

REPLACEMENT AGENDA

FINANCE AND POLICY COMMITTEE AGENDA



Monday 14 March 2016

at 9.30 am

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

MEMBERS: FINANCE AND POLICY COMMITTEE

Councillors C Akers-Belcher, Barclay, Cranney, James, Loynes, Richardson, Riddle, Simmons, Sirs, Springer and Thompson.

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To receive the minutes of the meeting of the Finance and Policy Committee held on 15 February 2016 (*for information as previously published*).

4. BUDGET AND POLICY FRAMEWORK ITEMS

- 4.1 Council Plan 2016/17 – *Chief Executive*
4.2 Capital Programme 2016/17 – *Director of Regeneration and Neighbourhoods*

5. KEY DECISIONS

- 5.1 Multi Agency Children's Hub (MACH) – *Director of Child and Adult Services*
5.2 Managed Workspace Creative Industries– *Director of Regeneration and Neighbourhoods*
5.3 Carr/Hopps Street Housing Regeneration Area Proposals – *Director of Regeneration and Neighbourhoods*



REPLACEMENT AGENDA

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Future Catering Arrangements at Summerhill – *Director of Public Health*
- 6.2 Church Street Townscape Heritage Scheme – *Director of Regeneration and Neighbourhoods*
- 6.3 New Clarence House – *Director of Regeneration and Neighbourhoods*
- 6.4 Sale of Briarfields Paddock and Former Ambulance Depot – *Director of Regeneration and Neighbourhoods*
- 6.5 Ward Jackson Park Lodge – *Director of Regeneration and Neighbourhoods*
- 6.6 Child and Family Poverty Strategy – *Director of Child and Adult Services*
- 6.7 Quarter 3 – Council Overview of Performance and Risk 2015/16 – *Assistant Chief Executive*

7. ITEMS FOR INFORMATION

- 7.1 Employee Sickness Absence 3rd Quarter 2015/16– *Assistant Chief Executive*

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

FOR INFORMATION

Date of next meeting – to be confirmed.



FINANCE AND POLICY COMMITTEE

MINUTES AND DECISION RECORD

15 FEBRUARY 2016

The meeting commenced at 2.30 pm in the Civic Centre, Hartlepool

Present:

Councillor Christopher Akers Belcher (In the Chair)

Councillors: Allan Barclay, Kevin Cranney, Marjorie James, Carl Richardson, Chris Simmons, George Springer.

Also Present: Councillor Jim Lindridge as substitute for Councillor Kaylee Sirs in accordance with Council Procedure Rule 5.2.

Officers: Andrew Atkin, Assistant Chief Executive
Chris Little, Chief Finance Officer
Peter Devlin, Chief Solicitor
Sally Robinson, Director of Child and Adult Services
Damien Wilson, Assistant Director, Regeneration
Clare Clark, Community Safety and Engagement Manager
David Hart, Strategic Procurement Manager
Kerry Trenchard, Strategy and Performance Officer
Julian Heward, Public Relations Officer
David Cosgrove, Democratic Services Team

148. Apologies for Absence

Councillors Brenda Loynes and Kaylee Sirs.

149. Declarations of Interest

Councillor Simmons declared a personal and prejudicial interest in Minute No. 156 as a Director of West View Advice and Resource Centre and left the meeting during its consideration.

Councillor James declared a personal interest during consideration of Minute No. 155 as the Council's appointed executive member of the North East Regional Employers Organisation (NEREO).

150. Minutes of the meeting held on 11 January, 2016

Confirmed.

151. Minutes of the meeting of the Health and Wellbeing Board held on 30 November, 2015

Received.

152. Minutes of the meeting of the Safer Hartlepool Partnership held on 20 November, 2015

Received.

153. Council Plan 2016/17 – Proposals for Consideration
*(Chief Executive, Director of Neighbourhoods and Regeneration and the Director of Public Health)***Type of decision**

Budget and Policy Framework.

Purpose of report

To provide the opportunity for the Finance and Policy Committee to consider the proposals that fall under the remit of the Committee for inclusion in the 2016/17 Council Plan.

Issue(s) for consideration

The Assistant Chief Executive reported that, as in previous years, detailed proposals for the Council Plan were being considered by each of the Policy Committees throughout January and February in respect of their areas of responsibility. A further report would be prepared for Finance and Policy Committee on the 14th of March detailing the comments/observations of each of the Committees along with Departmental responses and a full draft of the 2016/17 Council Plan.

The Council Plan would then be presented to Council for agreement on the 17th March. It was proposed that any additional updates or changes agreed by the Finance and Policy Committee on the 14th of March would be noted when the report is presented to Full Council.

The Outcomes that include activities that fall under the remit of the Finance and Policy Committee are:

- Reduction in the prevalence of family and child poverty
- Health Improvement - people are helped to live healthy lifestyles, make healthy choices and reduce health inequalities
- Health Protection - Health Protection: the populations health is protected from major incidents and other threats, whilst reducing health inequalities
- Healthcare public health and preventing premature mortality - reduce

the number of people living with preventable ill health and people dying prematurely, whilst reducing the gap between communities

- Hartlepool has reduced crime and repeat victimisation
- There is reduced harm caused by drugs and alcohol misuse
- Communities have improved confidence and feel more cohesive and safe
- Offending and re-offending has reduced
- Local people have a greater voice and influence over local decision making and the delivery of services
- Improve the efficiency and effectiveness of the organisation
- Deliver effective customer focused services, meeting the needs of diverse groups and maintaining customer satisfaction
- Maintain effective governance arrangements for core business and key partnerships
- Maintain the profile and reputation of the Council
- Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function
- Ensure the effective implementation of significant government policy changes.

Appendix A to the report provided details on the proposed actions, performance indicators and risks identified to deliver the outcomes.

The Chair and Members of the Committee raised the following comments/issues relating to the plan –

- Policy Committees should have an opportunity to approve or amend their section of the plan following the initial consultation stage and before the comments/amendments were forwarded to the Finance and Policy Committee. The Assistant Chief Executive stated that the development of the plan in 2016/17 would include that additional phase and the Chair proposed an addition to the recommendations to include the proposal formally.
- The Chair of the Children's Services Committee referred to the two new indicators around ensuring children that were eligible for free school meals were registered was included with a target to be confirmed. The Member understood this was a key action already and questioned if the target was to be 100%. The Director of Child and Adult services stated that the indicator was to ensure that everything was being done in relation to the take up of free school meals and that there was ongoing monitoring. The Chair of the Children's Services Committee commented that ensuring all children entitled to free school meals were registered with the school was key to ensuring the school received the 'pupil premium' for that child.
- A Member questioned the action relating to the introduction of "a healthier catering commitment scheme and roll out to relevant businesses" and what that entailed and what was to be achieved within the timescale set. The Director of Child and Adult Services indicated that this was health action and she would ensure an appropriate

response to the question was forwarded to the Member.

- The inclusion on NI 117 “Proportion of 16-18 year olds not in employment, education or training” was questioned as there was now a statutory duty to ensure all such young people were in education training or employment. It was indicated that the indicator was still part of the national indicator set and therefore it still required monitoring.
- A Member questioned the Public Health action “Work with key partners to progress the provision of a replacement facility for Mill House Leisure Centre” and when it was expected this would come about. The Chair stated that any decision on the future of the Mill House Leisure Centre would be taken by full council.
- A Member questioned the Public Health action “Ensure implementation and delivery of the National Child Measurement Programme” and if this was linked to the national child obesity programme. The Assistant Chief Executive indicated that it was and the programme was being led by the Public Health department.
- A Member sought the attendance figures monitored under ACS PO59 “Overall average attendances at Mill House, Brierton and Headland Leisure Centres” broken down for each venue individually.
- The Chair sought the completion date for action “Develop Mayoral Combined Authority Constitution to enable devolution deal” be brought forward from March 2017 to December 2016.
- The Chair suggested that following the announcement of the closure of the Courts in Hartlepool, the new risk in relation to “Relocation of key criminal justice services out of the area that currently have a base in Hartlepool (Court Services and Community Rehabilitation Company)” would require very close monitoring to measure the impacts of the court closure on reoffending rates. The use of ‘pop-up courts’ as suggested by government would also need assessing and monitoring.

The Chair thanked the Committee for their comments which would be taken on board as part of the development process of the Council Plan.

Decision

1. That Members’ comments and observations be included in the presentation of the overall Council Plan 2016/17 to Finance and Policy Committee on 14th March 2016.
2. That Policy Committees have an opportunity to approve or amend their section of the council plan following the initial consultation stage and before the comments/amendments are forwarded to the Finance and Policy Committee as part of the development of future plans.

154. Community Safety Plan 2014-17 (Year 3) *(Director of Regeneration and Neighbourhoods)*

Type of decision

Budget and Policy Framework.

Purpose of report

To consider the Community Safety Plan 2014-17 (Year 3) and its referral to Council for adoption.

Issue(s) for consideration

The Community Safety and Engagement Manager reported that the Community Safety Plan (Year 3) provided an overview of progress made by the Safer Hartlepool Partnership during 2015-16 with an update on end of year performance. The plan set out some of the Partnership activity undertaken to reduce crime and improve safety during the last twelve months and incorporated the 2016-17 annual priorities as recommended in the annual Partnership strategic assessment.

Progress made against the Community Safety Plan (Year 3) would be managed and monitored by the Safer Hartlepool Partnership, through quarterly performance reports and a review of Partnership Task Group/Sub Group Action Plans. The Community Safety Plan incorporated performance indicators for 2016-17, along with a proposed delivery structure to progress the 2016-17 priorities.

A member of the public queried the priorities and measures around acquisitive crime and if these included violence. The Community Safety and Engagement Manager stated that violent crime was recorded separately and acquisitive crime related only to property crime.

Decision

1. That the content of the Community Safety Plan 2014-17 (Year 3) be noted and endorsed.
2. That in accordance with the budget and policy framework, the Community Safety Plan 2014-17 (Year 3) be referred to full Council for adoption.

155. Pay Policy 2016/17 (*Chief Executive*)**Type of decision**

Non-key decision.

Purpose of report

To obtain endorsement, of the proposed changes to the Council's Pay Policy Statement 2016/17 in advance of Council approval being sought on 17 March 2016.

To seek approval to amend the Assistant Director/Head of Service Chief

Officer Pay and Grading Structure from a broad banded structure to a shorter structure consisting of four bandings.

To highlight the proactive approach taken by the Council to improving the pay of its lowest paid employees through the increase to the Hartlepool Living Wage.

Issue(s) for consideration

The Assistant Chief Executive highlighted the principle changes to the pay policy which centred on the living wage and the Assistant Director/Head of Service Chief Officer Pay and Grading Structure.

The pay policy has been updated to reflect some of the changed metrics in relation to the Living Wage decisions taken previously by Finance and Policy Committee. It had been updated to reflect national pay awards, the new national living wage with effect from 1 April 2016, and revised pension contributions. The Council was taking a proactive approach to increasing the Hartlepool Living Wage for its lowest paid employees to £7.88 per hour with effect from 1 December 2015.

The main change within the policy related to the Assistant Director/Head of Service Chief Officer Pay and Grading Structure. Following a recent North East Regional Employers' Organisation (NEREO) survey relating to Chief Officer Pay Structures, it became evident that Hartlepool was the only authority in the Region to have single Chief Officer band for the roles beneath the Chief Executive and Directors.

The report set out a proposal to move away from the current broad banded pay and grading structure to a more sophisticated and shorter structure with four Chief Officer Pay Bandings. This was based upon up to date Chief Officer Job Evaluated outcomes. This would move the Council to a similar structural position to the other Authorities across the Tees Valley and therefore eliminate the Council's competitive disadvantage in this area. It would also provide the Council with greater operational and strategic flexibilities and provide a more robust and competitive pay strategy to retain and attract high calibre staff.

The proposed shorter Chief Officer pay bandings, would also reduce the differential between the top of the green book pay structure and the lowest point of the Chief Officer pay structure, which is currently £16,865. Under the proposal the differential would reduce to £3,455 providing a more balanced and equitable pay and grading structure which reflects internal and external conditions.

Under the preferred approach, all of the existing Assistant Director/Heads of Service in the Chief Executives Department would remain in Band A (as per the Job Evaluated outcomes). Two posts currently protected at the bottom of the Chief Officer pay and grading structure would move into Band C (as per Job Evaluation outcomes) with no increase or detriment.

Councillor James declared a personal interest as the Council's appointed executive Member of NEREO, the North East Regional Employers Organisation.

The Chair referred to section 13.1 of the proposed revised pay policy (appendix B to the report) in relation to agency workers and suggested that it should be re-worded to reference the change to the national minimum wage and the introduction of the national living wage.

The Chair commented that the current remit of the elected Member Appointments Panel was somewhat limited and should be amended to include the appropriate Policy Committee Chair or Vice-chair in the appointment process for Chief Officers and Directors. Also, as Policy Chairs were having to work more closely with officers below the chief officer structure, the appropriate Policy Committee Chair, or Vice-chair, should be included in the appointment process of all Band 15 and above officers. The Assistant Chief Executive commented that these changes would require amendments to the Constitution which would need to be referred to Council as part of the Monitoring Officer's review of the constitution.

Decision

1. That the change of the Assistant Director/Head of Service Chief Officer Pay and Grading Structure from a broad banded structure to a shorter structure with four bandings, as set out in Paragraph 6 of the report, be approved.
2. That the proposed draft 2016/17 Pay Policy (Appendix B) be approved and referred to Council for approval subject to the inclusion of an appropriate reference to the introduction of the national living wage in the section relating to agency workers (13.1)
- 3 That Council considers, as part of the review of the Constitution process, amending the membership of the Appointments Panel to include the Chair (or Vice-chair) of the appropriate Policy Committee in the membership of the Panel when appointing Directors, Assistant Directors or Chief Officers.
- 4 That Council considers, as part of the review of the Constitution process, that the appointment of all Band 15 and above posts should include the Chair (or Vice-chair) of the appropriate Policy Committee in the appointment process.

Councillor Simmons left the meeting in accordance with his declaration of interest at Minute No. 149.

156. Contract for the Provision of Benefit Advice and Financial Support Services *(Director of Regeneration and Neighbourhoods and Director of Child and Adults)*

Type of decision

Non-key decision.

Purpose of report

To consider the future commissioning of the Council's Benefit Advice and Financial Support Service delivered by the West View Advice and Resource Centre (WVARC) under a contract due to expire in March 2016.

Issue(s) for consideration

The Director of Child and Adult Services reported that following reconfiguration of the Community Pool grant programme in 2012, Universal Welfare Benefits and Financial Support was introduced as a Council commissioned service. WVARC was successful in securing the contract in 2012, and again in 2014, and following satisfactory performance, the current contract was extended for a further year, and is due to expire in March 2016. The annual contract value for the service is £110,000. Funding had been identified through the Child Poverty Fund to continue with the contract during 2016/17 but as the contract would expire in March 2016 with no further option to renew, there was a need to consider how the 2016/17 Benefit Advice and Financial Support Service would be procured to cover this period.

The report set out detailed evidence of need for the service and the scope of the current contract. The service was also subject to a detailed performance framework with monitoring reports being submitted on a quarterly basis. During 2014/15 there were:

- 4,927 service appointments attended by individuals, with the majority of these appointments involving clients seeking welfare advice.
- The total number of individual clients accessing the service during 2014/15 was 3,463, of which 1,653 were new clients.
- There was roughly a 60/40% split between females and males respectively.
- The number of dependants under 19 assisted totalled 1,498.
- 448 clients were lone parents.
- The age of those accessing the service ranged from 17 to 65+ years.
- The number of people with a disability accessing the service totalled 993 and those with a long-term illness totalled 916.
- The majority of clients were of white British ethnic origin, although access to the service by the BME population was also evident.

Data relating to the first two quarters of this financial year demonstrated a

similar level of clients accessing the service compared to the previous year with a comparable number of appointments undertaken. The map at Appendix A to the report developed from using the monitoring information provided by WVARC also highlighted the geographical distribution of clients accessing the service in the first two quarters of this financial year, and the types of advice and support provided.

The service also received extremely positive feedback, details of which were included with the report together with some example case studies showing the breadth of the service delivered to clients. The report also included some details of the additional services offered by WVARC and the community delivery of the service.

In light of the detailed considerations set out in the report, the Director proposed that a Contract Procedure Rules Exemption Order is sought to enable WVARC to deliver the Council's Financial Advice and Support Service during 2015/16 through finance identified in the Child and Family Poverty Fund.

Members commented that WVARC provided an excellent service to residents particularly through services based in the community. It was suggested that in extending the contract, the service should also look to meeting the Council's obligations under the Armed Forces Covenant through training workers to work with armed forces personnel and their families that had returned to the town or were already based here.

The Chair suggested that measurable targets should be introduced for the work undertaken with those people who had been sanctioned by the DWP. The Chair requested that when these statistics became available they should be circulated to Members.

Decision

1. That for the reasons outlined in the report, that a Contract Procedure Rules Exemption Order be approved to enable West View Advice and Resource Centre to deliver the Councils Financial Advice and Support Service during 2016/17 through finance identified in the Child and Family Poverty Fund.
2. That West View Advice and Resource Centre be requested to extend their advice services to include specific advice and support for armed forces personnel and their families living in or returning to Hartlepool.

Councillor Simmons returned to the meeting.

157. Corporate Procurement Strategy and Policy Document and Supporting Revisions to the Contract Procedure Rules *(Director of Regeneration and Neighbourhoods)*

Type of decision

Non-key decision.

Purpose of report

To present Committee with an updated Procurement Strategy and Policy document and amended Contract Procedure Rules for review, comment and/or endorsement.

Issue(s) for consideration

The Assistant Chief Executive reported that Procurement Strategy and Policy document 2015 – 2018, submitted as an appendix to the report, had been developed following a review of several existing strategic procurement documents; the aim of the review being to update and amalgamate the existing documentation.

During the review process a proposal to change the threshold at which formal written quotations were required was considered. It was proposed that the threshold be raised from the current £2000 level, to a new level of £5000. In practical terms this would mean that previously where council officers would have to use the e-quotation system for expenditure over £2000 and invite a minimum of 3 companies to quote, they would now only have to undertake this process where the expenditure was in excess of £5000.

An analysis of other Council's procurement thresholds demonstrated that this proposal is consistent with the majority of practices in place amongst the other north eastern councils.

A further change which has been incorporated was the new EU public procurement thresholds which come into effect from 1 January 2016.

In addition to reviewing thresholds, a further element had been added to the document, this being the requirement that officers must submit a CPR (Contract Procedure Rule) exemption form in the event that they wished to use a third party provider when an in-house service provider was available. This amendment provided flexibility for officers where it could be demonstrated that in-house services were not the optimum solution to their requirement. It also provided an audit trail and visibility of these decisions by reporting any such exemptions on a quarterly basis to Finance and Policy Committee.

The Assistant Chief Executive indicated that in order to ensure that the

Procurement Strategy and Policy document and the Contract Procedure Rules (CPR's) were synchronised, there were a number of complimentary changes proposed for the CPR's which were set out in the report and supporting appendix.

A Member suggested that in the amended Contract Procedure Rules, under the Informal Procedure for Contracts under £5000, the reference to 'reasonable enquiries' should be changed to 'robust enquiries'. This was supported by the Committee.

Decision

That the proposed Procurement Strategy and Policy document and changes to the Contract Procedure Rules as reported together with the proposed amendment to the Informal Procedure for Contracts under £5000 be approved.

