Waste Management and Officer Groups established across Tees Valley.Availability of ear-marked reserves to cover budget overspend.Government will provide some funding to assist with implementation of its Simpler Recycling strategy, though details of this funding (how much, how and when allocated, etc.) have not yet been announced.Contingency planning ongoing to secure future waste disposal options.

5.3 Appendix 2

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X
Information Governance	
People (Internal/External)	
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLECTIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)			RED (9)	
	POSSIBLE (2)				
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	X
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	Kieran Bostock – Assistant Director - Neighbourhoods
DIVISION	Neighbourhoods
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	March 2025
NEXT REVIEW DATE (Quarterly or Annual)	June 2025

RISK TITLE:	Business Continuity - Failure to provide Council services as a result of disruption to the normal day to day activities	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<ul style="list-style-type: none">• Disruption to normal day-to-day activities as a result of a major incident affecting employees, accommodation, IT services or vehicles.• Service delivery partners withdrawing contracted services.• Pandemic Flu.• Major Incident declared affecting the wider community of the town.	<ul style="list-style-type: none">• Reputation.• Legal.• Financial.• Health and Safety	<ul style="list-style-type: none">• Business Continuity group coordinating arrangements for reviewing, planning and testing.• Business Continuity plans in places for services and functions.• Exercising of Business Continuity plans to ensure fit for purpose.• BC policy, plan, and terms of reference updated and agreed by EMRT• BC Exercises planned• BC group report to EMRT meetings.• Update report provided to ELT.

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X
Information Governance	

People (Internal/External)		X			
Governance					
CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLECTIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				

	PROBABLE (3)				
	POSSIBLE (2)				RED (8)
	HARDLY EVER (1)				
DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW					
Transfer - the risk to another party					

Tolerate – the risk and its likely impact		Terminate stop doing activity generating risk		Treat – the risk to reduce likely impact or exposure	X
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RESPONSIBLE OFFICER	Executive Leadership Team - ELT (Sylvia Pinkney - Assistant Director - Regulatory Services)
DIVISION	All
DEPARTMENT	All
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Effective Business Continuity Group in place with regular reporting to ELT and escalation of concerns as required.	Review the effectiveness of the feedback mechanism between the Business Continuity Group and ELT. Report to be presented to Executive Leadership Team (ELT).	Assistant Director – Regulatory Services	May 2025

RISK TITLE:	Economic Regeneration: Failure to encourage regeneration, support enterprise and improve development opportunities for new and existing businesses across the borough.	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<ul style="list-style-type: none">• Failure to secure capital/revenue funding to deliver future regeneration projects• Failure to deliver existing and future regeneration projects on time/budget• Impact of inflation on capital programme costs.• Failure for the BIS/HEC to meet their business/income targets and remain economically viable.• Failure of the Council to effectively engage with local businesses and offer appropriate advice and financial assistance.• Failure of the Tees Valley Combined Authority to effectively engage with local businesses and offer appropriate advice and financial assistance.• Failure of other publicly funded business support organisations to effectively engage and deliver appropriate advice and financial assistance.• Failure of the Council to develop and deliver activities, events and projects that directly contribute to the growth in the economy.	<ul style="list-style-type: none">• Legal and financial impacts relating to Council capital/revenue and external funding of regeneration projects and assets.• Reputational damage to the Council.• Adverse effect on local economy.	<ul style="list-style-type: none">• Ensuring the Council teams have adequate staff and resources to undertake duties effectively.• Working collaboratively with the Hartlepool Business Forum to maximise business engagement• Close monitoring of the current Regeneration Programme to identify issues/constraints/obstacles and look to positively remedy.• Capital programme governance arrangements in place with monthly reports into ELT and 6 monthly progress updates to Economic Growth & Regeneration Committee.• Continued close working relationship with the Tees Valley Combined Authority and other business support organisations.• Yearly plan of economy related interventions/activities to be undertaken and reported into Economic Growth Committee.