158. Workers Memorial Day (*Assistant Chief Executive*)

Type of decision

Non-key decision.

Purpose of report

To present a request from the Hartlepool Joint Trades Union Committee for the Council to continue to recognise and support Workers Memorial Day on Thursday 28 April 2016.

Issue(s) for consideration

The Assistant Chief Executive reported that a letter had been received (copy attached to the report as an appendix) from the Hartlepool Joint Trades Union Committee seeking the Council's support to the Workers Memorial Day arrangements for 28 April 2016.

Decision

1. That the Council promotes a minutes silence in all public buildings and to Council staff at 12.30pm on Thursday 28 April 2016, in remembrance of 'those workers who have lost their lives through industrial accident or disease'.
2. That the Council authorises the lowering of flags on public buildings on Thursday 28 April 2016.
3. That the Council allows the sale of the Workers Memorial Day Remembrance forget-me-not purple ribbons on Council premises to staff and public.

4. That the Council supports the promoting / publicising of the event to the wider public.
5. That the Council authorises the use of Council Premises on Thursday 28 April 2016 for the service and for guests before / after the Workers Memorial Day Service and Wreath Laying Ceremony.

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

Type of decision

For information.

Purpose of report

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

- Receiving and examining quarterly reports on the outcome of contract letting procedures including those where the lowest/highest price is not payable/receivable.
- Receiving and examining reports on any exemptions granted in respect of the Council's Contract Procedure Rules.

Issue(s) for consideration

The Assistant Chief Executive reported that the table at Appendix A to the report detailed the required information for each procurement tender awarded since the last quarterly report. Appendix B to the report provided details of the required information in relation to Contract Procedure Rules exemptions granted since the last Corporate Procurement Quarterly Report on Contracts. The table at confidential Appendix C to the report included the commercial information in respect of the tenders received. Appendix C contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).

Decision

That the report be noted.

160. Any Other Items which the Chairman Considers are Urgent

The Committee noted that the next meeting would be held on Monday 14 March 2016 at 9.30 am in the Civic Centre, Hartlepool.

The Chair reminded Members that the meeting scheduled for Monday 22 February, 2016 at 9.30 am had been cancelled.

The meeting concluded at 3.10 pm

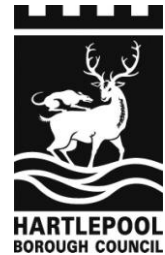
P J DEVLIN

CHIEF SOLICITOR

PUBLICATION DATE: 22 FEBRUARY 2016

FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Chief Executive

Subject: COUNCIL PLAN 2016/17

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Budget & Policy Framework

2. PURPOSE OF REPORT

2.1 To enable the Finance and Policy Committee to consider and agree the final draft of the proposed Council Plan for 2016/17 to go forward to Council for approval.

3. BACKGROUND

3.1 The Council Plan sets out the Councils overall service planning arrangements. The Plan addresses the key priorities and issues facing the Council, and includes key actions, performance indicators and identified risks from departments.

3.2 The Council Plan is built around an outcome framework which was agreed by Finance & Policy Committee in September 2015. When this framework was agreed the Committee were asked to note that it might change before the final Council Plan was brought for approval. In the preparation of the Plan it was identified that there was significant overlap between the "Hartlepool has increased economic inclusion of adults and is tackling financial exclusion" outcome and the "Reduction in the prevalence of family and child poverty" outcome. Therefore the financial exclusion outcome has been removed and its work included in the family & child poverty outcome. The revised outcome framework for 2016/17 is set out in **Appendix 1**.

4. COUNCIL PLAN 2016/17

- 4.1 The Council Plan proposals have been considered by each of the Policy Committees in respect of their areas of responsibility. A summary of the comments from the Policy Committees are set out in **Appendix 2** along with the relevant departmental response and, where necessary, how the Plan has changed from the drafts previously considered. In addition to comments on the content of the plan Members expressed views on the service planning process. It was noted that in future years Members would like to have an additional step in the process where proposals would come back to individual Policy Committees before going on to Finance & Policy Committee for final approval before Council. This will be fed into the service planning process for next year.
- 4.2 Following consideration of the draft proposals by Policy Committees Departments have reviewed their contributions to the Plan. In light of this there are some additional changes proposed and targets have been put forward for those that were previously To Be Confirmed (TBC). These additional changes are set out in **Appendix 3**.
- 4.3 The proposed Council Plan is attached as **Appendix 4**. This includes the changes following discussions at Policy Committees and the additional changes proposed by Departments.
- 4.4 As in previous years, the timetable for producing the Council Plan means that not all targets can be provided at this stage as the relevant performance information is not yet available. The Finance and Policy Committee is requested to note that the outstanding targets will be presented to the Committee for agreement within the regular performance monitoring reports that they will receive in 2016/17.
- 4.5 Following consideration by Finance and Policy Committee the Council Plan will be presented to Council for agreement on the 17th March. It is proposed that any additional updates or changes agreed by the Finance and Policy Committee will be circulated as a supplementary paper to full Council before the meeting on 17th March.

5. EQUALITY OBJECTIVES

- 5.1 The Council has a legal duty to publish a set of equality objectives in April at least every 4 years. Since the first objectives were published in April 2012 the Council has used the relevant outcomes and actions from our Council Plan in order to demonstrate that equality is a core part of our work. It is therefore proposed that this practice be continued and **section 6 of Appendix 4** contains the equality objectives that have been identified for publication in April.

6. NEXT STEPS

- 6.1 Following consideration and agreement of the Council Plan 2016/17 by Finance and Policy Committee, it will be taken to full Council for formal agreement on the 17th March 2016.
- 6.2 Progress on the Plan will be monitored throughout 2016/17 by officers across the Council and progress will be reported quarterly to Elected Members.

7. RISK IMPLICATIONS

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

8. FINANCIAL CONSIDERATIONS

- 8.1 All proposals have been prepared giving due regard to financial considerations.

9. LEGAL CONSIDERATIONS

- 9.1 There are no legal considerations.

10. CHILD AND FAMILY POVERTY CONSIDERATIONS

- 10.1 This report includes the Council proposals on the Child and Family Poverty outcome of the Council Plan.

11. EQUALITY AND DIVERSITY CONSIDERATIONS

- 11.1 The Council Plan sets out the Council's Equality Objectives which will be published in April 2016 as required through the Public Sector Equality Duty.

12. STAFF CONSIDERATIONS

- 12.1 There are no staff considerations.

13. ASSET MANAGEMENT CONSIDERATIONS

- 13.1 There are no asset management considerations.

14. RECOMMENDATIONS

- 14.1 It is recommended that the Finance and Policy Committee considers and agrees the proposed Council Plan 2016/17 and forward to Council for approval.

15. REASONS FOR RECOMMENDATIONS

- 15.1 Finance and Policy Committee have overall responsibility for Performance Management.

16. BACKGROUND PAPERS

- 16.1 No background papers used in the preparation of this report.

17. CONTACT OFFICERS

- 17.1 Andrew Atkin
Assistant Chief Executive
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Andrew.atkin@hartlepool.gov.uk

Outcome Framework 2016/17

Jobs & the Economy

Outcome
1. Hartlepool has improved business growth and business infrastructure and an enhanced culture of entrepreneurship
2. Hartlepool has attracted new investment and developed major programmes to regenerate the area and improve connectivity
3. Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy
4. Hartlepool has a boosted visitor economy
5. Reduction in the prevalence of family and child poverty

Lifelong Learning & Skills

Outcome
6. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning
7. Provision of high quality community learning and skills opportunities that widen participation

Health & Wellbeing

Outcome
8. Health Improvement - people are helped to live healthy lifestyles, make healthy choices and reduce health inequalities
9. Health Protection - Health Protection: the populations health is protected from major incidents and other threats, whilst reducing health inequalities
10. Healthcare public health and preventing premature mortality - reduce the number of people living with preventable ill health and people dying prematurely, whilst reducing the gap between communities
11. Every child has the best start in life
12. Children and young people are safe and protected from harm
13. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved

Community Safety

Outcome
14. Hartlepool has reduced crime and repeat victimisation
15. There is reduced harm caused by drugs and alcohol misuse
16. Communities have improved confidence and feel more cohesive and safe
17. Offending and re-offending has reduced

Environment

Outcome
18. Hartlepool has an improved natural and built environment
19. Quality local environments where public and community open spaces are clean, green and safe
20. Provide a sustainable, safe, efficient, effective and accessible transport system
21. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects

Housing

Outcome
22. Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design
23. Hartlepool has improved housing stock where all homes across tenures offer a decent living environment
24. Housing Services and housing options respond to the specific needs of all communities within Hartlepool

Culture and Leisure

Outcome
25. Local people have access to Arts, Museums, Community Centres and Events which enrich people's lives.
26. Local people have access to library services which enrich people's lives

Strengthening Communities

Outcome
27. Local people have a greater voice and influence over local decision making and the delivery of services

Organisational Development

Outcome
28. Improve the efficiency and effectiveness of the organisation
29. Deliver effective customer focused services, meeting the needs of diverse groups and maintaining customer satisfaction
30. Maintain effective governance arrangements for core business and key partnerships
31. Maintain the profile and reputation of the Council
32. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function
33. Ensure the effective implementation of significant government policy changes

Summary of comments from Policy Committees:

Adult Services Committee – 15th February 2016

Comment	Response
The Committee suggested that with a view to managing the risk in relation to insufficient capacity to meet placement demand, as detailed in the report, it was suggested that an action be included within the Plan to explore in house provision and partnership working.	A report examining future delivery options is to be submitted to the Committee and if any actions come out of this report they will be added into the Council Plan. The Council Plan is a living document and can be amended at any point in the year to include new priorities or reflect new activities.
The Committee sought clarification in terms of provision for under-65s requiring nursing care.	Information to be requested from the CCG, as commissioner of nursing beds, and presented to a future meeting of the Committee.

Children's Services – 9th February 2016

Comment	Response
The Committee suggested that the targets for "Percentage of those eligible who are awarded Free School Meals – Primary" and "Percentage of those eligible who are awarded Free School Meals – Secondary" should be 100%.	Targets confirmed at 100% by Department.
The Committee queried why the person assigned to the performance indicator around take up of school meals was different to the person assigned to the related risk.	The operational performance indicator is assigned to the officer directly managing the schools meals service. The risk is assigned to that officer's manager who has a strategic role in managing the school meals service and the related contracts.

Comment	Response
<p>The Committee suggested that the targets for “CSD P131 Percentage of pupils attending primary schools judged as good or outstanding by OFSTED” should be 100% for 2016/17 and 2017/18.</p>	<p>Targets proposed to be 89% in 2016/17 and 100% in 2017/18. The proposed targets are based on the schools that we believe we can get to good during the year and whether or not we expect them to be inspected. If a school is not inspected during the year their OFSTED judgement cannot change, therefore, a target of 100% would be unrealistic in the first year.</p>
<p>The Committee suggested that the targets for “CSD P132 Percentage of pupils attending secondary schools judged as good or outstanding by OFSTED” should be 100% for 2016/17 and 2017/18.</p>	<p>Targets proposed as 67% in 2016/17 and 100% in 2017/18. The proposed targets are based on the schools that we believe we can get to good during the year and whether or not we expect them to be inspected. If a school is not inspected during the year their OFSTED judgement cannot change, therefore, a target of 100% would be unrealistic in the first year.</p>
<p>The Committee suggested that “NI 75 Percentage of pupils achieving 5+ A*-C grades at GCSE including English and mathematics” be removed from the plan as it is no longer measured nationally.</p>	<p>Agreed and PI removed from the Plan.</p>
<p>The Committee suggested that the targets for “Percentage of secondary schools below -0.5 progress 8 measure” should be 0% for 2016/17 and 2017/18.</p>	<p>Target agreed as 0% but PI reworded slightly to refer to “mainstream secondary schools”.</p>
<p>The Committee suggested that the targets for “Percentage of secondary schools above +0.0 progress 8 measure” should be 100% for 2016/17 and 2017/18.</p>	<p>Target agreed as 100% but PI reworded slightly to refer to “mainstream secondary schools”.</p>

Comment	Response
The Committee suggested that the risk “CAD R062 Increase in number of pupils attending primary and secondary schools judged by OFSTED to require improvement or to be inadequate” be reworded to clarify that it was pupils attending schools judged as requiring improvement or inadequate.	Risk reworded to clarify it is pupils attending schools judged as requiring improvement or inadequate.
The Committee suggested that a new risk was required around the recruitment of good quality teaching staff.	New risk included in Plan: Failure to recruit good quality teaching staff in Hartlepool schools.
The Committee suggested that a new risk was required around the changing landscape of inspection, curriculum & performance measure changes.	New risk included in Plan: Failure to anticipate dips and trends in school performance because of changes in national assessment processes and key performance measures.
The Committee suggested that a new risk was required around changes to national funding formula.	The changes to the national funding formula will impact directly on schools. The Council has no control over this risk therefore it is not proposed to include something specifically on this in the Council Plan.
The Committee discussed concerns around children never registered at school / nursery or have dropped off the radar.	New action added: Implement VEMT (Vulnerable, Exploited, Missing and Trafficked) plan

Finance & Policy Committee – 15th February 2016

Comment	Response
<p>The Committee sought clarification on what “Percentage of those eligible who are awarded Free School Meals – Primary” and “Percentage of those eligible who are awarded Free School Meals – Secondary” would measure.</p>	<p>The PIs will measure the percentage of children that are awarded Free School Meals out of those who are eligible to claim them. Parents claiming any of the following benefits are eligible to have free school meals for their children:</p> <ul style="list-style-type: none"> • Universal Credit • Income Support • Income Based Job Seekers Allowance • Employment and Support Allowance (Income Related) • Child Tax Credit – where annual income as assessed by Her Majesty’s Revenue and Customs does not exceed £16,190 and are not entitled to Working Tax Credit • Pension Credit (Guarantee Credit) • Support under part VI of the Immigration and Asylum Act 1999 <p>Every month the Department will do a data matching exercise to identify any new children who are eligible and will then contact the parents to process the award.</p>
<p>The Committee sought clarification on what was meant by the ‘healthier catering commitment scheme and roll out to relevant businesses’ and what was to be achieved within the timescale set?</p>	<p>The Healthier Catering Commitment aims to get food caterers (mainly takeaway) to:</p> <ol style="list-style-type: none"> 1) Reduce the levels of fat, sugar & salt in the meals they produce by substituting ingredients and altering cooking practices. Officers work with the business to introduce these changes across their most popular dishes whilst ensuring the taste of the produce is not affected. 2) Introducing smaller / lighter portions on the menu. 3) Encouraging the sale of bottled water in addition to other cold drinks.

Comment	Response
	<p>4) Working with planning officers to provide evidence to support restrictions on the further development of takeaway premises.</p> <p>Within the timescale this will be rolled out to Chinese and Indian cuisine takeaway & restaurants and pizza shops. There is scope to develop further resources permitting.</p>
<p>The Committee queried the action around a replacement facility for Mill House Leisure Centre and requested a wording change as no decisions had been taken yet.</p>	<p>Action re-worded to: Work with key partners to consider options for the future provision of a leisure centre in Hartlepool</p>
<p>The Committee queried the action around the provision of a swimming pool at the Brierton Sports Centre.</p>	<p>Action re-worded to: Work with key partners to undertake a feasibility study on the provision of a swimming pool at the Brierton site</p>
<p>The Committee requested that ACS P059 be broken down into 3 separate PIs for each sports centre.</p>	<p>ACS P059 removed from the Plan and 3 new PIs included as follows:</p> <p>Overall average attendances at Mill House Leisure Centre – targets proposed as 224,000 for 2016/17 and 233,600 for 2017/18.</p> <p>Overall average attendances at Brierton Leisure Centre – targets proposed as 28,000 for 2016/17 and 29,200 for 2017/18.</p> <p>Overall average attendances at Headland Leisure Centre – targets proposed as 98,000 for 2016/17 and 102,200 for 2017/18.</p>

Comment	Response
The Committee requested that the due date for the Mayoral Combined Authority Constitution be changed to December 2016.	Due date changed in Plan to December 2016 .

Neighbourhood Services – 25th January 2016

Proposals agreed as presented.

Regeneration Services – 29th January 2016

Comment	Response
Committee suggested target for “NI 171 New business registration rate” should increase to 60 for 2016/17 and 2017/18	Target agreed as 60 for 2016/17 and 2017/18
Committee suggested target for “RND P085 Business stock” should increase to 330 for 2016/17 and 2017/18	Target agreed as 330 for 2016/17 and 2017/18
Committee suggested target for “RND P089 Value of funding attracted to support regeneration activity” should increase to £2m for 2016/17 and 2017/18	Target agreed as £2m for 2016/17 and 2017/18
Committee suggested target for “NI 151 Overall employment rate” should increase to 65% for 2016/17 and 66% for 2017/18	Target agreed as 65% for 2016/17 and 66% for 2017/18
Committee suggested target for “RPD P054 Youth unemployment rate” should increase to 3% for 2016/17 and 2017/18.	Target agreed as 3% for 2016/17 and 2017/18
Committee suggested target for “RND P092 Visitor Numbers” should increase to 3.8m for 2016/17 and 3.9m for 2017/18.	Target agreed as 3.8m for 2016/17 and 3.9m for 2017/18

Comment	Response
Committee suggested target for “RND P095 Number of social media followers (Twitter / Facebook)” should increase to increase to 5,000 for 2016/17 and 6,000 for 2017/18.	Target agreed as 5,000 for 2016/17 and 6,000 for 2017/18
Committee suggested removing the PI “ACS P107b Number of school visits to Hartlepool Maritime Experience (National Museum for Royal Navy – Hartlepool)”	Agreed and PI removed from the Plan.
Committee suggested adding a new PI on the number of individuals volunteering within Sports and Recreation.	New PI included in Plan: Number of individuals volunteering within the Sport & Recreation service
Committee suggested target for “NI 157a Processing of planning applications within target: Major applications” should increase to increase to 90% for 2016/17 and 2017/18.	Target agreed as 90% for 2016/17 and 2017/18
Committee suggested target for “NI 157b Processing of planning applications within target: Minor Applications” should increase to increase to 90% for 2016/17 and 2017/18.	Target agreed as 90% for 2016/17 and 2017/18
Committee suggested target for “NI 157c Processing of planning applications within target: Other applications” should increase to increase to 90% for 2016/17 and 2017/18.	Target agreed as 90% for 2016/17 and 2017/18
Committee suggested target for “LAA H P001 Number of private dwellings empty for over 6 months and brought back into use” should increase to 68 for 2016/17 and 2017/18	Target agreed as 68 for 2016/17 and 2017/18
Committee suggested target for “ACS P106a Number of people visiting Hartlepool Art Gallery, Museum of Hartlepool” should increase to 220,000 for 2016/17 and 225,000 for 2017/18	Target agreed as 220,000 for 2016/17 and 225,000 for 2017/18

Comment	Response
Committee suggested target for” ACS P107a Number of school visits to Hartlepool Art Gallery, Museum of Hartlepool” should increase to 13,500 for 2016/17 and 14,500 for 2017/18	Target agreed as 13,500 for 2016/17 and 14,500 for 2017/18
Committee suggested target for “ACS P108a Number of people visiting Town Hall Theatre” should increase to 52,000 for 2016/17 and 53,000 for 2017/18	Target agreed as 52,000 for 2016/17 and 53,000 for 2017/18
The Committee asked whether it was possible to monitor the ages of those using the leisure centres.	It has been confirmed that this would only be possible for those in possession of an Active Card which holds date of birth information.
Members suggested that a report be submitted to a future meeting of the Committee to update Members on the ongoing structural survey work and current operation of the Borough Hall.	A report regarding the Borough Hall will be going to Finance & Policy Committee in May / June for a key decision – this is set out in the forward plan.