5.3 Appendix 2

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X
Information Governance	
People (Internal/External)	X
Governance	X

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				
	POSSIBLE (2)			AMBER (6)	
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	X
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	Bev Bearne - Assistant Director - Development and Growth
DIVISION	Development and Growth
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	January 2026

RISK TITLE:	Housing - Failure to address the housing requirements of the borough and provide affordable, high-quality housing.		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?		IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<ul style="list-style-type: none">• Imbalance in the current housing stock with existing provision skewed towards terraced/low quality dwellings.• Lack of Council owned land that can be developed for additional affordable housing provision.• Non or stalled delivery of the allocated housing sites and associated infrastructure provision identified in the Local Plan.• Downturn in the local, regional, national housing market due to economic/political changes.• Developments in the Teesmouth and Cleveland Coast Special Protection Area (SPA) not being approved for planning because they cannot demonstrate that they are nutrient neutral.• Housing Needs of the population cannot be met through current provision		<ul style="list-style-type: none">• Inability of the Council to benefit from additional New Homes Bonus (subject to Government changes of this regime).• Inability of the Council to capture additional and higher value Council Tax.• Negative economic impact in terms pf physical job creation in the construction phase but also in providing attractive living environment for economically active people.• Reduced inward migration of economically active people and the risk of outward migration to more attractive settlements.	<ul style="list-style-type: none">• Adopted Local Plan which seeks to specifically address the current and future housing requirements of the Borough via allocating appropriate land and policies that control development.• Adopting a Housing Strategy which seeks to address the housing requirements of the borough and provide affordable, high-quality housing.• Memorandum of understanding agreed with Natural England on a range of mitigation for waste water discharges which will allow developments to proceed.• Undertaking a review of all local intelligence re: housing stock/ housing quality and housing needs

5.3 Appendix 2

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	
Reputation	X
Information Governance	
People (Internal/External)	
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)			RED (9)	
	POSSIBLE (2)				
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	Bev Bearne - Assistant Director - Development and Growth Kieran Bostock - Assistant Director – Neighbourhoods Sally Robinson - Executive Director – Children’s and Joint Commissioning Services
DIVISION	Various
DEPARTMENT	Development, Neighbourhoods and Regulatory Services, Children’s and Joint Commissioning Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:				
ADDITIONAL CONTROL		WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
New Housing Strategy adopted		New Housing Strategy to be prepared and agreed by Finance and Policy Committee.	TBC	June 2025
RISK TITLE:	Adult Social Care - Workforce, system and financial pressures within the NHS may negatively impact on Adult Social Care and the broader Council by placing unrealistic expectations on Adult Social Care to assess and provide services to vulnerable and ill people earlier.			
DETAILED DESCRIPTION OF CURRENT RISK:				
CAUSES - what could make it happen?		IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	
<ul style="list-style-type: none">Continued operational pressures linked to aftermath of Covid, especially long term Covid, affecting the public and the workforce, including management of residual waiting lists linked to cancelled operations etc during CovidSignificant number of flu cases affecting the public and the workforce.Further changes to the regulatory framework we operate in linked to hospital discharges, Mental Capacity Act.Mutual aid and the NHS approach to supporting other foundation trusts.Further pressures impacting on services to people with a mental health need.Further pressures on the ambulance service and bed availability for people experiencing a mental health crisis.Any further pressures on funding of Adult Social Care.		<ul style="list-style-type: none">Adult Social Care being expected to act beyond the scope of our legal powers (ultra vires).Adult Social care being required to manage clinical interventions rather than social care issues.If the performance of Adult Social Care was negatively affected by the causes as outlined, the impact would be significant on acute hospital availability and the availability of beds to meet crisis interventions for people with a mental health need.Increased pressure on family carers, leading to carer breakdown with the potential to lead to more placements required in care homes. Leading to greater expenditure for Adult Social Care.Increased waiting times for an assessment of need, leading to greater risk to ‘life and	<ul style="list-style-type: none">We have regular, scheduled meetings with our Health colleagues to reflect on the health and social care systems response to the economic challenges that are impacting on the provision of health and social care services and pressures caused by the expansion of elective surgical operations to reduce NHS waiting lists, which inevitably increases activity across the whole system. We have agreed contingences in situ if there is a prolonged period of inclement weather, whether this be a heat wave or a ‘cold snap’.We now have a workforce strategy for Adult Social Care to enable the staff to access training and develop skills that will enable them to transfer to different parts of the Department in the event of a crisis situation.We have highlighted the potential financial pressures linked to the provision of health and social care services to the Executive	