Additional changes from Departments:

Outcome	Change/New proposal from Department
<p>2</p> <p>(page 13 Appendix 4)</p>	<p><u>New actions added:</u></p> <p>Develop a delivery plan for the short and long term future of Jacksons Landing – July 2016 - Estates & Regeneration Manager</p> <p>Develop a derelict buildings action plan which will seek to secure the long-term future of key buildings including the Odeon, Wesley Chapel and Longscar Hall – July 2016 - Estates & Regeneration Manager</p> <p>Prepare proposals to improve connectivity between Stockton Street and Marina Way – July 2016 - Technical Services Manager</p>
<p>5</p> <p>(page 19 Appendix 4)</p>	<p><u>Free School Meals action replaced with new action:</u></p> <p>Implement strategies to tackle food poverty including Free School Meals take up initiatives and holiday hunger pilot initiative - March 2017 - Assistant Director (Children's Services)</p> <p><u>Targets proposed, previously TBC:</u></p> <p>NI 117 Proportion of 16-18 year olds not in employment, education or training = 0% for 2016/17 and 2017/18</p>
<p>11</p> <p>(page 33 Appendix 4)</p>	<p><u>Targets proposed, previously TBC:</u></p> <p>CSD P065 Percentage of children achieving a good level of development at age 5 = 2.5% points above national average for 2016/17 and 2017/18</p> <p>Percentage of Education, Health and Care Plans issued within 20 weeks = 65% for 2016/17 and 90% for 2017/18</p> <p>NI 52a Percentage take up of school meals – primary = 70% for 2017/18</p> <p>NI 52b Percentage take up of school meals – secondary = 60% for 2017/18</p>
<p>12</p> <p>(page 35 Appendix 4)</p>	<p><u>Targets proposed, previously TBC:</u></p> <p>NEW Percentage of referrals that are re-referrals = 10% for 2016/17 and 9% for 2017/18</p>

Outcome	Change/New proposal from Department
<p>13</p> <p>(page 37 Appendix 4)</p>	<p><u>Better Care Fund action amended:</u></p> <p>Further develop integrated health and social care services that support people living in their own homes and in care homes, reducing social isolation, avoiding unnecessary admissions to hospital and facilitating timely and safe hospital discharges through implementation of the Better Care Fund plan.</p> <p><u>Care home action amended:</u></p> <p>Work with the Clinical Commissioning Group and local providers to improve standards in care home and community based support settings, manage the local market and explore new models of service delivery.</p> <p><u>Targets proposed, previously TBC:</u></p> <p>NI 130 Social care clients receiving Self Directed Support = 95% for 2016/18 and 2017/18</p> <p>NI 131 Delayed Transfers of Care (attributable to social care) = 0 for 2016/18 and 2017/18</p> <p>NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information = 40% for 2016/18 and 2017/18</p> <p>ACS P051 Access to equipment and telecare: users with telecare equipment = 1650 for 2016/18 and 1700 for 2017/18</p> <p>ACS P066 Permanent Admissions to residential care – age 65+ = 807.8 for 2016/17#</p> <p>ACS P072 Clients receiving a review = 75% for 2016/18 and 2017/18</p> <p>ACS P087% of reablement goals (user perspective) met by the end of a reablement package/episode (in the period) = 80% for 2016/18 and 2017/18</p> <p>NI 125 Achieving independence for older people through rehabilitation/intermediate care (at home after 91 days) = 89.2% for 2016/18#</p> <p># The target for 2016/17 is part of the Better Care Fund (BCF) plan and needs to be agreed via the BCF planning process with the Hartlepool and Stockton-on-Tees Clinical Commissioning Group. This process will not be complete until March 2016 therefore this target is subject to change until final sign-off. Target for 2017/18 is not available yet.</p>

Outcome	Change/New proposal from Department
<p>18</p> <p>(page 46 Appendix 4)</p>	<p><u>New action added:</u></p> <p>Undertake an allotment study – July 2016 - Community Safety & Engagement Manager</p> <p><u>Action carried forward from 2015/16 Council Plan:</u></p> <p>Consult, develop and deliver year 3 projects of capital improvements to allotments (RND 15/16 EN03) – September 2016 - Team Leader Enforcement Services</p> <p><u>Targets proposed, previously TBC:</u></p> <p>RND P082 Percentage of planning complaints investigations concluded in 4 months = 75% for 2016/17 and 2017/18</p>
<p>19</p> <p>(page 48 Appendix 4)</p>	<p><u>New actions added:</u></p> <p>Develop a transforming our family parks and play areas programme – July 2016 – Parks and Countryside Manager</p> <p>Roll out the meadowing scheme to additional areas of the town – June 2016 - Parks and Countryside Manager</p>
<p>20</p> <p>(page 50 Appendix 4)</p>	<p><u>New action added:</u></p> <p>Investigate opportunities to improve bicycle routes across the town – July 2016 - Technical Services Manager</p> <p><u>Targets proposed, previously TBC:</u></p> <p>NI 168 The percentage of principal roads where maintenance should be considered = 7% for 2017/18</p> <p>NI 169 The percentage of non-classified roads where maintenance should be considered = 9% for 2017/18</p>
<p>22</p> <p>(page 53 Appendix 4)</p>	<p><u>Targets proposed, previously TBC:</u></p> <p>RND P120 Percentage of HBC managed properties which are void = 2% for 2017/18</p> <p>RND P121 Percentage of HBC property tenants in arrears = 5% for 2017/18</p> <p>RND P122 Number of properties managed by HBC = 250 for 2017/18</p>

Outcome	Change/New proposal from Department
<p>26</p> <p>(page 60 Appendix 4)</p>	<p><u>Targets proposed, previously TBC:</u></p> <p>ACS P062 Number of people receiving a home library service = 600 for 2017/18</p> <p>ACS P104 Number of hours usage of the People's Network computers = 35,000 for 2017/18</p> <p>ACS P105 Number of enquiries received by the Reference and Information Service = 32,000 for 2017/18</p> <p>ACS P103 Number of engagements with children and young adults in library delivered activities = 20,000 for 2017/18</p>
<p>32</p> <p>(page 72 Appendix 4)</p>	<p><u>Change to action due date:</u></p> <p>Ensure that arrangements are in place to successfully deliver the European Union Referendum when announced in conjunction with region-wide authorities – June 2017</p> <p><u>Change in sickness performance indicator proposed to exclude schools employees:</u></p> <p>HR PI 05A - Average working days per employee (full time equivalent) per year lost through sickness absence – Council excluding Schools = 7.2 for 2016/17</p>



Hartlepool Borough Council Council Plan 2016/17





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1. Introduction

This document is Hartlepool Borough Council's (HBC's) Council Plan for 2016/17. It sets out the Council's overall Service Planning arrangements. The Plan addresses the key priorities and issues facing the Council, and includes key actions, performance indicators and identified risks from departments. The Plan has been prepared in parallel with the development of the Council's 2016/17 budget and the Council's Medium Term Financial Strategy.

Hartlepool is the only Council in the Tees Valley to have frozen Council Tax for the last five years. It had been hoped that Council Tax for the Council's services could have been frozen for a sixth successive year. However, this has not been possible owing to the following significant changes in the funding available for Council services:

- Government grant is being cut for the sixth successive year and the grant cut next year is nearly **£4.5 million, a cut of nearly 15%**;
- The Valuation Office Agency has reduced the Rateable Value of the Power Station by 48%. This reduces the Council's share of Business Rates income by £3.8million per year;
- The Government has abolished the grant paid for the last five years to Councils which froze Council Tax. This grant helped Councils manage the financial impact of freezing Council Tax;
- The Government has implemented regulations to enable a new Adult Social Care Council Tax Precept of 2%, which in essence transfers the responsibility of paying for adult social care from national taxpayers to local taxpayers.

The new Adult Social Care Council Tax precept is a fundamental change in the Government's Council Tax Policy and is designed to partly address the significant financial pressures of caring for vulnerable and frail older people. These pressures include the financial impact of the National Living Wage, which will increase the Council's costs by £500,000 in 2016/17 and by 2019/20 will cost the Council an additional £2.5 million per year.

The Local Government Finance Settlement issued by the Government assumes that all Social Care authorities will increase Council Tax by 3.9%.

As a result of the Government grant cut and reduction in Business Rates received from the Power Station the Council's income in 2016/17 will be nearly

£8.3 million less than it was in 2015/16 – a cut in funding of **10%**. In view of this significant reduction in recurring income and the shift in the Government's Council Tax policy we have considered the level of Council Tax carefully and decided to implement an increase of 3.9%. This increase will raise an additional **£1.276 million** (including £655,000 from the 2% Adult Social Care Precept).

The Council had been planning for a significant reduction in funding, although the actual cut next year is higher than forecast. To manage the actual reduction the Council will implement a range of savings, increase Council Tax, allocate increased Council Tax income from housing growth and use reserves. The use of reserves does not provide a permanent solution to the reduction in funding and is designed to provide a longer lead time to develop a permanent strategy. Detailed plans will be developed during 2016/17 to address the financial challenges facing the Council in 2017/18 and 2018/19.

Summary of 2016/17 Funding cuts and strategy for managing these reductions



As part of the approach for managing the Government grant cuts over the last 5 years the Council has adopted a long-term strategy to manage its resources, including monies held in reserves. The Council's approach is essential in a period of significantly reducing Government funding and is designed to avoid the need for unplanned cuts, which would be more difficult to achieve and have a more damaging impact on services. Reserves can only be spent once, so it essential that robust plans are in place to manage these resources.

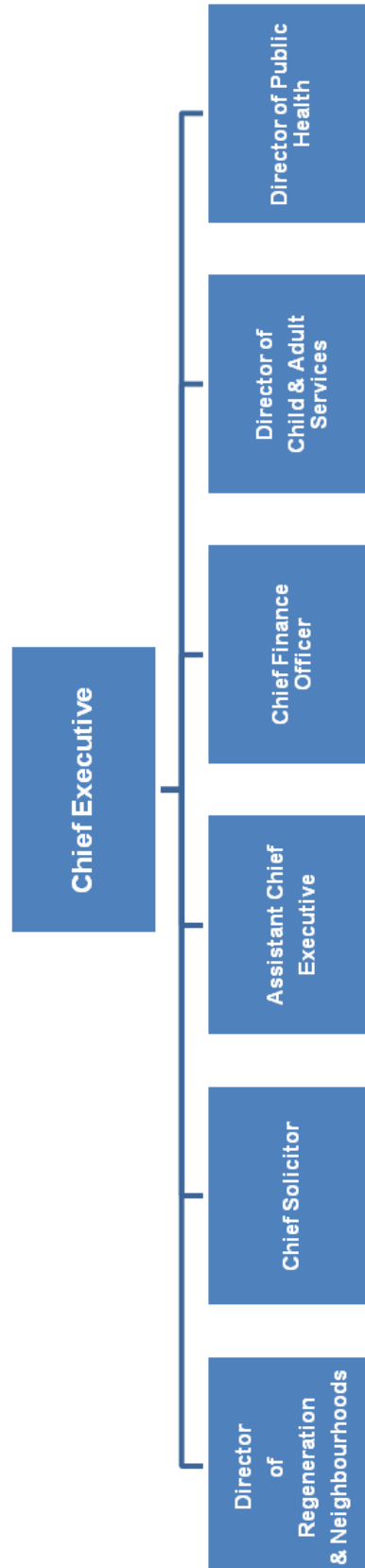
The Council's service planning framework is based on having **a clear set of outcomes** that the Council is working towards achieving within these budget constraints. For each outcome the Council has identified: -

- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.



2. Organisational Structure

Corporate Management Team





3. Departmental Structures

Chief Executives Department 2016/17

Chief Finance Officer	Chief Solicitor	Assistant Chief Executive
<ul style="list-style-type: none"> Financial Management (Corporate) Audit and Governance Accountancy Financial Management Benefits (inc fraud and control) and means tested services Revenues Collection Payments/Payroll Insurances Social Fund 	<ul style="list-style-type: none"> Legal Elections Land Charges Members Services Scrutiny Democratic Services 	<ul style="list-style-type: none"> Public Relations ICT Policy/Performance/Partnerships Complaints/Consultation PA's Workforce Development Human Resource Business Partners and Human Resources Business Teams Organisational Development Customer Services/Hartlepool Connect Registrars Equality/Diversity Departmental Administration Function Health, Safety and Wellbeing
Section 151 Officer	Monitoring Officer	

Child and Adults Department 2016/17

Director of Child & Adult Services		
Assistant Director Children's Services	Assistant Director Education	Assistant Director Adult Services
<ul style="list-style-type: none"> • Children's Social Care • Special Educational Needs and Disabilities • Local Safeguarding Children Board • Youth Support Services • Early Intervention and Prevention Services • Principal Social Worker (Child and Adults) • Workforce Development 	<ul style="list-style-type: none"> • School Improvement Service • Educational Psychology • School Capital (in partnership with R&N) • School Admissions and School Place Planning • Children's Strategic Commissioning • Post 16 Further Education • Management Information • Virtual School Head 	<ul style="list-style-type: none"> • Adults Social Care • Adults Strategic Commissioning • Safeguarding Adults Board • Early Intervention and Reablement • User Property and Finance • Management Information • Departmental Development and Complaints

Regeneration and Neighbourhoods Department 2016/17

Director of Regeneration and Neighbourhoods	<ul style="list-style-type: none"> • Support Services • Strategic Procurement and Reprographics
Assistant Director (Neighbourhoods)	Assistant Director (Regeneration)
<ul style="list-style-type: none"> • Building Design & Construction • Emergency Planning • Services Direct • Community Safety & Engagement • Operations • Technical Services 	<ul style="list-style-type: none"> • Learning & Skills • Building Control • Culture and Information • Planning Services • Economic Regeneration • Housing Services • Estates & Regeneration • Heritage & Countryside

Public Health Department 2016/17

Director of Public Health
<ul style="list-style-type: none"> • Health Improvement • Commissioning and Clinical Quality • Drugs and Alcohol service delivery • Sports and Recreation • Public Protection



3. Performance and Risk Monitoring and Reporting

The action plan detailing how the Council will meet its main priorities for the forthcoming year will be monitored regularly, and reported to Senior Officers and Councillors quarterly to update them on progress and highlight any key areas of achievement and concern.

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action, performance indicator or risk from the plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of the Corporate Management Team and Elected Members through the Finance and Policy Committee.

The Council has a responsibility to put in place proper arrangements to manage risks and maintain a sound system of internal control – the Council does this through its Risk Management Framework. The Council seeks to reduce the impact and likelihood of risks that will impact on the achievement of the outcomes being sought by the Council in this plan.



4. Priorities

- **Overall Aim/Vision**

The Council's overall aim remains:

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

The Council's aim is based on the long term vision of the Community Strategy which was reaffirmed by the Council in 2013:

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

The Council has adopted the eight themes from the Sustainable Community Strategy:

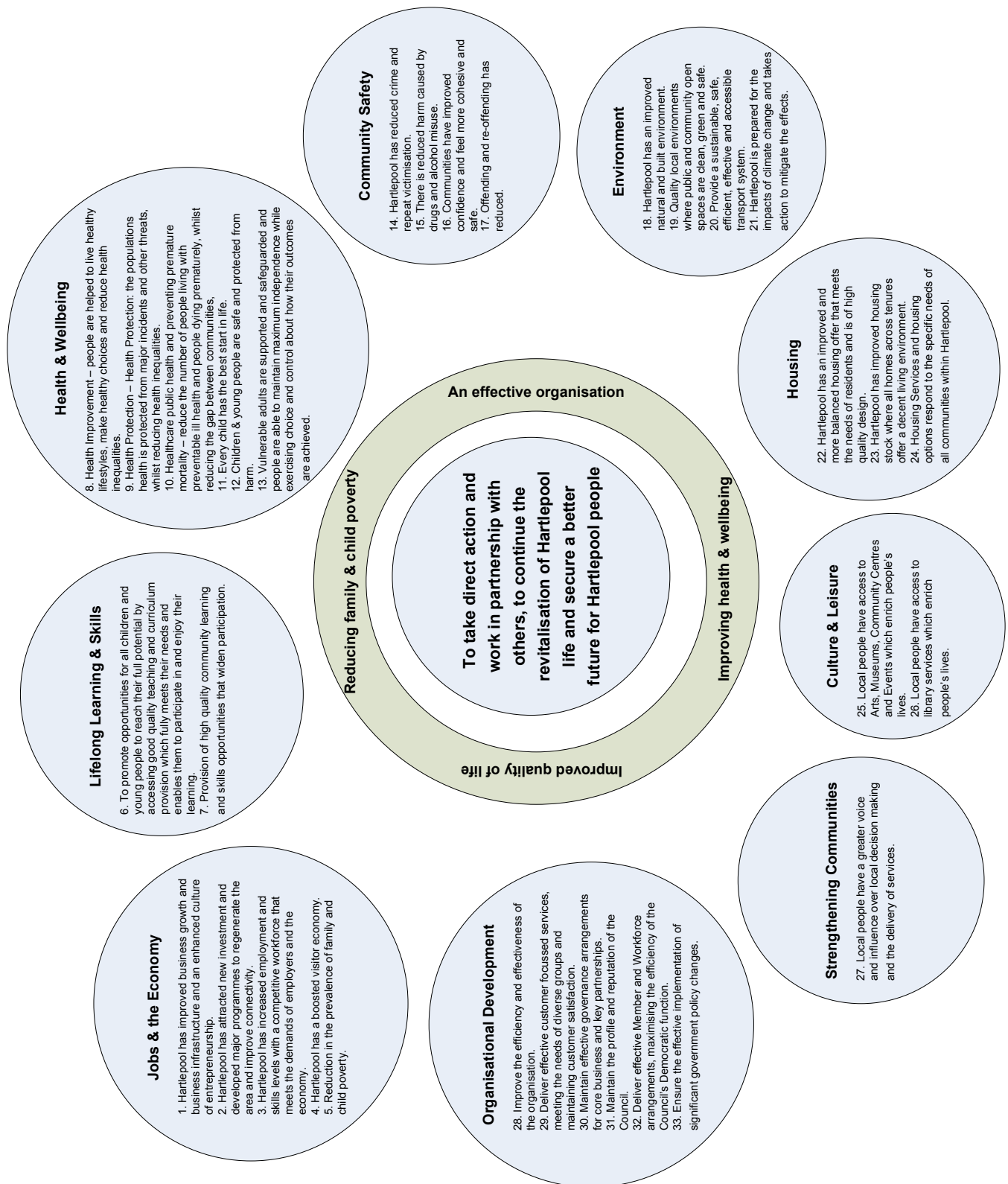
- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Environment
- Housing
- Culture and Leisure
- Strengthening Communities

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

- Organisational Development

- **Council Priorities**

The Council has identified a number of key outcomes that it will contribute towards in 2016/17. These outcomes work towards delivering the Council's overall aim through the nine themes. This group of outcomes also support the Council's ongoing work to tackle family and child poverty and the interrelationships between the various outcomes. The following chart demonstrates how the proposed outcomes contribute to the Council's overall aims:





5. Actions, Performance Indicators and Risks

The annual plan is set out in the following pages. This plan details what the Council will be doing to work towards achieving their agreed outcomes, the Performance Indicators (PIs) it will use to assess progress and the key risks it has identified to achieving those outcomes.