<ul style="list-style-type: none"> Recent developments such as the introduction of the ‘Virtual Ward’ may increase demand beyond our ability to respond in a timely way. Continued industrial action by Health and Care Bodies. 	limb’ regarding the people we serve and their family carers. <ul style="list-style-type: none"> Negative implications on the finances of Adult Social Care with increased expenditure for the provision of domiciliary care expenditure as we may have to meet people’s needs earlier when they are frailer and requiring more care. Increased stress on the workforce because of the a requirement to work quicker, especially in relation to hospital discharges and deal with patients and their family members with more complex needs. This increased stress may lead to staff absence regarding short term and long term unplanned leave. Delay in planned admissions leading to complications and increased anxiety, physical and mental distress. Further social care pressure on supporting people in the community. 	Leadership Team and agreed an ongoing financial strategy with the Pooled Budget Partnership Board. With regard to the Better Care Fund (BCF) the joint priorities for the provision of health and adult social care across Hartlepool has been agreed, as has the associated funding linked to the BCF for the period 2024 – 2025. In relation to the period 2025 – 2026 we are awaiting further detail from the Government before confirming. <ul style="list-style-type: none"> Integrated Single Point of Access, regular stress testing of the system. The Virtual Ward is now in place and Adult Social Care staff work closely with health colleagues to support this. The Direct Care and Support team now offer an overnight domiciliary service to a limited number of people as part of a pilot reducing the reliance on residential care.
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TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	
Information Governance	

People (Internal/External)		X			
Governance					
CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				

PROBABLE (3)				
POSSIBLE (2)				RED (8)
HARDLY EVER (1)				
DEALING WITH RISKS USING THE FOUR T’S: TICK RELEVANT BOX BELOW				

Transfer - the risk to another party		Terminate stop doing activity generating risk	
Tolerate – the risk and its likely impact		Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	John Lovatt
DIVISION	Adult Social Care
DEPARTMENT	Adult and Community Based Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Monitoring of BCF expenditure 2024-2025	Activity and related expenditure needs monitoring to identify pressures within the health and adult social care system to mitigate risks to the Department's and broader Council's financial position.	Assistant Director – Adult Social Care Head of Strategic Commissioning – Adult Social Care Head of Finance	May 2025

RISK TITLE:	Market failure and sufficiency of provision (Children’s) – Failure within the children’s care or education sector to provide sufficient foster care, special school and residential care that can meet the needs of children leading to insufficient capacity to support vulnerable children appropriately.		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	
<ul style="list-style-type: none">• Insufficient in house provision available to meet need• Insufficient places to commission regionally and nationally that meet need and demand• Action taken by the regulator to stop a service from operating.• Provider decides to close or change focus of provision.• Provider cannot operate due to lack of appropriate workforce/ staffing.• Commissioned places not able to provide high quality services.• Complexity of need for some children is so great all providers unable to offer place as unable to meet need• Regulatory framework makes providers reluctant to offer placements to the most challenging children as worried providing placement may affect their Ofsted judgement.	<ul style="list-style-type: none">• Placements for vulnerable children ceasing at very short notice with no available alternative placements sourced.• Services unavailable to meet assessed need placing children at risk of harm.• Vulnerable children need to be moved to different provision which is detrimental to their development, education, health and wellbeing and experience repeated placement disruption.• Increase in out of area placements if there is insufficient provision locally.• Increase in need to commission places from the independent sector which creates additional budget pressures for both care and education• Reputational damage to the Council if services cannot be provided within Hartlepool to meet local needs.• Increasing number of unregulated or alternative provision packages for children.	<ul style="list-style-type: none">• Opening additional children’s homes and special school to ensure more children’s needs can be met in Hartlepool• Work with local partners to build capacity where need identified• Continued fostering campaign to increase number of foster carers able to offer homes for children in our care• Participation in regional fostering campaign and hub• Increasing school place capacity in schools in Hartlepool to meet Special Educational Needs.• Robust exploration of extended family members who can care for children within their family network• Strong relationships with providers in local area who know organisation and will seek to meet our placement needs• High level of support to children placed in independent provision including additional support to fragile placements to prevent breakdown• Quality assurance of independent provision• Annual sufficiency assessments are completed to identify where there are emerging gaps in	