SECTION 1 OUTCOME DETAILS

Outcome:	1. Hartlepool has improved business growth and business infrastructure and an enhanced culture of entrepreneurship	Theme:	Jobs & the Economy
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Develop and promote Queens Meadow and Port estate enterprise zones to attract new business.	March 2017	Economic Regeneration Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NI 171	New business registration rate – the proportion of new business registration per 10,000 resident population (aged 16+)	Principal Economic Regeneration Officer	Targeted	Financial Year	37.0	60	60
RND P085	Business stock (Business units in Hartlepool) per 10,000 resident population (aged 16+)	Principal Economic Regeneration Officer	Targeted	Financial Year	300	330	330

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS

Code	Risk	Assignee
RND R050	Fragility of economic recovery compared to other parts of the UK	Economic Regeneration Manager

SECTION 1 OUTCOME DETAILS

Outcome:	2. Hartlepool has attracted new investment and developed major programmes to regenerate the area and improve connectivity	Theme:	Jobs & the Economy
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Complete identified actions associated with the delivery of the Seaton Masterplan	March 2017	Estates & Regeneration Manager
Complete identified actions associated with the delivery of the town wide Masterplan	March 2017	Estates & Regeneration Manager
Develop a delivery plan for the short and long term future of Jacksons Landing	July 2016	Estates & Regeneration Manager
Develop a derelict buildings action plan which will seek to secure the long-term future of key buildings including the Odeon, Wesley Chapel and Longscar Hall	July 2016	Estates & Regeneration Manager
Prepare proposals to improve connectivity between Stockton Street and Marina Way	July 2016	Technical Services Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
RND P089	Value of funding attracted to support regeneration delivery	Principal Economic Regeneration Officer	Targeted	Financial Year	£400k	£2m	£2m

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
RND R029	Inability to achieve external funding to support the delivery of long term regeneration targets	Economic Regeneration Manager
RND R060	Failure to deliver current regeneration programmes	Economic Regeneration Manager
RND R071	Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners.	Economic Regeneration Manager

SECTION 1 OUTCOME DETAILS

Outcome:	3. Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy	Theme:	Jobs & the Economy
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Deliver a range of skills / employability programmes including the Youth Employment Initiative (YEI)	July 2018	Principal Employment Officer

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NI 151	Overall employment rate	Economic Regeneration Manager	Targeted	Financial Year	63%	65%	66%
RPD P054	Youth Unemployment rate (Hartlepool) The proportion of economically active 18 to 24 year olds who are unemployed	Economic Regeneration Manager	Targeted	Financial Year	8%	3%	3%
NEW	Number of adults participating in skills programmes	Learning & Skills Manager	Targeted	Academic Year	600	600	700

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
RND R071	Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners	Economic Regeneration Manager
CAD R047	Failure to fulfil the targets for recruitment set by the Skills and Funding Agency leading to loss of income	Learning & Skills Manager
CAD R048	Failure to reach the minimum levels of performance for the Skills and Funding Agency or Ofsted	Learning & Skills Manager

SECTION 1 OUTCOME DETAILS

Outcome:	4. Hartlepool has a boosted visitor economy	Theme:	Jobs & the Economy
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Complete the transfer of the Hartlepool Maritime experience to the Royal Navy museum	April 2016	Estates & Regeneration Manager
Arrange an events programme to mark the launch of the National Museum of the Royal Navy (NMRN) - Hartlepool	September 2016	Head of Culture & Information
Explore options for the development of a new cultural centre, creating a catalyst for the development of further visitor attractions	March 2017	Head of Culture & Information
Explore wider opportunities to create a visitor destination around historic quay following NMRM launch	March 2017	Economic Regeneration Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
RND P092	Visitor numbers	Business and Marketing Officer	Targeted	Financial Year	3.75m	3.8m	3.9m
RND P093	Value of visitor economy	Business and Marketing Officer	Targeted	Financial Year	£152m	£153m	£154m
RND P094	Number of unique visitors to destination Hartlepool website	Business and Marketing Officer	Targeted	Financial Year	100,000	120,000	125,000

NEW	Number of investors visiting the area to assess potential developments	Economic Regeneration Manager	Monitored	Financial Year	N/A (monitored only)		
RND P095a	Number of social media followers (Twitter / Facebook)	Business and Marketing Officer	Targeted	Financial Year	2,500	5,000	6,000
ACS P106b	Number of people visiting Hartlepool Maritime Experience (National Museum for Royal Navy – Hartlepool).	Head of Culture & Information	Targeted	Financial Year	N/A	50,000	60,000

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
RND P050	Fragility of economic recovery compared to other parts of the UK	Economic Regeneration Manager
RND R071	Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners.	Economic Regeneration Manager

SECTION 1 OUTCOME DETAILS

Outcome:	5. Reduction in the prevalence of family and child poverty	Theme:	Jobs & the Economy
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Lead Dept:	CAD	Other Contributors:	CED
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Review Child Poverty Strategy – carry out consultation with partners and rewrite Child and Family Poverty Strategy	March 2017	Assistant Director (Children's Services)
Work with partners to establish volunteer and education pathway for parents which includes volunteer programme and volunteer placements	March 2017	Assistant Director (Children's Services)
Implement strategies to tackle food poverty including Free School Meals take up initiatives and holiday hunger pilot initiative	March 2017	Assistant Director (Children's Services)

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NEW	Proportion of children in low income families	Assistant Director (Children's Services)	Monitored	Financial Year	N/A (monitored only)		
NEW	% of children in workless households	Assistant Director (Children's Services)	Monitored	Financial Year	N/A (monitored only)		
NI 117	Proportion of 16-18 year olds not in employment, education or training	Assistant Director (Children's Services)	Targeted	Financial Year	6%	0%	0%
NEW	Percentage of those eligible who are awarded Free School Meals - Primary Schools	Principal Awards Officer	Targeted	Financial Year	N/A	100%	100%

NEW	Percentage of those eligible who are awarded Free School Meals – Secondary School	Principal Awards Officer	Targeted	Financial Year	N/A	100%	100%
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* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
NEW	Failure to deliver Child and Family Poverty Strategy	Assistant Director (Children's Services)

SECTION 1 OUTCOME DETAILS			
Outcome:	6. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning	Theme:	Lifelong Learning & Skills

Lead Dept:	CAD	Other Contributors:	
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Direct resources towards ensuring that every pupil in Hartlepool is attending a good or outstanding school by strengthening leadership and governance across the town and improving the quality of teaching and learning to include effective strategies to improve the recruitment and retention of high quality teachers and leaders.	December 2017	Assistant Director (Education)
Support primary and secondary schools to close the gap in achievement between learners from low income families and children in care ('disadvantaged pupils') and all other children and young people nationally by identifying best practice across Tees Valley and embedding these practices in schools across Hartlepool, and directing additional, targeted funding to support children and young people with identified barriers to greater academic achievement	March 2017	Assistant Director (Education)
Work with schools and colleges to diversify the curriculum across Hartlepool to provide coherent pathways from primary to secondary school and ultimately into high quality post-16 provision and advanced apprenticeships and higher education placements.	March 2017	Assistant Director (Education)
Review and re-commission behaviour, attendance and alternative education provision to re-engage children and young people with challenging behaviour in their education.	March 2017	Assistant Director (Education)

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
CSD P131	Percentage of pupils attending primary schools judged as good or outstanding by OFSTED	Senior School Improvement Officer - Primary	Targeted	Financial Year	100%	89%	100%
CSD P132	Percentage of pupils attending secondary schools judged as good or outstanding by OFSTED	Senior School Improvement Officer - Secondary	Targeted	Financial Year	100%	67%	100%
NEW	Percentage of mainstream secondary schools below -0.5 progress 8 measure	Senior School Improvement Officer - Secondary	Targeted	Academic Year	N/A	0%	0%
NEW	Percentage of mainstream secondary schools above +0.0 progress 8 measure	Senior School Improvement Officer - Secondary	Targeted	Academic Year	N/A	100%	100%
NEW	Achievement gap between disadvantaged pupils in Hartlepool and all pupils nationally at Key Stage 2 national standards in combined reading, writing and mathematics	Senior School Improvement Officer - Primary	Targeted	Academic Year	N/A	TBC**	TBC**
NEW	Achievement gap between disadvantaged pupils in Hartlepool and all pupils nationally at Key Stage 4 in progress 8 residual	Senior School Improvement Officer - Secondary	Targeted	Academic Year	N/A	TBC**	TBC**

* This longer-term target is based on the current position and may be subject to change.

** It is not possible to set targets at this stage (new measures with no baseline) - to be set following publication of the summer 2016 outcomes.

SECTION 4 RISKS		
Code	Risk	Assignee
CAD R062	Increase in number of pupils attending primary and secondary schools judged by OFSTED to require improvement or to be inadequate	Senior School Improvement Officer - Primary / Senior School Improvement Officer – Secondary
CAD R063	Reduction in performance at Key Stage 4 to below the national average	Senior School Improvement Officer - Secondary
CAD R064	Widening of gap in achievement of disadvantaged pupils in Hartlepool and that of all pupils nationally in both primary and secondary	Assistant Director (Education)
CAD R066	Alternative education provision in Hartlepool is judged to be inadequate	Assistant Director (Education)
NEW	Failure to recruit good quality teaching staff in Hartlepool schools	Assistant Director (Education)
NEW	Failure to anticipate dips and trends in school performance because of changes in national assessment processes and key performance measures.	Assistant Director (Education)

SECTION 1 OUTCOME DETAILS			
Outcome:	7. Provision of high quality community learning and skills opportunities that widen participation	Theme:	Lifelong Learning & Skills

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Carry out targeted development work with disadvantaged groups to increase participation in learning	March 2017	Adult Education Co-ordinator
Develop programmes to increase the participation of learners with mental health needs	March 2017	Principal Officer – Curriculum
Develop a package of training and support which enables adults to participate in volunteering as a way of increasing employability'	March 2017	Principal Officer – Curriculum

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
ACS P053	Number of learners participating in community learning programmes	Learning & Skills Manager	Monitored	Academic Year	N/A (monitored only)		

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
CAD R047	Failure to fulfil the targets for recruitment set by the SFA leading to loss of income	Learning & Skills Manager
CAD R048	Failure to reach the minimum levels of performance for the SFA or Ofsted	Learning & Skills Manager

SECTION 1 OUTCOME DETAILS			
Outcome:	8. Health Improvement - people are helped to live healthy lifestyles, make healthy choices and reduce health inequalities	Theme:	Health & Wellbeing

Lead Dept:	PHD	Other Contributors:	CED
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Deliver and evaluate the Public Health Communications Strategy	March 2017	Public Relations Manager
Lead a feasibility analysis on the development of Community Hubs as part of the Future Hartlepool Programme	June 2016	Director of Public Health
Ensure implementation and delivery of the National Child Measurement Programme	August 2016	Health Improvement Practitioner
Increase uptake of the NHS Health Check programme over a 5 year period – 2013/14 to 2017/18 through the development of a targeted programme of delivery in the community setting as well as GP practice	March 2018	Head of Health Improvement
Introduce a healthier catering commitment scheme & roll out to relevant businesses	March 2018	Head of Public Protection
Increase sport & physical activity participation	March 2017	Sport & Physical Activity Manager
Work with key partners to consider options for the future provision of a leisure centre in Hartlepool	March 2017	Strategic Health and Recreation Manager
Work with key partners to undertake a feasibility study on the provision of a swimming pool at the Brierton site	March 2017	Strategic Health and Recreation Manager
Deliver a range of service developments to improve customer offer across the Sport & Recreation service	March 2017	Business Development Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NEW	Cumulative % of the eligible population aged 40-74 offered an NHS Health Check	Head of Health Improvement	Targeted	Financial	60%	80%	100%
PHD 2.13i	Percentage of physically active adults	Sport & Physical Activity Manager	Monitored	Calendar	N/A (monitored only)		
NEW	Percentage of physically inactive adults	Sport & Physical Activity Manager	Monitored	Calendar	N/A (monitored only)		
ACS PO35	GP Referrals – of those participants completing a 10 week programme of referred activity, the percentage going onto mainstream activity participation	Sport & Physical Activity Manager	Targeted	Financial year	70%	70%	70%
NEW	Overall average attendances at Mill House Leisure Centre	Leisure Operations and Development Manager	Targeted	Financial year	N/A	224,000	233,600
NEW	Overall average attendances at Brierton Leisure Centre	Leisure Operations and Development Manager	Targeted	Financial year	N/A	28,000	29,200
NEW	Overall average attendances at Headland Leisure Centre	Leisure Operations and Development Manager	Targeted	Financial year	N/A	98,000	102,200
PHD 2.22	Overall attendances at all Sport & Physical Activity Team programmed activity sessions	Sport & Physical Activity Manager	Targeted	Financial year	N/A	16,000	18,000
NEW	Throughput at all other sport & physical activity, health & exercise & Summerhill programmed sessions (Instructor Coached or staff led)	Sport & Physical Activity Manager	Targeted	Financial year	N/A	20,000	21,000
PHD 2.23	Primary School Swimming – 25m attainment from HBC Programme	Leisure Operations and Development Manager	Monitored	Academic Year	N/A (monitored only)		
PHD 2.24	Level of external partnership funding attracted to support and develop the services	Strategic Health and Recreation Manager	Monitored	Financial year	N/A (monitored only)		

PHD 2.26	Number of hours spent volunteering within the Sport & Recreation service	Sport & Physical Activity Manager	Targeted	Financial year	N/A	600	725
NEW	Number of individuals volunteering within the Sport & Recreation service	Sport & Physical Activity Manager	Monitor	Financial year	N/A (monitored only)		
NEW	Number of community learn to swim participants	Leisure Operations and Development Manager	Targeted	Financial year	N/A	650	750
NEW	Footfall at Summerhill Visitors Centre	Strategic Health and Recreation Manager	Targeted	Financial year	N/A	90,000	95,000
NEW	Number of residents using Carlton	Strategic Health and Recreation Manager	Targeted	Financial year	N/A	9,000	9,500
NEW	Number of day visitors using Carlton	Strategic Health and Recreation Manager	Targeted	Financial Year	N/A	800	900
ACS P108b	Overall attendances at the Borough Hall	Business Development Manager	Targeted	Financial year	N/A	43,000	45,000

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
PHD R001	Failure of GP practices to offer 100% of eligible population the opportunity for an NHS Health Check over the 5 year period	Head of Health Improvement
CAD R054	Failure to ensure awareness and training of staff regarding safeguarding	Head of Sport and Recreation
CAD R013	Failure to achieve required customer / participation and income levels	Head of Sport and Recreation
CAD R052	Failure to meet the licensing requirements of the Adventurous Activity Licensing Authority	Strategic Health and Recreation Manager

CAD R053	Failure to adhere to the recommended standards regarding pool safety management	Leisure Operations and Development Manager
CAD R055	Failure to establish new partnerships and meet funding conditions of external partners in relation to grant funding, MOU's or SLA's	Head of Sports and Recreation
NEW	Loss of existing external partnerships upon whom there is a reliance for the delivery of key services	Head of Sport and Recreation
CAD R056	Lack of adequate investment in public buildings affecting ability to increase participation and income generate	Head of Sport and Recreation
CAD RO57	Impact of recruitment freeze, gaps in staffing caused by length of time taken in process and use of redeployed staff lacking appropriate skills and experience	Head of Sport and Recreation
CAD RO58	Failure to adhere to the recommendations of the Playing Pitch Strategy	Strategic Health and Recreation Manager

SECTION 1 OUTCOME DETAILS			
Outcome:	9. Health Protection - Health Protection: the populations health is protected from major incidents and other threats, whilst reducing health inequalities	Theme:	Health & Wellbeing

Lead Dept:	PHD	Other Contributors:	
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Ensure the implementation and mobilisation of a new integrated sexual health service for Hartlepool	March 2017	Health Improvement Practitioner
Ensure the uptake of childhood vaccinations	March 2017	Health Improvement Practitioner
Ensure the delivery of school based childhood flu programme	March 2017	Health Improvement Practitioner
Extend air quality monitoring to include particulate PM2.5, which has a serious impact on health	March 2018	Environmental Health Manager(Environmental Protection)
Roll out no cold call zones, undertake work on doorstep selling & scams	March 2018	Trading Standards & Licensing Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NI 113b	Chlamydia detection rate (age 15-24) Male and Female	Health Improvement Practitioner	Targeted	Calendar Year	2300	2300	2300
PHD 3.03.xv	Flu vaccination coverage ~ at risk groups (children)	Health Improvement Practitioner	Targeted	October – March	30%	40%	40%
PHD 3.03x	Population vaccination coverage – MMR for two doses (5 years old)	Health Improvement Practitioner	Targeted	Financial Year	95%	95%	95%

PHD 3.1	Fraction of mortality attributable to particulate air pollution	Environmental Health Manager (Environmental Protection)	Monitored	Financial Year	N/A (monitored only)		
NI 184	Percentage of food establishments in area which are broadly compliant with food hygiene law	Head of Public Protection	Targeted	Financial Year	97%	97%	97%
PHD 1.14	The rate of complaints about noise	Environmental Health Manager (Environmental Protection)	Monitored	Financial Year	N/A (monitored only)		
PHD 4.8 i	Mortality from communicable diseases (persons)	Environmental Health Manager (Commercial)	Monitored	Financial Year	N/A (monitored only)		

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
PHD R002	Failure of eligible population to take up the offer of vaccinations	Head of Health Improvement
PHD R003	Failure of population to present to sexual health services	Health Improvement Practitioner
NEW	Risk of pandemic flu outbreaks and other infectious diseases if comprehensive plans not in place	Director of Public Health

SECTION 1 OUTCOME DETAILS			
Outcome:	10. Healthcare public health and preventing premature mortality - reduce the number of people living with preventable ill health and people dying prematurely, whilst reducing the gap between communities	Theme:	Health & Wellbeing

Lead Dept:	PHD	Other Contributors:	
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Ensure the core offer of public health advice is provided to the Clinical Commissioning Group (CCG)	March 2017	Head of Health Improvement
Ensure effective treatment options are available and accessible to all substance misusers in the Community	March 2017	Strategic Manager Drugs and Alcohol
Introduce saving our skins (skin cancer awareness) activities with partners & roll out to relevant businesses.	March 2018	Environmental Health Manager (Commercial)

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
ACS P099	Proportion of substance misusers that successfully complete treatment - Opiates	Strategic Manager Drugs and Alcohol	Targeted	Financial Year	11%	11%	11%
NEW	Proportion of substance misusers that successfully complete treatment - Non Opiates	Strategic Manager Drugs and Alcohol	Targeted	Financial Year	50%	50%	50%
NEW	Proportion of substance misusers that successfully complete treatment - Alcohol	Strategic Manager Drugs and Alcohol	Targeted	Financial Year	35%	35%	35%

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
PHD R004	Failure to engage those with substance misuse problems in effective treatment	Strategic Manager Drugs and Alcohol

SECTION 1 OUTCOME DETAILS			
Outcome:	11. Every child has the best start in life	Theme:	Health & Wellbeing

Lead Dept:	CAD	Other Contributors:	
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Redesign Early Help and social care services in line with Better Childhood Programme	March 2017	Assistant Director (Children's Services)
Carry out self evaluation of Children's centres and develop and implement Children's centre action plan	March 2017	Assistant Director (Children's Services)
Develop SEND strategy to ensure effective support is given to children with additional needs	March 2017	Assistant Director (Children's Services)
Work with partners to develop "Delivering Differently" to identify and implement options for Youth Offer in Hartlepool	March 2017	Assistant Director (Children's Services)

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
CSD P065	Percentage of children achieving a good level of development at age 5	Assistant Director (Children's Services)	Targeted	Academic Year	N/A	2.5% points above national average	2.5% points above national average
NEW	Percentage of under 5's registered at a Hartlepool Children's Centre and living in a hotspot area	Assistant Director (Children's Services)	Monitored	Financial Year	N/A (monitored only)		

NEW	Percentage of under 5s subject to CP plan registered with a Children's Centre	Assistant Director (Children's Services)	Monitored	Financial Year	N/A (monitored only)		
NEW	Percentage of Education, Health and Care Plans issued within 20 weeks.	Assistant Director (Children's Services)	Targeted	Financial Year	N/A	65%	90%
NEW	Percentage of CIN and CP cases that had an early assessment prior to CIN/CP	Assistant Director (Children's Services)	Monitored	Financial Year	N/A (monitored only)		
NI 52a	Percentage take up of school meals – primary	Facilities Management Officer	Targeted	Financial Year	70%	70%	70%
NI 52b	Percentage take up of school meals – secondary	Facilities Management Officer	Targeted	Financial Year	60%	60%	60%

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
NEW	Failure to meet statutory duties in relation to Children Centres	Assistant Director (Children's Services)
NEW	Failure to meet SEND statutory duties	Assistant Director (Children's Services)
RND R088	Failure to achieve sufficient uptake of school meals.	Services Direct Manager

SECTION 1 OUTCOME DETAILS

Outcome:	12. Children and young people are safe and protected from harm	Theme:	Health & Wellbeing
Lead Dept:	CAD	Other Contributors:	

SECTION 2 ACTIONS

Action	Due Date	Assignee
Implement the Better Childhood Programme	March 2017	Assistant Director (Children's Services)
Carry out self evaluation of children's services (based on SIF framework) and develop and implement improvement plan	March 2017	Assistant Director (Children's Services)
Implementation of the Youth Offending Service strategic plan	March 2017	Assistant Director (Children's Services)
Implementation of Multi Agency Children's Hub	March 2017	Assistant Director (Children's Services)
Implement VEMT (Vulnerable, Exploited, Missing and Trafficked) plan	March 2017	Assistant Director (Children's Services)

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NI 111	Number of first time entrants to the Youth Justice System aged 10-17 per 100,000 (aged 10-17)	Assistant Director (Children's Services)	Monitored	Financial Year	N/A (monitored only)		
NEW	Percentage of referrals that are re-referrals	Assistant Director (Children's Services)	Targeted	Financial Year	N/A	10%	9%

CSD P035	Rate of Child Protection Plans per 10,000 population (children becoming subject of a plan)	Assistant Director (Children's Services)	Monitored	Financial Year	N/A (monitored only)
NEW	Rate of Looked After Children per 10,000 population	Assistant Director (Children's Services)	Monitored	Financial Year	N/A (monitored only)
NEW	Rate of Child in Need cases per 10,000 population	Assistant Director (Children's Services)	Monitored	Financial Year	N/A (monitored only)

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
CAD R017	Failure to recruit & retain suitable staff in Children's services	Assistant Director (Children's Services)
CAD R019	Failure to plan for future need and ensure sufficient provision to meet demand	Assistant Director (Children's Services)
CAD R020	Insufficient capacity in the independent sector to meet placement demand	Assistant Director (Children's Services)
CAD R021	Increased demand on services due to socio-economic pressures	Assistant Director (Children's Services)
CAD R022	Failure to provide statutory services to safeguard children and protect their well-being	Assistant Director (Children's Services)
CAD R023	Impact of change to funding arrangements across Children's Services	Assistant Director (Children's Services)
CAD R024	Failure to meet statutory duties and functions in relation to Youth Offending Service	Business Unit Manager
CAD R029	Failure to effectively manage risks exhibited by young people and families	Assistant Director (Children's Services)
CAD R030	Failure to deal with sensitive, personal or confidential information in a secure way, resulting in loss of data with associated fines, loss of public confidence and/or damage to reputation	Performance & Information Manager

SECTION 1 OUTCOME DETAILS

Outcome:	13. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved	Theme:	Health & Wellbeing
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Lead Dept:	CAD	Other Contributors:	RND / PHD
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Further develop integrated health and social care services that support people living in their own homes and in care homes, reducing social isolation, avoiding unnecessary admissions to hospital and facilitating timely and safe hospital discharges through implementation of the Better Care Fund plan.	March 2017	Assistant Director (Adult Services)
Deliver reablement services that enable people to maximise their abilities and develop the skills and capacity to retain their independence for as long as possible; working with strategic partners to develop a more integrated model to meet health and social care needs.	March 2017	Head of Service
Monitor the impact of the implementation of the Care Act and review services that support carers to ensure that the requirements of the Care Act are being met and services for carers are being maximised.	March 2017	Assistant Director (Adult Services)
Ensure that local arrangements for safeguarding are compliant with the Care Act, utilising the Local Executive Group to highlight local issues and priorities to the Tees wide Safeguarding Adults Board.	March 2017	Head of Service
Implement the actions identified in the Mental Health Local Implementation Plan and work with partners through the Mental Health Forum to improve outcomes for people with mental health needs.	March 2017	Head of Service
Work with the Clinical Commissioning Group and local providers to improve standards in care home and community based support settings, manage the local market and explore new models of service delivery.	March 2017	Head of Service
Improve pathways and services to meet the needs of individuals with dementia and their families / carers.	March 2017	Head of Service
Complete the development of a new independent living centre that improves outcomes for adults with a disability and / or long term condition.	October 2016	Head of Service

Ensure that people with learning disabilities receive good quality, outcome focused care and support, including those included within the Transforming Care Fast Track work.	March 2017	Head of Service
Through the development of a quality assurance framework, we will review systems, learn lessons from surveys and complaints and develop the workforce to ensure that staff are supported and working safely and effectively	March 2017	Principal Social Worker
Carry out joint working between Public Protection and Adult Safeguarding to help protect elderly and vulnerable people from rogue traders and scams.	March 2019	Trading Standards & Licensing Manager / Head of Service

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NI 130	Social care clients receiving Self Directed Support	Principal Social Worker	Targeted	Financial Year	95%	95%	95%
NI 131	Delayed Transfers of Care (attributable to social care)	Head of Service	Targeted	Financial Year	0	0	0
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	Head of Service	Targeted	Financial Year	40%	40%	40%
ACS P051	Access to equipment and telecare: users with telecare equipment	Head of Service	Targeted	Financial Year	1600	1650	1700
ACS P066	Permanent Admissions to residential care – age 65+	Head of Service	Targeted	Financial Year	823.9	807.8 #	TBC
ACS P072	Clients receiving a review	Head of Service	Targeted	Financial Year	75%	75%	75%
ACS P087	% of reablement goals (user perspective) met by the end of a reablement package/episode (in the period)	Head of Service	Targeted	Financial Year	70%	80%	80%
NI 125	Achieving independence for older people through rehabilitation/intermediate care (at home after 91 days)	Head of Service	Targeted	Financial Year	89.2%	89.2% #	TBC

RND P133	Number of minor adaptations completed	Principal Housing Strategy Officer	Monitored	Financial Year	N/A (monitored only)
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* This longer-term target is based on the current position and may be subject to change

The target for 2016/17 is part of the Better Care Fund (BCF) plan and needs to be agreed via the BCF planning process with the Hartlepool and Stockton-on-Tees Clinical Commissioning Group. This process will not be complete until March 2016 therefore this target is subject to change until final sign-off. Target for 2017/18 is not available yet.

SECTION 4 RISKS		
Code	Risk	Assignee
CAD R034	Insufficient capacity in the independent sector to meet placement demand within adult social care (particularly in relation to nursing provision) which could lead to an increase in out of borough placements.	Head of Service
CAD R035	Increased demand on adult social care services due to demographic and financial pressures, and changes within partner organisations.	Assistant Director (Adult Services)
CAD R038	Failure to provide statutory services to safeguard vulnerable adults.	Head of Service
CAD R043	Delayed transfers of care from hospital due to reduced capacity and changing working arrangements for hospital discharge.	Head of Service
CAD R060	Failure to work effectively with partners to deliver integrated health and social care services through the Better Care Fund.	Assistant Director (Adult Services)
CAD R061	Increased demand on Adult Social Care Deprivation of Liberty Safeguards (DOLS) due to the national implications of the Cheshire West ruling and subsequent increased activity, expenditure & risk.	Head of Service

SECTION 1 OUTCOME DETAILS

Outcome:	14. Hartlepool has reduced crime and repeat victimisation	Theme:	Community Safety
Lead Dept:	RND	Other Contributors:	

SECTION 2 ACTIONS

Action	Due Date	Assignee
Undertake a full assessment of the community safety issues and priorities in Hartlepool to inform development of the Community Safety Strategy 2017 - 2020	March 2017	Community Safety Team Leader
Undertake a needs analysis to inform the development of the Safer Hartlepool Partnership Domestic Violence & Abuse Strategy and re-commissioning of the Councils specialist domestic violence service.	March 2017	Community Safety Team Leader

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
CEDLS P011	Number of authorisations for Directed Surveillance and Covert Human Intelligence Sources granted by the Council under the Regulation of Investigatory Powers Act (RIPA)	Constitutional & Administration Solicitor	Monitored	Financial Year	N/A (monitored only)		
RPD P028a	Number of reported crimes in Hartlepool	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		
NI 32	Number of repeat incidents of domestic violence	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		
NEW	Number of repeat Multi-Agency Risk Assessment Conference cases (MARAC)	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
RND R032	Inability to respond to victims in a timely manner due to increased demand and lack of co-ordination on a Tees wide level	Community Safety & Engagement Manager

SECTION 1 OUTCOME DETAILS			
Outcome:	15. There is reduced harm caused by drugs and alcohol misuse	Theme:	Community Safety

Lead Dept:	RND	Other Contributors:	PHD
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Address the impact of drug and alcohol misuse on the broader community working in partnership with the police to target hotspot locations	March 2017	Community Safety Team Leader

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
RND P073	Incidents of drug dealing and supply	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		
RND R074	Number of young people found in possession of alcohol	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		
NEW	Number of alcohol related incidents on trains	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
	None identified	

SECTION 1 OUTCOME DETAILS

Outcome:	16. Communities have improved confidence and feel more cohesive and safe	Theme:	Community Safety
Lead Dept:	RND	Other Contributors:	CED

SECTION 2 ACTIONS

Action	Due Date	Assignee
Deliver and evaluate the Safer Hartlepool Partnership Communications Strategy	March 2017	Public Relations Manager
Establish a Community Resolution Service (Restorative Justice and Mediation) to victims of low level crime and anti-social behaviour in Hartlepool	March 2017	Community Safety & Engagement Team Leader
Implement the counter terrorism Prevent Action Plan ensuring Council compliance with the 'Prevent Duty'	March 2017	Community Safety & Engagement Team Leader

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
RND P107	Number of anti-social behaviour incidents	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		
RND P108	Percentage of residents who feel the Council and Police are tackling the crime and anti-social behaviour issues that matter in their area	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		
NEW	% of people who think people from different ethnic backgrounds get on well together	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		
NEW	% of people who feel unsafe after dark	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
RND R032	Failure to maintain effective partnership arrangements following organisational restructuring	Community Safety & Engagement Manager

SECTION 1 OUTCOME DETAILS

Outcome:	17. Offending and re-offending has reduced	Theme:	Community Safety
Lead Dept:	RND	Other Contributors:	

SECTION 2 ACTIONS

Action	Due Date	Assignee
Improve the reintegration of offenders into the community through addressing support and housing/accommodation needs	March 2017	Community Safety Team Leader

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
RND R067	Re-offending rates of the Integrated Offender Management Cohort	Community Safety Research Officer	Monitored	Financial Year	N/A (monitored only)		

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS

Code	Risk	Assignee
NEW	Relocation of key criminal justice services out of the area that currently have a base in Hartlepool (Court Services and Community Rehabilitation Company)	Community Safety & Engagement Manager

SECTION 1 OUTCOME DETAILS

Outcome:	18. Hartlepool has an improved natural and built environment	Theme:	Environment
Lead Dept:	RND	Other Contributors:	

SECTION 2 ACTIONS

Action	Due Date	Assignee
Develop a delivery model for the allocation of grant funding to enhance the appearance of the Church Street area. (subject to successful grant application)	March 2017	Heritage and Countryside Manager
Develop and agree a Hartlepool Local Plan which sets out the spatial vision, strategic objectives and core policies for the Borough for the next 15 years.	March 2017	Planning Services Manager
Consult, develop and deliver year 3 projects of capital improvements to allotments (RND 15/16 EN03)	September 2016	Team Leader Enforcement Services
Undertake an allotment study	July 2016	Community Safety & Engagement Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NI157a	Processing of planning applications within target: Major applications	Planning Services Manager	Targeted	Financial Year	60%	90%	90%
NI157b	Processing of planning applications within target: Minor Applications	Planning Services Manager	Targeted	Financial Year	65%	90%	90%
NI157c	Processing of planning applications within target: Other applications	Planning Services Manager	Targeted	Financial Year	80%	90%	90%
RND P009	The percentage of appeals allowed against the authorities decision to refuse planning applications	Planning Services Manager	Monitored	Financial Year	N/A (monitored only)		

RND P082	Percentage of planning complaints investigations concluded in 4 months	Planning Services Manager	Targeted	Financial Year	75%	75%	75%
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* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
RND R059	Failure to provide a 'Sound' Planning Policy Framework leading to a lack of clear planning guidelines	Planning Services Manager
RND R073	Failure to implement new planning related legislation	Planning Services Manager
RND R091	Failure to determine planning applications within specified time periods	Planning Services Manager

SECTION 1 OUTCOME DETAILS			
Outcome:	19. Quality local environments where public and community open spaces are clean, green and safe	Theme:	Environment

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Seek funding to improve Rossmere park; that would introduce facilities that foster community spirit, cohesion, ownership and local involvement	June 2016	Parks and Countryside Manager
Explore opportunities for the development of recreation facilities at Rift House recreation ground	September 2016	Parks and Countryside Manager
Develop a transforming our family parks and play areas programme	July 2016	Parks and Countryside Manager
Roll out the meadowing scheme to additional areas of the town	June 2016	Parks and Countryside Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
RND P061	Achieve Quality Coast award for Seaton Carew Beach	Quality & Safety Officer	Targeted	Financial Year	Yes	Yes	Yes

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
None identified		

SECTION 1 OUTCOME DETAILS			
Outcome:	20. Provide a sustainable, safe, efficient, effective and accessible transport system	Theme:	Environment

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Develop proposals for Elwick by-pass and a grade separated junction on the A19, to facilitate future housing developments in the North West of the town	March 2017	Highways, Traffic & Transport Team Leader
Seek funding, through the Local Growth Fund Programme or similar, in advance of proposed housing developments to the north west side of the town for highway improvements at Elwick and on the A19 to facilitate access	March 2017	Highways, Traffic & Transport Team Leader
Investigate opportunities to improve bicycle routes across the town	July 2016	Technical Services Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NI 168	The percentage of principal roads where maintenance should be considered	Highways, Traffic & Transport Team Leader	Targeted	Financial Year	7%	7%	7%
NI 169	The percentage of non-classified roads where maintenance should be considered	Highways, Traffic & Transport Team Leader	Targeted	Financial Year	9%	9%	9%

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
RND R054	Failure to maintain infrastructure to acceptable standard resulting in additional cost implications through insurance claims	Technical Services Manager

SECTION 1 OUTCOME DETAILS			
Outcome:	21. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects	Theme:	Environment

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Decrease contamination through the delivery of education and awareness, which will result in higher recycling and decreased costs.	March 2017	Team Leader - Waste and Environmental Services

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NI 191	Number of kilograms of residual household waste collected per household	Team Leader - Waste and Environmental Services	Targeted	Financial Year	600KG	550kg	500kg
NI 192	Percentage of household waste sent for reuse recycling or composting	Team Leader - Waste and Environmental Services	Targeted	Financial Year	42%	44%	46%
NI 193	Percentage of municipal waste landfilled	Team Leader - Waste and Environmental Services	Targeted	Financial Year	5%	5%	5%

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
RND R067	Failure to achieve recycling targets resulting in loss of income and additional costs	Team Leader - Waste and Environmental Services
RND R087	Income fluctuations in the market for recyclable materials resulting in difficulties in budget planning and forecasting.	Team Leader - Waste and Environmental Services

SECTION 1 OUTCOME DETAILS

Outcome:	22. Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design	Theme:	Housing
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Consider any development opportunities through 2015-18 National Affordable Homes Programme (NAHP) allocation and other funding opportunities to expand the Council's housing stock.	March 2017	Head of Housing
Deliver the masterplan for new build homes on the Carr/Hopps Street regeneration site	March 2017	Head of Housing

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NI 155	Number of affordable homes delivered (gross)	Head of Housing	Targeted	Financial Year	50	56	82
RND P120	Percentage of HBC managed properties which are void	Head of Housing	Targeted	Financial Year	2%	2%	2%
RND P121	Percentage of HBC property tenants in arrears	Head of Housing	Targeted	Financial Year	5%	5%	5%
RND P122	Number of properties managed by HBC	Head of Housing	Targeted	Financial Year	203	223	250

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
RND R061	Inability to balance demands for social housing	Head of Housing

SECTION 1 OUTCOME DETAILS

Outcome:	23. Hartlepool has improved housing stock where all homes across tenures offer a decent living environment	Theme:	Housing
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Work with landlords to prevent homes from becoming long term empty, through early intervention	March 2017	Empty Homes Officer
Deliver the service offering Energy Performance Certificates to other landlords and managing agents in compliance with the legislation	March 2017	Principal Environmental Health Officer
Complete the purchase and refurbishment of 20 long-term empty homes through the Empty Properties Purchase Scheme (EPPS) Phase 2 (2015-18 NAHP) (subject to HRA constraints)	March 2017	Principal Housing Regeneration Officer

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
LAA H P001	Number of private dwellings empty for over 6 months and brought back into use.	Empty Homes Officer	Targeted	Financial Year	68	68	68
NEW	Number of private sector landlords using the Council's Social Lettings Agency to manage their properties	Head of Housing	Targeted	Financial Year	N/A	6	12

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
RND R061	Inability to meet very high levels of local housing needs including affordable housing	Head of Housing

SECTION 1 OUTCOME DETAILS

Outcome:	24. Housing Services and housing options respond to the specific needs of all communities within Hartlepool	Theme:	Housing
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Complete the delivery of the action plan based on the recommendations of the peer review into the housing Strategy Action Plan to enable the authority to meet gold standard.	March 2017	Principal Housing Strategy Officer

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
RND P051	Number of households where homelessness has been prevented through local authority action	Principal Housing Advice Officer	Monitor	Financial Year	N/A (monitored only)		
RND P107	Average waiting time (days) for a disabled facilities grant to be completed	Principal Housing Strategy Officer	Targeted	Financial Year	95	95	95

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS

Code	Risk	Assignee
RND R070	Failure to provide correct housing advice to the public	Principal Housing Advice Officer
NEW	Inability to respond in a timely manner to increases in Disabled Facilities Grant (DFG) waiting list	Principal Housing Strategy Officer