		provision and work with providers to develop provision
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TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X
Information Governance	
People (Internal/External)	X
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)			RED (9)	
	POSSIBLE (2)				
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - <i>the risk to another party</i>	
Tolerate – <i>the risk and its likely impact</i>	X
Terminate <i>stop doing activity generating risk</i>	
Treat – <i>the risk to reduce likely impact or exposure</i>	X

RESPONSIBLE OFFICER	Rebecca Stephenson - Assistant Director - Early Intervention, Performance and Commissioning, Laura Gough - Assistant Director – Children and Families and Amanda Whitehead – Assistant Director - Education
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DIVISION	Early Intervention / Children and Families / Education
DEPARTMENT	Children's and Joint Commissioning Services
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Maximise High Needs Block funding	Implement High Needs Block review recommendations (year 2) as per HNB report	Assistant Director Education	March 2025

RISK TITLE:	Home to School Transport – Failure to deliver home to school transport services leads to the Council being unable to discharge statutory duties resulting in possible legal challenge.	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?

<ul style="list-style-type: none"> Increased costs in relation to the provision of Home to School Transport for eligible pupils Significant increase in the number of eligible students with special education needs and disabilities External operators withdraw from the service Shortage of suitable vehicles or vehicle parts Shortage of qualified drivers (those who passed their test after 1997 will not have D1 category of their license) Shortage of Passenger Assistants Long winded recruitment processes to driver and passenger assistant roles 	<ul style="list-style-type: none"> Financial. Reputational. Legal. Unable to fulfil statutory duties 	<ul style="list-style-type: none"> Financial processes are monitored and reported. Budgets adapted as required Actively seek to add suitably qualified and experienced operators to the Dynamic Purchasing Scheme for home to school transport services Work with colleagues in Children's Services to effectively manage the placement of children into their nearest suitable school, reducing the requirement for travel assistance Work with colleagues in Fleet Services to maintain the existing fleet and procure suitable replacement or new vehicles Work with colleagues in Human Resources to improve the recruitment, training and retention process
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TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	X
Reputation	X
Information Governance	
People (Internal/External)	X
Governance	

CURRENT RISK ASSESSMENT:					
		IMPACT			
		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)				
	POSSIBLE (2)			AMBER (6)	
	HARDLY EVER (1)				

DEALING WITH RISKS USING THE FOUR T'S: TICK RELEVANT BOX BELOW	
Transfer - the risk to another party	
Tolerate – the risk and its likely impact	X
Terminate stop doing activity generating risk	
Treat – the risk to reduce likely impact or exposure	X

RESPONSIBLE OFFICER	Kieran Bostock – Assistant Director - Neighbourhoods
DIVISION	Neighbourhoods
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	May 2024
NEXT REVIEW DATE (Quarterly or Annual)	May 2026

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Options for delivery of passenger transport are regularly reviewed	Consideration to be given to increasing the Council's vehicle fleet and the possibility of procurement opportunities from the wider region to ensure statutory duties can be met in the future.	Assistant Director – Neighbourhoods	May 2025
Training for drivers to obtain the required licences is funded by the Council	Process to be developed to consider funding training for new drivers.	Assistant Director – Neighbourhoods	Feb 2025