SECTION 1 OUTCOME DETAILS

Outcome:	25. Local people have access to Arts, Museums, Community Centres and Events which enrich people's lives	Theme:	Culture & Leisure
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Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Support and deliver a programme of events for Hartlepool, which supports business and brings in additional tourism	March 2017	Arts & Events Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
ACS P106a	Number of people visiting Hartlepool Art Gallery, Museum of Hartlepool	Head of Culture & Information	Targeted	Financial Year	210,000	220,000	225,000
ACS P107a	Number of school visits to Hartlepool Art Gallery, Museum of Hartlepool	Head of Culture & Information	Targeted	Financial Year	12,500	13,500	14,500
ACS P108a	Number of people visiting Town Hall Theatre	Head of Culture & Information	Targeted	Financial Year	51,000	52,000	53,000

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS

Code	Risk	Assignee
NEW	Failure to engage with new and existing service users resulting in service becoming unviable	Head of Culture & Information

NEW	Reduction in funding to provide services, resulting in events not being staged	Head of Culture & Information
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SECTION 1 OUTCOME DETAILS			
Outcome:	26. Local people have access to library services which enrich people's lives	Theme:	Culture & Leisure

Lead Dept:	RND	Other Contributors:	
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Engage with children and young adults to support their learning & literacy needs, through a programme of activities and events	March 2017	Library Services Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
ACS P062	Number of people receiving a home library service.	Library Services Manager	Targeted	Financial Year	640	600	600
ACS P104	Number of hours usage of the People's Network computers	Library Services Manager	Targeted	Financial Year	39,000	38,000	35,000
ACS P105	Number of enquiries received by the Reference and Information Service.	Library Services Manager	Targeted	Financial Year	30,000	30,000	32,000
ACS P103	Number of engagements with children and young adults in library delivered activities.	Library Services Manager	Targeted	Financial Year	16,100	20,000	20,000

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
No risks identified		

SECTION 1 OUTCOME DETAILS

Outcome:	27. Local people have a greater voice and influence over local decision making and the delivery of services	Theme:	Strengthening Communities
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Lead Dept:	RND	Other Contributors:	CED
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Review the Voluntary and Community Sector Strategy and implement recommendations	March 2017	Community Regeneration Officer
Refresh Ward Profiles and produce sustainability plans for vulnerable localities	March 2017	Community Safety Team Leader

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
NEW	Number of public surveys undertaken with corporate support	Performance and Partnerships Manager	Monitor	Financial Year	N/A (monitored only)		
NEW	Total number of responses from public surveys undertaken with corporate support	Performance and Partnerships Manager	Monitor	Financial Year	N/A (monitored only)		
NEW	Percentage of residents who feel they can influence decisions in their local area	Community Regeneration Officer	Monitored	Financial Year	N/A (monitored only)		
RND P052	Number of voluntary sector groups supported/signposted/assisted	Community Regeneration Officer	Monitored	Financial Year	N/A (monitored only)		
NEW	Percentage of people who feel they belong to their local communities	Community Regeneration Officer	Monitored	Financial Year	N/A (monitored only)		

NEW	Percentage of residents who feel they can influence decisions in their local area	Community Regeneration Officer	Monitored	Financial Year	N/A (monitored only)
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* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
CED R096	Lack of data quality of consultation conducted results in poor decision making and worsening performance	Performance & Partnerships Manager

SECTION 1 OUTCOME DETAILS

Outcome:	28. Improve the efficiency and effectiveness of the organisation	Theme:	Organisational Development
Lead Dept:	CED	Other Contributors:	RND

SECTION 2 ACTIONS

Action	Due Date	Assignee
Deliver the programme of IT transformation projects to agreed schedule including the completion of the desktop refresh	March 2017	Strategic ICT Manager
Implement a programme of communication to ensure awareness of Council information security arrangements	March 2017	ICT Support & Development Manager
Review and update the Medium term Financial Strategy (MTFS) including links to Council Tax Support Scheme	March 2017	Chief Finance Officer
Determine and implement a strategic programme to ensure delivery of the savings required in the MTFS and budget settlement for 2017/18 and future years	March 2017	Assistant Chief Executive / Chief Finance Officer
Implement effective treasury management strategy including vehicle replacement programme	June 2016	Chief Finance Officer
Financially model the Local Council Tax Support Scheme costs and underlying assumptions to inform the 2017/18 Local Council Tax Support scheme	September 2016	Assistant Chief Finance Officer
Monitor / Evaluate financial and organisational impacts of further roll out of Universal Credit	March 2017	Assistant Chief Finance Officer
Undertake Council insurance's tender exercise and agree policies and excesses for the following 3-5 years	September 2016	Shared Services Manager
Review provision of the stores and small plant hire services.	December 2016	Building Design & Construction Manager
Facilitate the relocation of the community monitoring centre	July 2016	Building Design & Construction Manager

Explore opportunities to create an arms-length company which will improve availability of housing stock throughout the borough and generate income for the Council	March 2017	Estates & Regeneration Manager
Achieve capital receipts target in line with programme	March 2017	Estates & Regeneration Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
ICT PI 3	Unavailability of ICT Service to users	Senior ICT Support Officer	Targeted	Financial Year	4.25	4.00	3.75
ICT PI 4	Percentage of incidents resolved within agreed service levels	Senior ICT Support Officer	Targeted	Financial Year	96	96.25	96.5
CEDCS P095	Actual savings from efficiency and savings programme	Assistant Chief Executive / Chief Finance Officer	Targeted	Financial Year	£5.6m	£4.2m	£5.2m
CEDFI P001	Percentage of invoices paid on time	Shared Services Manager	Targeted	Financial Year	95%	95%	95%
CEDFI P030	Percentage of Local Supplier invoices paid in 10 days	Shared Services Manager	Targeted	Financial Year	85%	85%	85%
CEDFI P002	Percentage of Council Tax collected in year	Principal Revenues Officer	Targeted	Financial Year	95%	95%	95%
CEDFI P041	Percentage of Council Tax collected after 5 years	Principal Revenues Officer	Targeted	Financial Year	99%	99%	99%
CEDFI P003	Percentage of Business Rates collected in year	Principal Revenues Officer	Targeted	Financial Year	98%	98%	98%
CEDFI P050	Percentage of Business Rates collected after 5 years	Principal Revenues Officer	Targeted	Financial Year	99%	99%	99%

NEW	PSN Compliance achieved	ICT Support & Development Manager	Targeted	Financial Year	N/A	Yes	Yes
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* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
CED R073	Employees across the Council do not have appropriate skills and knowledge in relation to PM, risk, consultation, complaints and data quality	Performance & Partnerships Manager
CED R089	Experiencing failure or lack of access to critical ICT systems	Assistant Chief Executive
CED R097	Failure to comply with the requirements of PSN resulting in withdrawal of HBC's 'connected' status	Strategic ICT Manager
CED R099	National or External Agendas necessitate change to departmental priorities which impact upon the corporate ICT strategy	Strategic ICT Manager
CED R091	Failure to have corporately adequate arrangements in place to manage and deliver the budget strategy and savings programme	Assistant Chief Executive / Chief Finance Officer
CED R043	Treasury management decisions on borrowing and investment fail to optimize benefit for Council	Chief Finance Officer
CED R072	The Council becomes a target for fraudulent activities	Head of Audit & Governance
CED R054	A major health and safety accident or incident may occur as a result of employees actions or inactions	Health, Safety & Wellbeing Manager
RND R047	Failure to execute procurement activities within the guidelines leading to challenges to contract award decisions	Strategic Procurement Manager
RND R085	Failure to achieve the Council's capital receipts target because of the difficult economic client and market conditions.	Estates & Regeneration Manager

SECTION 1 OUTCOME DETAILS

Outcome:	29. Deliver effective customer focused services, meeting the needs of diverse groups and maintaining customer satisfaction	Theme:	Organisational Development
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Lead Dept:	CED	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Replace / upgrade customer service technology (CRM) to facilitate integration with digital channels	March 2017	Customer & Business Manager
Develop and deliver a Roll-in Programme integrating new services into the Customer Service Centre	March 2017	Customer & Business Manager
Identify and implement a programme of change to increase digital availability and take up of services	March 2019	Customer & Business Manager / ICT Support & Development Manager
Analyse and communicate the Welfare Reform and Work Bill 2015 changes to impacted benefit claimants and evaluate the impacts on the Local Council Tax Support scheme.	March 2017	Assistant Chief Finance Officer
Work in partnership with the Valuation Office Agency to communicate the new 2017 Rateable Values to business ratepayers and ensure that local businesses receive the reliefs and reductions available to them	March 2017	Principal Revenues Officer

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
CEDCS P017	Number of unique visitor website hits	ICT Support & Development Manager	Targeted	Financial Year	358,000	375,900	380,000
CEDCS P066	Average wait in seconds for telephone calls to be answered	Customer & Business Manager	Targeted	Financial Year	30 secs	30 secs	30 secs

CEDCS P067	Average wait in minutes for personal visitors without an appointment	Customer & Business Manager	Targeted	Financial Year	15 mins	15 mins	15 mins
CEDCS P068	Percentage of Customer Service emails handled the same day	Customer & Business Manager	Targeted	Financial Year	90%	90%	90%
CEDCS P069	Percentage of Customer Service enquiries handled at the first point of contact	Customer & Business Manager	Targeted	Financial Year	85%	85%	85%
CEDCS P070	Percentage of customers satisfied with Customer Services	Customer & Business Manager	Targeted	Financial Year	90%	90%	90%
CEDCS P090	Percentage of satisfied customers for Registration Service	Customer & Business Manager	Targeted	Quarterly	95%	95%	95%
NEW	Number of corporate complaints investigated	Strategy & Performance Officer	Monitored	Financial Year	N/A (monitored only)		
CEDCS P093	Number of complaints investigated by the Local Government Ombudsman	Strategy & Performance Officer	Monitored	Financial Year	N/A (monitored only)		
CEDFI P004	Average time to process new Housing Benefit / Council Tax Support claims	Service Development Officer	Targeted	Financial Year	20 days	20 days	20 days
CEDFI P005	Average time to process Housing Benefit / Council Tax Support Changes in Circumstances	Service Development Officer	Targeted	Financial Year	9 days	9 days	9 days

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
CED R059	Failure to integrate equality into all aspects of the Councils work leading to non compliance with legislation and Council aims	Assistant Chief Executive / Performance & Partnerships Manager
CED R028	Failure to provide Statutory Registration duties (including IT system)	Customer & Business Manager

SECTION 1 OUTCOME DETAILS

Outcome:	30. Maintain effective governance arrangements for core business and key partnerships	Theme:	Organisational Development
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Lead Dept:	CED	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Review performance management reporting to CMT and Elected Members and implement new reporting arrangements	August 2016	Performance & Partnerships Manager
Promote and maintain high standards of conduct by Members, co-opted Members and Officers	March 2017	Chief Solicitor
Monitor and review the operation of the Council's Constitution	March 2017	Chief Solicitor
Develop Mayoral Combined Authority Constitution to enable devolution deal	December 2016	Chief Solicitor

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
None identified							

SECTION 4 RISKS

Code	Risk	Assignee
CED R037	Failure to embed risk management framework leads to service / governance failure resulting in reputation / financial loss	Performance & Partnerships Manager

CED R076	Partnership structures no longer fit for purpose resulting in relationship breakdown between Hartlepool Borough Council and key partners	Performance & Partnerships Manager
CED R031	Performance management arrangement fails to operate as intended resulting in unanticipated service/governance failure within Council / Partnership	Performance & Partnerships Manager
CED R062	Lack of data quality for performance information results in poor decision making and worsening performance	Performance & Partnerships Manager
CED R080	Statutory deadlines for the production of the Councils accounts may not be met.	Head of Finance (Corporate)
CED R080	Decision making meetings not taking place due to a loss of council facilities or serious problems preventing Councillors/staff attending	Democratic Services Team Manager
CED R060	Failure to deliver an effective legal service	Legal Services Manager
NEW	Statutory deadline for the production of the Annual Governance Statement might not be met	Head of Audit & Governance
NEW	Committee and Partnership support arrangements fail to operate as intended resulting in governance failure within the Council	Democratic Services Team Manager
NEW	Support arrangements fail to operate as intended resulting in break down of statutory scrutiny at a Tees Valley and North East level	Scrutiny Manager

SECTION 1 OUTCOME DETAILS

Outcome:	31. Maintain the profile and reputation of the Council	Theme:	Organisational Development
Lead Dept:	CED	Other Contributors:	

SECTION 2 ACTIONS

Action	Due Date	Assignee
Undertake a review of existing social media platforms to ensure that they are being used to maximum affect	March 2017	Public Relations Manager
Development and implement a communication strategy for the Hartlepool Vision	March 2017	Public Relations Manager
Promote Hartlepool Council and the town on a regional and national level by targeting key regional and national media outlets with Hartlepool related stories, achievements and major developments	March 2017	Public Relations Manager

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
CED P094	The percentage of readers who read some or most of the content of Hartbeat	Public Relations Manager	Monitored	Financial Year	N/A (monitored only)		
CEDCS P074	The number of followers on Twitter and facebook.	Public Relations Manager	Monitored	Financial Year	N/A (monitored only)		

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS

Code	Risk	Assignee
CED R005	The failure to maintain a positive reputation	Public Relations Manager

CED R051	Failure to comply with legislation leading to unlawful acts, loss of morale, poor industrial relations and / or accidents to employees resulting in industrial, criminal or civil action against the Council	HR Business Partner / HR Business Partner / Health, Safety & Wellbeing Manager
CED R063	The risk of breach of conduct by elected members / co-opted members	Chief Solicitor

SECTION 1 OUTCOME DETAILS

Outcome:	32. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function	Theme:	Organisational Development
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Lead Dept:	CED	Other Contributors:	
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SECTION 2 ACTIONS

Action	Due Date	Assignee
Implement the Workforce Strategy	March 2017	HR Business Partner / HR Business Partner
Consider and implement the Gender Pay Gap regulations once published by the Government	March 2017	HR Advisor & Job Evaluation Manager
Deliver the Local Government Elections and the Police and Crime Commissioner Election in association with neighbouring local authorities within the Cleveland Force area	May 2016	Principal Registration & Members Services Officer
Ensure that arrangements are in place to successfully deliver the European Union Referendum when announced in conjunction with region-wide authorities	June 2017	Principal Registration & Members Services Officer
Review the arrangements for Member development and identify proposals for future activities	May 2016	Principal Registration & Members Services Officer

SECTION 3 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
CEDCS P012	Percentage of draft minutes of Non Policy Committee meetings produced within 10 days of the meeting	Democratic Services Team Manager	Targeted	Financial year	100%	100%	100%
CEDCS P013	Percentage of draft minutes of Policy Committee meetings produced within 4 days of the meeting	Democratic Services Team Manager	Targeted	Financial year	100%	100%	100%

CEDCS P014	Percentage of minutes of Policy Committee meetings published within 5 days of the meeting	Democratic Services Team Manager	Monitored	Financial year	N/A (monitored only)		
HR PI 05A Council	Average working days per employee (full time equivalent) per year lost through sickness absence – Council excluding Schools	HR Business Partner	Targeted	Financial Year	8.2	7.2	TBC

* This longer-term target is based on the current position and may be subject to change.

SECTION 4 RISKS		
Code	Risk	Assignee
CED R053	Poor workforce planning and development may lead to poor service delivery / behaviour by employees	HR Business Partner / HR Business Partner
CED R088	Future and current equal pay claims including settlement of, or adverse findings in ET of existing equal pay claims	HR Business Partner / HR Business Partner
CED R061	Electoral problems/failures/legal challenges lead to Councillors not being elected to Council	Principal Registration & Members Services Officer / Chief Solicitor
CED R098	That a material safety breach of health and safety legislation is identified by the HSE resulting in a significant fee for intervention (FFI) being applied	Health, Safety & Wellbeing Manager
NEW	Failure to provide statutory scrutiny results in governance failure	Scrutiny Manager

SECTION 1 OUTCOME DETAILS			
Outcome:	33. Ensure the effective implementation of significant government policy changes	Theme:	Organisational Development

Lead Dept:	CED	Other Contributors:	
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SECTION 2 ACTIONS		
Action	Due Date	Assignee
Disseminate information to CMT and Members around significant changes to government policy in order to inform decision making.	March 2017	Performance & Partnerships Manager
Implement Changes in Benefits entitlements in line with Welfare Reform and Work Bill 2015	March 2017	Assistant Chief Finance Officer
Implement Pensions Auto Enrolment Phase 2	September 2016	Shared Services Manager
Implement Teachers Pay and Conditions amendments	September 2016	Shared Services Manager
Implement Universal Credit Phase 2	March 2017	Principal Benefits Officer- Appeals and Security

SECTION 3 PERFORMANCE INDICATORS & TARGETS							
Code	Indicator	Assignee	Targeted or Monitor	Collection Period	Target 2015/16	Proposed Target 2016/17	Proposed Target 2017/18*
None identified							

SECTION 4 RISKS		
Code	Risk	Assignee
NEW	Failure to respond adequately to changes in Government policy	Chief Executive / Assistant Chief Executive



6. Equality Objectives

The Council has a legal duty to publish equality objectives at least every 4 years. Since the first objectives were published in April 2012 the Council has based them on the relevant outcomes and actions from the Council Plan. By doing this the Council hopes to demonstrate that equality and diversity is a core part of what we do as an organisation and not an add on activity. The Council's equality objectives from April 2016 are set out on the following pages.

Theme	Outcome	Objective(s)
Jobs & the Economy	Hartlepool has increased employment and skills levels with a competitive workforce that meets the demands of employers and the economy	<ul style="list-style-type: none"> • Deliver a range of skills / employability programmes including the Youth Employment Initiative (YEI)
	Reduction in the prevalence of family and child poverty	<ul style="list-style-type: none"> • Review Child Poverty Strategy – carry out consultation with partners and rewrite Child and Family Poverty Strategy • Implement strategies to tackle food poverty including Free School Meals take up initiatives and holiday hunger pilot initiative
Lifelong Learning & Skills	To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning	<ul style="list-style-type: none"> • Support primary and secondary schools to close the gap in achievement between learners from low income families and children in care ('disadvantaged pupils') and all other children and young people nationally by identifying best practice across Tees Valley and embedding these practices in schools across Hartlepool, and directing additional, targeted funding to support children and young people with identified barriers to greater academic achievement
	Provision of high quality community learning and skills opportunities that widen participation	<ul style="list-style-type: none"> • Carry out targeted development work with disadvantaged groups to increase participation in learning • Develop programmes to increase the participation of learners with mental health needs
Health and Wellbeing	Health Protection - Health Protection: the populations health is protected from major incidents and other threats, whilst reducing health inequalities	<ul style="list-style-type: none"> • Ensure the uptake of childhood vaccinations • Ensure the delivery of school based childhood flu programme • Roll out no cold call zones, undertake work on doorstep selling & scams

Theme	Outcome	Objective(s)
	Every child has the best start in life	<ul style="list-style-type: none"> • Redesign Early Help and social care services in line with Better Childhood Programme • Develop SEND strategy to ensure effective support is given to children with additional needs
	Children and young people are safe and protected from harm	<ul style="list-style-type: none"> • Implement the Better Childhood Programme • Implement VEMT (Vulnerable, Exploited, Missing and Trafficked) plan
	Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved	<ul style="list-style-type: none"> • Implement the actions identified in the Mental Health Local Implementation Plan and work with partners through the Mental Health Forum to improve outcomes for people with mental health needs. • Improve pathways and services to meet the needs of individuals with dementia and their families / carers. • Complete the development of a new independent living centre that improves outcomes for adults with a disability and / or long term condition. • Ensure that people with learning disabilities receive good quality, outcome focused care and support, including those included within the Transforming Care Fast Track work. • Carry out joint working between Public Protection and Adult Safeguarding to help protect elderly and vulnerable people from rogue traders and scams.
Community Safety	Hartlepool has reduced crime and repeat victimisation	<ul style="list-style-type: none"> • Undertake a full assessment of the community safety issues and priorities in Hartlepool to inform development of the Community Safety Strategy 2017 – 2020 • Undertake a needs analysis to inform the development of the Safer Hartlepool Partnership Domestic Violence & Abuse Strategy and re-commissioning of the Councils specialist domestic violence service.

Theme	Outcome	Objective(s)
Housing	Hartlepool has an improved and more balanced housing offer that meets the needs of residents and is of high quality design	<ul style="list-style-type: none"> Consider any development opportunities through 2015-18 National Affordable Homes Programme (NAHP) allocation and other funding opportunities to expand the Council's housing stock.
Culture and Leisure	Local people have access to library services which enrich people's lives	<ul style="list-style-type: none"> Engage with children and young adults to support their learning & literacy needs, through a programme of activities and events
Organisational Development	Deliver effective customer focused services, meeting the needs of diverse groups and maintaining customer satisfaction	<ul style="list-style-type: none"> Identify and implement a programme of change to increase digital availability and take up of services
	Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function	<ul style="list-style-type: none"> Consider and implement the Gender Pay Gap regulations once published by the Government



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FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Director of Regeneration and Neighbourhoods

Subject: CAPITAL PROGRAMME 2016/17

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Budget and Policy Framework.

2. PURPOSE OF REPORT

2.1 To seek Members approval to allocate the Council Capital fund for planned maintenance on Council property and assets and to consider the allocation of the other Council priorities pot.

3. BACKGROUND

3.1 In November 2015, Finance and Policy Committee received a report on the Capital Receipts target, The report provided an update on the progress in achieving the existing capital receipts target of £6.5m; outlined proposal for setting a new capital receipts target and the proposed land sales to achieve increase the target to £7.5m and also enabled Members to develop a strategy for using the additional capital receipts target for 2016/17 of £1m to fund the following priorities:-

- £0.6m for Council Capital Fund purposes (Council Assets and Property)
- £0.4m for other Council priorities, which may include match funding capital grants and / or other external funding opportunities, or potential development of Community Hub facilities

3.2 As part of the Medium Term Financial Strategy recommendations approved by Council authority to approve schemes to be funded from the above resources was delegated to Finance and Policy Committee. Detailed proposals for the allocation of the above resources are presented below for consideration and approval.

4. PROPOSALS

4.1 COUNCIL CAPITAL FUND

Condition surveys have been undertaken on all Council assets. The spreadsheet prioritises spend against the criteria listed below as well as considers funding sources.

- A – Good: *Performing as intended and operating efficiently*
 - B – Satisfactory: *Performing as intended requiring minor repairs*
 - C – Poor: *Exhibits various defects, each of which might not be significant in itself but together need attention on a planned basis*
 - D – Life Expired: *Exhibits major deterioration. Serious risk of imminent breakdown or is a health and safety hazard*
-
- 1 – Urgent: *Prevent immediate closure to the property / address high risk to H&S of occupants / remedy serious breach of legislation*
 - 2 – Essential: *Prevent serious deterioration of the fabric or service / address medium risk of H&S of occupants / remedy less serious breach of legislation*
 - 3 – Necessary: *Prevent deterioration of the fabric or service / address low risk of H&S of occupants / remedy minor breach of legislation*
 - 4.– Desired Work: *Prevent possible deterioration of the fabric or service*

£0.6m has been allocated from the 2016/17 capital receipts target to invest in the maintenance of council owned assets and property. Given the scale of the financial challenge we face it is likely that services will be delivered differently and from different outlets in the future. It is recognised that there is a need for a programme of service reviews to be undertaken aligned to the decision making process required as part of the MTFS. Therefore it is proposed we do not allocate the full capital maintenance programme at this stage, and this will allow for the outcome of the Council's service review programme to be assessed before committing the whole of these resources. However, based on the criteria listed above the following works are essential.

Newburn Bridge Ind Est	
Pitched Roofs suffering from corrosion	£33,000
Boundary wall renew cracked copings	£2,500
Corroded Steel Lintels	£25,000
	£60,500
8 and 9 Church Street	
Vertical means of escape is inadequate	£7,200
	£7,200
Mill House Leisure Centre	
Replace existing dry-side circulation and toilet floors for compliance with current accessibility legislation	£19,000
Gas pipe renewal scheme	£10,000
	£29,000
Total	£96,700

4.2 OTHER COUNCIL PRIORITIES

The Council has allocated £0.4m from the Capital receipts target for other Council priorities, which may contribute towards match funding of capital grants and / or other external funding opportunities. The following proposals have been identified for Members consideration:

Waverley Terrace Safety improvement scheme

Safety improvements relating to Waverley Terrace in regards to the installation of a footway to improve pedestrian movement, particularly regarding access to Kingsley Primary School, and make improvements to the complementing and improving the landscape of the overall Transforming lives project. The section of Waverley Road affected runs from the Tristram Avenue / Wordsworth Avenue junction down to the Ventnor Avenue / Heathfield Drive end. Estimated costs range between. £230K - £297K. The costs also include a number of provisional items that may be required should underlying material prove to require removal to specialist waste facilities.

Seaton Carew car parking

The shortage of car parking on Seaton Front has been raised by Members at various committees over the last year. Proposals were considered and agreed at the November Neighbourhood Services committee who requested Finance and Policy Committee supports the proposals and releases funding from the £0.4m allocated for other Council priorities.

This an existing car park at the southern end of Seaton Carew, accessed via the road between the golf club and the bus terminus. It is proposed the Council marks out the existing car park with bays marked out, also catering for coaches along with horse boxes, which are regular visitors to the car park. The ratio of car/ coach/ horse bays can be adjusted to suit that which is felt to be the most appropriate. A barrier would be placed between the old and new areas of the car park, to prevent long straight sections and discourage speeding/ anti-social behaviour, £5,000.

The existing car park at the northern end of Seaton Carew (just south of Newburn Bridge) has proved very popular since its construction a few years ago, with it regularly being full to capacity, and people parking on the grass alongside it. It is proposed the Council extend north from the existing car park boundary, and an additional 40 spaces can be provided before the road narrows down the grassed area to prevent any further being added.

The advantages of this site are that (in conjunction with the coach park) it gives significant extra parking space at both ends of Seaton Carew. It has also proven itself to be a popular location, throughout the year. £70,000

Victory Square improvements

The proposals include the removal of the brick piers adjacent to the Victoria Road highway in order to improve visibility for road users (both pedestrians and vehicle users). The pier units have lighting units that will need to be removed and an electrical connection that will require to be capped by the utility company. Removal of the piers will be staged to reduce potential safety issues associated with falling masonry on the footway and highway and as such traffic management will be required for each pier. To localise disruption to the footway and highway it would be intended to remove one pier at a time.

In order to reduce the openness of the Victory Square site to occasional vehicle overrun it is proposed that a series of planter units are placed on site. These would incorporate integral seating and planting that would also be reflected in refurbished planting to the Civic Centre brickwork planters and two smaller planters for the concourse site. The planter units would have hidden forklift openings that would allow them to be lifted and relocated for events such as the Remembrance Services.

In addition the removal of a number of existing trees is proposed in order to prevent them from adversely impacting on existing monuments. This would also accommodate potential temporary areas associated with Remembrance Services, as suggested by Members.

A separate lighting scheme is also currently underway, funded from the street lighting LED replacement programme.

The primary elements of the brief: £50,000

- Sensitive restriction of vehicle access to the Victory Square site
- Supplementary seating to the square
- Rationalisation of existing trees including removal where required
- Removal of the existing piers adjacent to the Victoria Road highway
- Improvements to Civic Centre planting scheme

- 4.3 The costs of delivering the above 3 schemes totals £422K - £355K, depending upon the outcome of the site investigation so the Waverly terrace safety improvement scheme. It is therefore proposed that improvements to Victory Square can be phased to ensure there is no overspend and that works can be completed prior to Remembrance Day. In the event that these schemes cost £422k approval will need to be sought from full Council to vire funding from the Council Capital fund.

5. RISK IMPLICATIONS

- 5.1 The non allocation of the full capital maintenance programme and the general lack of investment in the Councils assets and property portfolio due to the financial challenges facing the Council increases the risk of

large scale failures of building elements together with the associated financial implications, increased pressure on the centralised maintenance budget, the disruption of services and in some areas loss of income. In addition this could also result in non compliance with H&S and accessibility legislation which can have financial penalties.

6. FINANCIAL CONSIDERATIONS

- 6.1 The Council has finite resources available to support the proposals detailed in this report. The proposals in relation to the Council Capital fund only commit part of the available funding to enable the outcome of services reviews and future property needs to be assessed before committing these resources.
- 6.2 The proposals in relation to the funding of £0.4m for “Other Council Priorities” either commitment £355k, or potential over-commitment by £22k. If the over-commitment arises a virement request will need to be submitted to full Council to fund this shortfall from the Council capital fund.

7. LEGAL CONSIDERATIONS

- 7.1 The Council, as the Highway Authority, have a duty under Section 41 of the Highways Act 1980 to maintain all adopted highways to a standard whereby they do not cause a hazard to the users thereof. Failure to undertake this duty may result in third party claims being made against the Council for accidents caused by its failure to maintain.

8. CHILD AND FAMILY POVERTY

- 8.1 There are no child and family poverty implications relating to this report.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 There are no equality and diversity considerations relating to this report.

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

- 10.1 There are no Section 17 considerations relating to this report

11. STAFF CONSIDERATIONS

- 11.1 There are no staff considerations relating to this report.

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 The attention of the Committee is drawn to the Asset Management element of the Medium Term Financial Strategy. The decision by Members in January 2009 requires a commercial, proactive approach to be taken on Asset Management issues, the proceeds of this transaction being a contribution to the Medium Term Financial Strategy (MTFS).
- 12.2 The decision to adopt a commercial approach to asset management requires the Council to realise the full value of any properties or property rights that it occupies or disposes of.

13. RECOMMENDATIONS

- 13.1 In accordance with the authority delegated by Council within the approved MTFS for 2016/17 it is recommended that Members
- i) Approve the proposals detailed in paragraph 4.1 for use of part of the Council Capital Fund;
 - ii) Approve the proposal detailed in paragraph 4.2 for use of the 'Other Council Priorities' resources;
 - iii) Note that as the actual costs of 'Other Council Priorities' schemes may total £422k and as a fallback position a virement request will be submitted to full Council to allocate £22k from the Council Capital fund as a contingency.

14. REASONS FOR RECOMMENDATIONS

- 14.1 To enable projects to be implemented as detailed in the report.

15. BACKGROUND PAPERS

- 15.1 Capital Receipts target, Finance & Policy Committee November 2015 and Medium Term Financial Strategy Report December 2015.

16. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Director of Child and Adult Services

Subject: MULTI AGENCY CHILDREN'S HUB (MACH)

1. TYPE OF DECISION/APPLICABLE CATEGORY

Key Decision Test (i) and (ii) apply C&AS42/15.

2. PURPOSE OF REPORT

- 2.1 For members to approve the implementation of a North Tees Multi Agency Children's Hub with Hartlepool Council leading and delivering this service on behalf of Stockton Borough Council.

3. BACKGROUND

- 3.1 A paper was presented to Finance and Policy Committee on 21st September 2015 setting out the further development of advice and guidance services which included the development of a North Tees Multi Agency Children's Hub. Finance and Policy Committee approved the implementation of the hub and this report sets out progress to date.
- 3.2 Over recent years there have been a number of areas that have developed multi agency safeguarding hubs. These have been developed following findings from serious case reviews, inspections and research that agencies need to improve information sharing and the way they work together to share risk assessments, make decisions and improve children's lives.
- 3.3 In 2014 the Directors of Adult and Children's Services across Tees in consultation with police began to explore the potential development of a Multi Agency Safeguarding Hub (MASH) in the Cleveland Police Force area. The police were keen to develop a Tees wide MASH however it was agreed with partners that a North/ South model was more achievable.
- 3.4 Hartlepool Council included the development of Multi Agency Safeguarding Hub in its successful bid through the Government Transformation Challenge

Award and work has been undertaken to develop the Hub with partners. It was agreed with partners that instead of focusing just on safeguarding the hub would also be a point of contact for all children's enquiries therefore it would be developed as a Multi Agency Children's Hub.

4. PROPOSALS

- 4.1 The proposed model for the North Tees Multi Agency Children's Hub is a single point of contact for children's safeguarding referrals and children's enquiries. The Safer Referral Tool (currently in use across Tees) will be used as the mechanism for referring a child into the Multi Agency Hub where there are additional needs that have been identified. Upon receipt of the referral the Hub will undertake joint screening, review of partner information and triage the referral through to the most appropriate service that can meet the identified needs and if needed safeguard the child.
- 4.2 The Hub will be made up of, as a minimum, Hartlepool and Stockton local authority, Cleveland Police, North Tees and Hartlepool Foundation Trust and Tees, Esk and Wear Valley Trust. Other agencies that may be involved include Housing, probation, domestic violence services. As the model is developed further discussions will be undertaken with services that can make a contribution to the Hub.
- 4.3 It has been agreed that a designated education officer post be established to ensure that schools also have a representative and voice within the Hub. This will initially be funded for one year through the Transformation Challenge Funding and discussions will take place with schools about the sustainability of this post and potential contributions from schools.
- 4.4 The multi agency nature of the Hub means that partner agencies who are seeking to refer a child will have the opportunity to seek advice and guidance from workers within their own organisation. The development of this Children's Hub is an exciting opportunity to make the lives of children in Hartlepool and Stockton better. It will mean that decisions about children's safety are effectively made with all partners thinking about the whole life of the child.
- 4.5 This is a significantly innovative development with Hartlepool Council delivering a statutory service on behalf of another council. The current Hartlepool service has a good reputation and the development of this multi agency hub is to build on the already good practice in place. This is a potential blue print for further Tees work and South Tees local authorities will be involved in the evaluation of the Children's Hub to understand whether there should be further Tees wide developments.

4.6 The overall benefits to children and families of developing the Hub are:

- Children and families receive the right services at the right time;
- Decision making is made in the context of the whole picture of a child's world;
- Single place for seeking advice, guidance and support;
- Integrated pathways into services.

4.7 The overall benefits to the organisations of developing the Hub are:

- Co-ordinated use of intelligence to inform timely and proportionate decision making;
- More efficient use of multi agency resources;
- Developing and sharing of expertise.

4.8 Work has been ongoing for the last year to develop the model and workstreams have been set up to look at development of shared processes and pathways, accommodation, IT, performance management and information governance. All these workstreams are being managed to ensure that the go live date of 1st June 2016 can be achieved.

4.9 It has been agreed with all partners that the Multi Agency Children's Hub will be known and marketed as "The Children's Hub". This is to ensure that there is not confusion with the public.

4.10 The Children's Hub will be based in the Civic Centre, Hartlepool and work is ongoing to ensure that accommodation is ready as soon as possible. Although the go live date is not until 1st June there is a significant amount of work to do in March, April and May for partners to test their systems. Partners are expected to start to base themselves in the Civic Centre as soon as possible. This will support team building so that workers understand each other's roles for the go live date.

5. RISK IMPLICATIONS

5.1 People who currently use the services in Hartlepool and Stockton will see as little change as possible. All channels that the public and professionals use will continue to exist.

5.2 A Strategic Management Board has been set up which consists of senior managers across all partner organisations. This board has overseen the development of the Hub and will continue to meet to monitor its effectiveness and resolve any issues quickly. It is expected that this Board will continue to meet for at least one year following the go live date.

6. FINANCIAL CONSIDERATIONS

- 6.1 Hartlepool Borough Council is implementing these changes within the existing budget for the service area. Stockton Borough Council and partners are meeting the costs associated with the additional responsibilities to provide the front of house service for Stockton Borough Council and multi agency partners being located within the Children's Hub. The cost of the whole service including all multi agency staff is £1,288,000. Hartlepool Borough Council is contributing £533,500 and £754,500 is being funded by Stockton Borough Council and partners. The Strategic Management Board has agreed that after a full year of operation of the Children's Hub, a review will be undertaken in order to establish whether any efficiencies can be realised both within the Hub itself and the wider system as a consequence of the new service model.

7. LEGAL CONSIDERATIONS

- 7.1 Hartlepool Borough Council will be delivering a statutory service on behalf of Stockton Borough Council. On the 14th January 2016 Stockton Borough Council's Cabinet agreed that Hartlepool Borough Council would deliver a statutory service on their behalf. Work is ongoing between Hartlepool and Stockton's legal teams to develop a Memorandum of Understanding to ensure that there is a clear legal agreement between the two councils in place for the implementation date of 1st June 2016. The Memorandum of Understanding will also include partners' contribution to the MACH and will set out the principles of working in partnership.

8. CHILD AND FAMILY POVERTY

- 8.1 The Hub will continue to support families needing support due to poverty and will continue to explore ways of preventing families being in poverty.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 All children will be supported dependent on their needs. The Multi Agency nature of the hub will ensure that children can be supported taking into account all aspects of their lives.

10. STAFF CONSIDERATIONS

- 10.1 There will be a number of workers currently working for Stockton that will be transferred to Hartlepool Borough Council. Consultation is currently being held with these staff with HR from Stockton Council and Hartlepool Council supporting. The staffing structure for the Multi Agency Children's Hub is attached as **Appendix A**.

11. ASSET MANAGEMENT CONSIDERATIONS

- 11.1 There is a requirement to provide accommodation for all partners in the Hub and work is ongoing to secure this accommodation. It is expected that all moves will have taken place by April 2016 to allow for team induction and testing of partner systems.

12. RECOMMENDATIONS

- 12.1 For members to approve the implementation of a North Tees Multi Agency Children's Hub with Hartlepool Council leading and delivering this service on behalf of Stockton Borough Council.