RISK TITLE:	0-19 Service – Failure to provide sufficient health visiting and school nursing services to meet the needs of children leading to increased safeguarding concerns.		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	
<ul style="list-style-type: none">• Failure to recruit to vacant health visiting and school nursing posts due to national shortage of trained staff• Failure to retain trainee staff, once they qualify, due to work complexity and differential salaries to other areas.• Long term sickness causing challenges within the workforce• Inability to increase staffing levels to meet additional pressures in the next few years• Loss of experienced Health Visitors (HV) workforce through retirement (around 60% of current HV workforce will be eligible to retire in coming years)	<ul style="list-style-type: none">• A reduced service meeting only the minimum required number of visits would have to be put in place• There will be a risk that this means those families with more complex needs may not receive the support they require	<ul style="list-style-type: none">• Vacant HV hours have been restructured to allow staff nurses to be recruited in to the service to provide a level of skill mix• Health visitor support plan in place• Monthly monitoring of the data with management risk meetings for update, progress and assurance around targets and exceptions• Service recovery plan in place and reviewed at Clinical Oversight Group (COG) quarterly	

TYPE OF RISK: TICK RELEVANT BOXES BELOW	
Service Delivery	X
Financial	
Reputation	X

Information Governance	
People (Internal/External)	X
Governance	
CURRENT RISK ASSESSMENT:	
	IMPACT

		NEGLIGIBLE (1)	MINOR (2)	MAJOR (3)	CRITICAL (4)
LIKELIHOOD	ALMOST CERTAIN (4)				
	PROBABLE (3)			RED (9)	
	POSSIBLE (2)				

	HARDLY EVER (1)				
DEALING WITH RISKS USING THE FOUR T’S: TICK RELEVANT BOX BELOW					

Transfer - <i>the risk to another party</i>	
Tolerate – <i>the risk and its likely impact</i>	X

Terminate <i>stop doing activity generating risk</i>	
Treat – <i>the risk to reduce likely impact or exposure</i>	X

RESPONSIBLE OFFICER	Craig Blundred
DIVISION	Children’s and Commissioning
DEPARTMENT	Public Health
DATE OF ASSESSMENT	January 2025
NEXT REVIEW DATE (Quarterly or Annual)	April 2025

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
“Grow your own” approach to recruitment established	Develop a “grow your own” approach to recruitment which includes Specialist Community Public Health Nurse training	Assistant Director Children and Families	September 2025

POVERTY IMPACT ASSESSMENT

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	X			<p>The priorities identified in the Council Plan include:</p> <ul style="list-style-type: none"> Improving the experiences of, and outcomes for, those living in poverty and reducing inequalities through the delivery of the poverty strategy. Supporting opportunities for local people to volunteer and improve their confidence, skills, and experience and to contribute to the local community. Increasing the literacy skills of adults for life and work, by realising the ambition of the Hartlepool Literacy Taskforce. Engaging residents in learning to increase their skills, confidence and raise their aspirations through the delivery of Hartlepool Employment and Skills Strategy. Increasing the number and range of businesses within Hartlepool and building opportunities for our young people to have great jobs and careers through the Inclusive Growth Strategy and regeneration schemes. Working in partnership with North Tees and Hartlepool NHS Foundation Trust through the Health & Social Care Academy to increase the range of qualifications in health disciplines and promote social care as a career choice. Supporting the partnership with Hartlepool College of Further Education and delivery partners through the Civil Engineering Skills Academy – Hartlepool, to increase the range of qualifications and apprenticeships in fabrication, welding, construction and civils and promote engineering as a career choice.

POVERTY IMPACT ASSESSMENT

GROUP	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
Those who are disabled or suffer from illness / mental illness	X			<p>The priorities identified in the Council Plan include:</p> <ul style="list-style-type: none"> Improving the experiences of, and outcomes for, those living in poverty and reducing inequalities through the delivery of the poverty strategy. Supporting opportunities for local people to volunteer and improve their confidence, skills, and experience and to contribute to the local community.
Those with low educational attainment	X			<p>The priorities identified in the Council Plan include:</p> <ul style="list-style-type: none"> Improving the experiences of, and outcomes for, those living in poverty and reducing inequalities through the delivery of the poverty strategy. Increasing the literacy skills of adults for life and work, by realising the ambition of the Hartlepool Literacy Taskforce. Engaging residents in learning to increase their skills, confidence and raise their aspirations through the delivery of Hartlepool Employment and Skills Strategy.
Those who are unemployed	X			<p>The priorities identified in the Council Plan include:</p> <ul style="list-style-type: none"> Improving the experiences of, and outcomes for, those living in poverty and reducing inequalities through the delivery of the poverty strategy. Helping people understand what they are entitled to so that they can access the benefits they are eligible to receive by supporting the training and development of our workforce and partnership working with Voluntary, Community and Social Enterprise (VCSE) organisations. Supporting opportunities for local people to volunteer and improve their confidence, skills, and experience and to contribute to the local community. Engaging residents in learning to increase their skills, confidence and raise their aspirations through the delivery of Hartlepool Employment and Skills Strategy.

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GROUP	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
				<ul style="list-style-type: none"> Increasing the number and range of businesses within Hartlepool and building opportunities for our young people to have great jobs and careers through the Inclusive Growth Strategy and regeneration schemes. Working in partnership with North Tees and Hartlepool NHS Foundation Trust through the Health & Social Care Academy to increase the range of qualifications in health disciplines and promote social care as a career choice. Supporting the partnership with Hartlepool College of Further Education and delivery partners through the Civil Engineering Skills Academy – Hartlepool, to increase the range of qualifications and apprenticeships in fabrication, welding, construction and civils and promote engineering as a career choice. Delivering bespoke employer led programmes based on the skills needs and priorities of local employers to create a skilled workforce. Supporting Hartlepool residents with complex barriers to employment get back into work through the national 'Connect to Work' programme, improving the employment rate, and improving economic activity.
Those who are underemployed	X			<p>The priorities identified in the Council Plan include:</p> <ul style="list-style-type: none"> Improving the experiences of, and outcomes for, those living in poverty and reducing inequalities through the delivery of the poverty strategy. Helping people understand what they are entitled to so that they can access the benefits they are eligible to receive by supporting the training and development of our workforce and partnership working with Voluntary, Community and Social Enterprise (VCSE) organisations. Engaging residents in learning to increase their skills, confidence and raise their

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GROUP	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
				<p>aspirations through the delivery of Hartlepool Employment and Skills Strategy.</p> <ul style="list-style-type: none"> Increasing the number and range of businesses within Hartlepool and building opportunities for our young people to have great jobs and careers through the Inclusive Growth Strategy and regeneration schemes.
Children born into families in poverty	X			<p>The priorities identified in the Council Plan include:</p> <ul style="list-style-type: none"> Improving the experiences of, and outcomes for, those living in poverty and reducing inequalities through the delivery of the poverty strategy. Ensuring that we have strong performing schools that serve children well and improve their future life chances across all key stages. Providing seamless, high-quality services to children and their families that are responsive to need and enable them to achieve and thrive.
Those who find difficulty in managing their finances	X			<p>The priorities identified in the Council Plan include:</p> <ul style="list-style-type: none"> Improving the experiences of, and outcomes for, those living in poverty and reducing inequalities through the delivery of the poverty strategy. Helping people understand what they are entitled to so that they can access the benefits they are eligible to receive by supporting the training and development of our workforce and partnership working with Voluntary, Community and Social Enterprise (VCSE) organisations.
Lone parents	X			<p>The priorities identified in the Council Plan include:</p> <ul style="list-style-type: none"> Improving the experiences of, and outcomes for, those living in poverty and reducing inequalities through the delivery of the poverty strategy. Helping people understand what they are entitled to so that they can access the benefits they are eligible to receive by supporting the training and development of our workforce and partnership working with

POVERTY IMPACT ASSESSMENT

GROUP	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
				Voluntary, Community and Social Enterprise (VCSE) organisations.
Those from minority ethnic backgrounds	X			<p>The priorities identified in the Council Plan include:</p> <ul style="list-style-type: none"> • Improving the experiences of, and outcomes for, those living in poverty and reducing inequalities through the delivery of the poverty strategy. • Helping people understand what they are entitled to so that they can access the benefits they are eligible to receive by supporting the training and development of our workforce and partnership working with Voluntary, Community and Social Enterprise (VCSE) organisations.

POVERTY IMPACT ASSESSMENT

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
Poverty - exact indicator(s) TBC	X			The activity proposed in the Council Plan should have a positive impact on each of these indicators and will continue to be monitored throughout the lifetime of the Plan.
Key Stage 2 performance	X			
Key Stage 4 performance	X			
Homeless presentations	X			
Employment rate	X			
Unemployment rate	X			
Percentage of the population with Level 2 or higher qualification (5 or more GCSEs or equivalent)	X			
Overall impact of Policy / Decision				
POSITIVE IMPACT		X	ADJUST / CHANGE POLICY / SERVICE	
NO IMPACT / NO CHANGE			STOP / REMOVE POLICY / SERVICE	
ADVERSE IMPACT BUT CONTINUE				

Equality Impact Assessment Form

Department	Division	Section	Owner/Officer	
The Council Plan relates to the whole Council and is owned equally by all Departments.			Managing Director / Performance and Partnerships Manager	
Service, policy, practice being reviewed/changed or planned	Council Plan 2030			
Why are you making the change?	It is good practice to have a Council Plan in place which sets out the strategic priorities for the organisation. The new Council Plan replaces the previous one which came to an end in March 2024.			
How might this impact (positively/negatively) on people who share protected characteristics?				
		<i>Please tick</i>	POSITIVELY	NEGATIVELY
Age			X	
<p>The strategic priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool including those with protected characteristics. The activities identified in the Council Plan related to this characteristic include:</p> <ul style="list-style-type: none"> • Children – educational opportunities and life chances, meeting the needs of those with special educational needs, enabling them to achieve and thrive, supporting them to live safely and in loving homes. • Adults – increasing literacy skills. • Older people – preventing avoidable hospital admissions and enabling older people to live well independently. • Working age adults – supporting them into training and employment. 				
Disability			X	
<p>The strategic priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool including those with protected characteristics. The priorities identified in the Council Plan related to this characteristic include:</p> <ul style="list-style-type: none"> • Adults with disabilities – enabling them to live independently. • Providing accessible communications and an accessible website. 				
Gender Re-assignment			X	
<p>The strategic priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool including those with protected characteristics.</p>				
Race			X	
<p>The strategic priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool including those with protected characteristics.</p>				
Religion			X	
<p>The strategic priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool including those with protected characteristics.</p>				
Gender			X	
<p>The strategic priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool including those with protected characteristics.</p>				
Sexual Orientation			X	

The strategic priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool including those with protected characteristics.			
Marriage & Civil Partnership		X	
The strategic priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool including those with protected characteristics.			
Pregnancy & Maternity		X	
The strategic priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool including those with protected characteristics.			
Has there been consultation /is consultation planned with people who will be affected by this policy? How has this affected your decision making?		The new Council Plan has been informed by the Big Conversation, an extensive, 12-week, consultation and engagement exercise between November 2023 and February 2024 which included residents and representatives of equality related groups.	
As a result of your decision how can you mitigate negative/maximise positive outcomes and foster good relationships?		The Council Plan should have a positive impact on those with protected characteristics and the impact of specific activities within the Plan will be considered on an individual basis.	
Describe how you will address and monitor the impact		1. No Impact - No Major Change The Council Plan should have a positive impact on those with protected characteristics and performance will continue to be monitored throughout the lifetime of the Plan.	
Initial Assessment	17/12/24	Reviewed	00/00/00
Completed	00/00/00	Published	00/00/00