13. REASONS FOR RECOMMENDATIONS

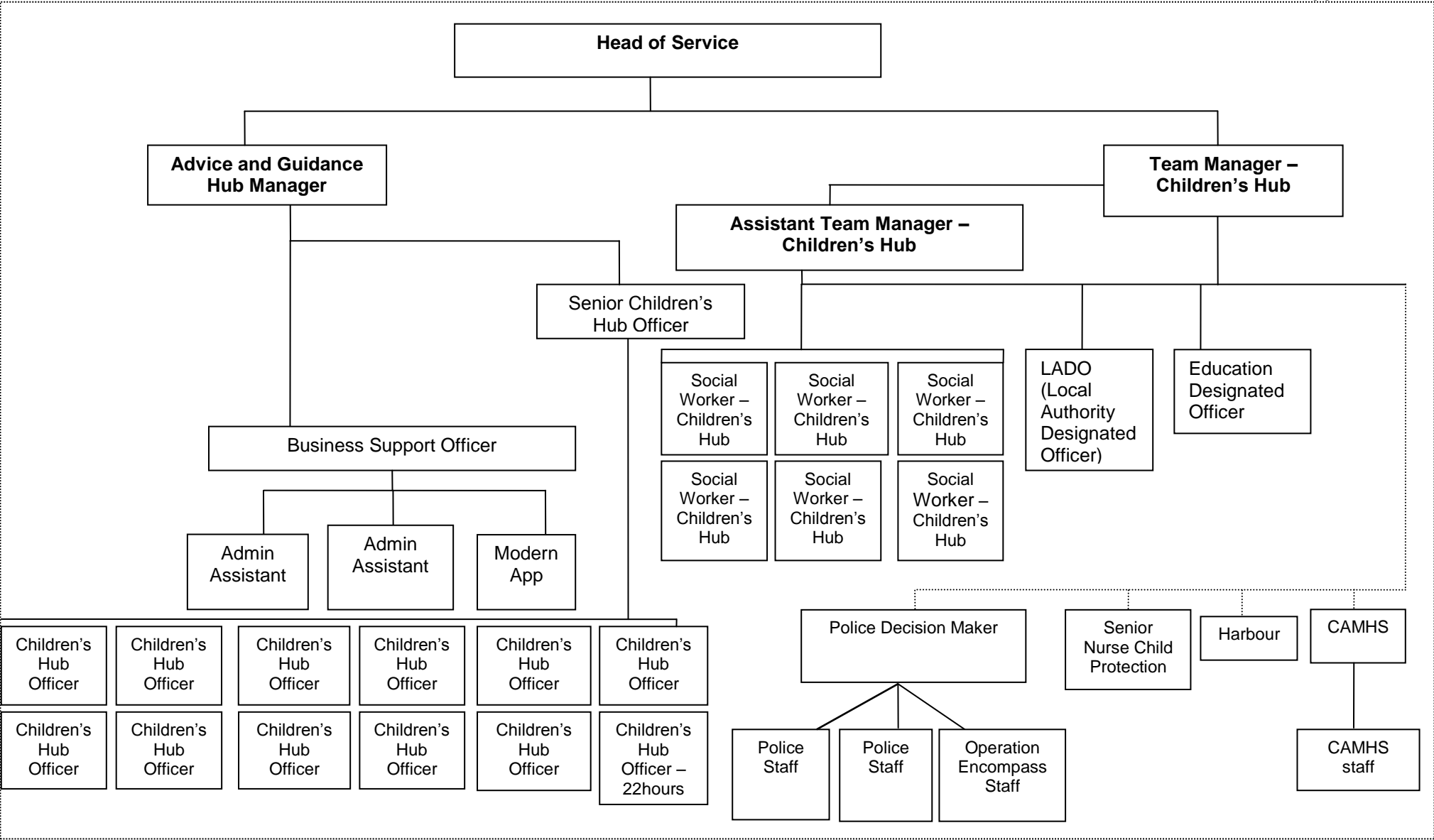
- 13.1 A multi agency response to safeguarding referrals and concerns will ensure that children and families receive the right services at the right time.

14. BACKGROUND PAPERS

None

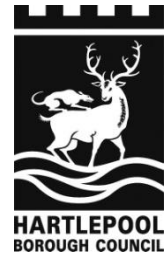
15. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Director of Regeneration and Neighbourhoods

Subject: MANAGED WORKSPACE CREATIVE INDUSTRIES

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Key Test (i) applies – Forward Plan Reference RN 01/16

2. PURPOSE OF REPORT

2.1 To consider proposals to:

- a. Acquire 13/17 Whitby Street to convert into an Innovation and Skills Quarter Managed Workspace
- b. To renovate and convert the property into lettable units and
- c. To manage and maintain the facility and to provide revenue funding for the first two years until it generates enough income to cover operating costs.

3. BACKGROUND

3.1 The Hartlepool Regeneration Masterplan was adopted in November 2015. The Masterplan has been prepared to make the most of Hartlepool's attractive assets and to stimulate exciting new development and investment. Changing the perception and image of Hartlepool will be a key element of the Masterplan.

3.2 The Masterplan identifies three main sub-areas to drive the regeneration of the town; the Waterfront/Marina, the Innovation and Skills Quarter and the Town Centre. The Innovation and Skills Quarter (ISQ) is in the Church St area including Whitby St, Tower St and Lynn St. The intention of the ISQ is to redefine the area with additional day time uses, an improved environment and a vibrant cluster of creative industry businesses; the principle of developing a supportive environment for creative and entrepreneurial

businesses has the potential to link up closely with the new Campus for Cleveland College of Art and Design (CCAD) on the former Lynn Street Depot site. Therefore, a key part of the ISQ strategy is the establishment of a managed workspace facility in the area.

4. INNOVATION AND SKILLS QUARTER

- 4.1 As reported to the Regeneration Services Committee on the 28th August 2015 the Council recognises the ISQ as a potentially significant driver of economic growth and investment.
- 4.2 The ISQ project broadly covers six specific strands:
1. **Business Support:** to develop the creative cluster and offer direct assistance for new businesses,
 2. **Creation of Workspace:** for small businesses within the Church Street area.
 3. **Public Realm Improvements:** to improve the environment of Church Street to attract investment.
 4. **Highways Improvements:** to enhance connectivity within the area.
 5. **Conservation:** to repair historic buildings and structures.
 6. **Communications:** to raise awareness of the project and consult with stakeholders, businesses and residents.
- 4.3 There has been a significant amount of progress to date on the development of the ISQ including the successful application to the Heritage Lottery Fund Townscape Heritage Programme, the relocation of the Council's Lynn Street Depot to allow construction work to start on the new campus for Cleveland College of Art of Design, design work starting on the public realm scheme for Church Street and a successful consultation event for businesses and residents, in and around the Church Street area, was held 24th and 25th November 2015, which indicated strong support for the Council's ambitions.

5. LOCAL GROWTH FUNDING

- 5.1 As reported to the Regeneration Services Committee on the 28th August 2015, the Council has managed to provisionally secure an indicative allocation of £5.5m of Local Growth Funding (LGF) from the Tees Valley Local Enterprise Partnership (LEP) to contribute towards its ambitions for the ISQ.
- 5.2 The funding is subject to a stringent due diligence process which examines value for money and the outputs that the project will achieve. In order to start delivering the ISQ it is proposed to acquire a suitable building for conversion into workspace.
- 5.3 As detailed later in this report in Section 9.1 (6) an opportunity has arisen to bring forward funding for the scheme which will require the Council to fast track the due diligence process for the acquisition of a building before the end of the

current financial year (March 2016). The due diligence for the subsequent refurbishment and connectivity elements of the ISQ scheme will be the subject of a separate due diligence process at a later date.

- 5.4 The funding for the acquisition of a managed workspace facility has recently been approved by Tees Valley Unlimited's Investment Panel following a due diligence process.

6. WORKSPACE

- 6.1 The creation of workspace is a key justification for the Local Growth Funding due to the potential for job creation, business creation and the opportunity to further improve the enterprise formation rates in Hartlepool.

- 6.2 In order to identify potentially suitable properties and to assess the overall feasibility of a managed workspace, a detailed study was carried out for the Council by Cushman and Wakefield in 2015. The report looked at the economic, policy and strategy context, supply and demand for small business space in Hartlepool and the Tees Valley and key stakeholder views, activities and drivers of demand, together with the availability and suitability of properties in the area.

- 6.3 The report's main conclusions were that:

- a. There is a reasonable prospect of demand for additional new high quality Small and Medium size Enterprise workspace in the town centre.
- b. A facility which meets the needs of creative sector businesses but which also provides accommodation for start-ups and micro/small businesses in other sectors would improve the chances of achieving a viable operation.
- c. A new workspace facility could in itself be a key driver of footfall and could assist to underpin the branding, identity and profile of Church Street as a new Innovation and Skills Quarter.
- d. This type of facility would not be delivered by the private sector without public sector funding support in this location in this market and there is a clear rationale for Council/Local Enterprise Partnership intervention as a result.
- e. Whilst there is a considerable amount of commercial property on the market in the area, only one is entirely suitable and available, the former Post Office (more recently Zeus nightclub) 13-17 Whitby St.

The report does identify a number of risks, principally related to the level of demand that will ultimately be experienced for the facility. However, these risks are mitigated for the following reasons:

- i) The proposed facility is a key part of the creative industries strategy that in turn underpins the Innovation and Skills Quarter element of the Hartlepool Masterplan;
- ii) The feasibility study is reasonably positive and all regeneration projects carry some level of risk;
- iii) The acquisition and renovation of the building can be fully grant funded;
- iv) The implementation of this part of the Masterplan will help to secure in excess of £3m of further Local Growth Fund grant for other projects in the ISQ;
- v) The project will refurbish and secure the long term future of a key vacant listed building;
- vi) Provide job creation and business creation opportunities for local people and graduates.

As such, on balance, the benefits outweigh the risks and consequently negotiations were entered into recently for the purchase by agreement of 13/17 Whitby St.

- 6.4 The property is shown hatched on the plan at **APPENDIX 1**. It was built and opened in 1900 as a sorting office. It is built over 3 floors plus a basement and has a substantial modern extension and a yard area to the rear. The property is Grade II listed and was most recently used as a nightclub on the ground floor, the upper 2 floors being disused and stripped of internal walls and finishes. The ground floor is still fitted out as a nightclub/bar with fitted bars, seating, air conditioning system, dance floor and staff and customer toilets.

In relation to Planning considerations, the property is located within the town centre area in which most commercial uses are normally acceptable. The building extends to approximately 1358 square metres of gross internal floor area plus a covered yard and open yard/parking area.

- 6.5 The property, although generally suitable for the intended use due to its size, location and character, will require substantial conversion works to create the managed workspace. Proposals contained in the feasibility study are for conversion to 33 units plus 2 meeting rooms, communal kitchens and toilets on each floor, a “break out” space on the ground floor and bike store.. It is considered that this could support 115 new gross jobs at 90% occupancy.
- 6.6 It is proposed to let the units to start up businesses, with an emphasis given to marketing to creative industry enterprises and graduates from the local colleges; CCAD have agreed to refer students and there will be a marketing programme similar to that used for Hartlepool Enterprise Centre. Management of the facility will be carried out by Economic Regeneration with CCAD providing technical and professional support to the new businesses which is a

unique selling point for the workspace. It is proposed to develop a Service Level agreement with CCAD.

- 6.7 The College has an ambition to expand and aims to have 900 undergraduates by 2017 (growth of 300 above current levels) and 1,500 by 2025. This is being facilitated by the expansion and renewal of the college's campus through the redevelopment of the Lynn Street Depot in partnership with Hartlepool Borough Council. CCAD has secured £8.3m Local Growth Fund to take forward this redevelopment and works have started on site.
- 6.8 The College produces over 200 graduates each year with Foundation/Bachelor of Arts degrees in creative and digital subject areas. Survey data and College intelligence suggests that c.30% of these go into self-employment and that c.50% of these remain in the Tees Valley. Based on 2014 data, this results in c.35 graduates of the College going into self-employment and remaining in the Tees Valley, which provide a source of demand for creative based workspace facility in Hartlepool. The College is aware of a number of recent graduates which have left the town due to no suitable accommodation being available.
- 6.9 Hartlepool's adopted Regeneration Masterplan recognises the need to drive economic growth to develop a sustainable and successful local economy. A key element of this is to support indigenous business start ups and therefore is a need to provide appropriate accommodation to support this growth. Progress is being made and the following information highlights the key achievements on the local business start up market:
- Hartlepool had a higher start up rate per 10,000 head of population than the Tees Valley and North East average in 2014 (Hartlepool 54, Tees Valley 51, North East 45). The start-up rate has consistently improved each year.
 - Hartlepool's business stock is 328 per 10,000 head of population and the business base has consistently increased over several years. Hartlepool is just short of the Tees Valley average which stands at 330 and is above the North East average of 319.
 - Whilst progress has been good there is still a significant gap with national business births and stock levels with national birth rates being 68 per 10,000 head of population and business stock at 489 per 10,000 head of population. This project will directly respond to the need of developing more enterprises whilst at the same time developing a critical mass of creative sector businesses that tend to be high added value businesses
- 6.10 As part of an overall business incubation strategy, the Council developed Hartlepool Enterprise Centre, which is a converted former Victorian school building. This provides 23,500 square feet of net lettable business space. The centre is one of the most successful in Hartlepool, and is consistently 95-100% let and regularly receives enquiries for space that it cannot

accommodate. The centre is run by a very experienced business support team, which has helped facilitate Hartlepool's business start-up success rate. The expertise of this team is intended to be deployed at the new managed workspace in order to ensure the building achieves the desired business support and occupancy.

- 6.11 13/17 Whitby Street was identified by the Council's consultants Cushman and Wakefield as being the most appropriate for the purpose. The property was not on the open market but it was known to be potentially available and a direct approach was made to the owner. Following intensive negotiations with both the owner and his surveyor, agreement for the purchase of the property has been secured in principle on the terms set out in **CONFIDENTIAL APPENDIX 2 This information contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para. 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**
- 6.12 In terms of the rental structure it is anticipated that a stepped rent will be implemented along similar lines to the Hartlepool Enterprise Centre (HEC) whereby businesses start on lower rates and pay commercial rent levels after a 24 month period. It is important that whilst any managed workspace provides a pipeline of grow on businesses, as does HEC, there is also a need to ensure that the rent roll is protected by maintaining a number of businesses on full commercial rent levels.

7. PROPERTY ACQUISITION CONSIDERATIONS

- 7.1 Purchase terms were agreed following intensive negotiations and a very substantial reduction being achieved from the property owner's aspiration, the price agreed is nevertheless considered to be above the full market value of the property. Although the vendor was unwilling to sell at a price the Estates and Regeneration Manager considered represents Market Value, the purchase has been agreed to in order to facilitate the timely acquisition of the building which will in turn releases approximately £3m of grant funding for the regeneration of the area in addition to the purchase and conversion of the property. Unfortunately there are no other entirely suitable buildings available at present in the area, and whilst a new build scheme might have been possible, this would be more expensive than acquiring and converting an existing building.
- 7.2 In the circumstances, a similar process is being followed as for sales at less than best value in order to set out the reasons and relevant issues in full for consideration by committee. In August 2012 the Council adopted a protocol to be followed in the case of sales at less than best value. The protocol can be summarized as follows:
1. The matter to be referred initially to the relevant committee.

2. Proposals will be discussed with External Audit (Mazars).
3. The report to Committee to include:
 - a. Valuation report and description provided by the Estates and Regeneration Manager.
 - b. An assessment with supporting evidence provided by the department promoting the scheme of the financial and non-monetary benefits to the Council
 - c. Confirmation that the disposal contributes positively to an agreed Council priority and that it will not adversely affect a higher priority
 - d. A clear statement from the department promoting the scheme that the benefits the Borough or its residents will derive cannot be achieved unless the sale takes place at an under value (in this case over value), together with confirmation that no alternative means of funding is available.
 - e. An assessment of the impact of the proposal on achieving existing £6.5m capital receipts target by the Section 151 Officer (not relevant in this instance as no receipt involved).
 - f. An assessment of the value of capital receipt which would be foregone.
 - g. A statement from the Council's Chief Solicitor as to whether he considers a disposal is capable of falling within the terms of the consent (in this case a statement from the Chief Solicitor that confirms that acquisition on the proposed terms is within the powers of the authority) .
 - h. Sufficient information to enable Members to come to a conclusion as to whether the disposal (in this case acquisition) would be proper use of the Council's powers, having regard to the Council's fiduciary duties to local people.
 - i. An independent valuation where appropriate.
 - j. A statement from the department promoting the scheme outlining whether the proposal is likely to infringe state aid regulations.

7.3 These matters are dealt with below:

1. This report is the referral to the relevant Committee.
2. Proposals will be discussed with External Audit (Mazars). Mazars have now reviewed the situation and have raised no issues.

- 3.a. Valuation Report: Included in attached **CONFIDENTIAL APPENDIX 3**
This information contains exempt information under Schedule 12A
Local Government Act 1972 (as amended by the Local
Government (Access to Information) (Variation) Order 2006)
namely (para. 3), information relating to the financial or business
affairs of any particular person (including the authority holding
that information.
- 3.b. Assessment of benefits: As outlined above, the managed workspace facility is a key part of the Creative Industries Strategy and the ISQ element of the Hartlepool Masterplan. CCAD produces over 200 graduates each year with Foundation/Bachelor of Arts degrees in creative and digital subject areas. Survey data and College intelligence suggests that c.30% of these go into self-employment and that c.50% of these remain in the Tees Valley. Based on 2014 data, this results in circa 35 graduates of the College going into self-employment and remaining in the Tees Valley, which provide a potential source of demand for creative based workspace in Hartlepool. The College is aware of a number of recent graduates which have left the town due to no suitable accommodation being available. CCAD will soon be located at both ends of Church Street and will create a significant though flow of footfall along the street in its own right. The facility should therefore be ideally placed to provide suitable accommodation for new businesses run by CCAD graduates as well as the general small business community.
- Over time it is hoped that it will gain a reputation as a thriving hub for creative and innovative enterprises and lead to significant economic benefits both in the immediate area and more widely in Hartlepool.
- 3.c. Council Priorities: The success of the Hartlepool Masterplan is a very high priority for the Council and this proposal feeds directly into it, as described above.
- 3.d. Benefits cannot be achieved without purchase at over value: A property purchase would not normally be made at a price in excess of the market value and where agreement cannot be reached with an owner compulsory purchase powers can in appropriate circumstances be used (subject to Secretary of State consent) but in this instance this route is not available, in part because of the urgency with which the purchase needs to be completed; in order to access the grant funding it needs to complete legally by 31st March 2016.
- 3.e Not applicable
- 3.f Value of foregone receipt
- 3.g Statement from Chief Solicitor: ‘ The Council has a general power to acquire land through agreement either for the purposes of the exercise of its functions or for the ‘benefit, improvement or development of their

area' (Section 120 Local Government Act, 1972 refers). The proposal to acquire the subject property is consistent with the Masterplan and also accords with the funding criteria behind the Local Growth Fund initiative. Although, this is not a disposal at an undervalue, the principles behind dealing with that scenario can be applied here, as a matter of simple propriety. Accordingly, the views of the Council's external auditor's is a prudent step to take. In addition, this proposed purchase needs to be viewed against the wider 'benefits, improvement or development' identified with this locality. That includes, amongst other things, job creation, provision of accommodation and securing the long term future of a key listed building. I am therefore reasonably satisfied that the proposed purchase on the terms identified further in this report, can commend themselves to the Council to proceed with acquisition. This is of course based on the the wider benefits and improvements that this development will bring and which are canvassed in this report.'

- 3.h Sufficient information to enable Members to come to a conclusion as to whether the acquisition would be a proper use of the Council's powers, having regard to the Council's fiduciary duties to local people: As outlined above, the purchase of the property is being funded through the Local Growth Fund and is being expedited to complete this financial year in order to access very substantial further funds from the LGF for other qualifying projects in the ISQ.
- 3.i An independent valuation is not thought necessary in this instance as a valuation report has been provided by the Council's Estates & Regeneration Manager Surveyors.
- 3.j The proposed purchase does not infringe state aid regulations.

8. PROPOSALS

8.1 Subject to the Committee's views it is proposed to:

- a. Proceed with a purchase funded by LGF on the terms outlined in **CONFIDENTIAL APPENDIX 2 This information contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para. 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**
- b. Undertake further development and design work to RIBA Stage 3 and complete the due diligence process with TVU for the refurbishment of the building.
- c. Carry out a scheme of conversion and renovation also funded by LGF to create a total of 33 units plus 2 meeting rooms and break out space, parking and bike store.

- d. Maintain and manage the facility through lettings supported by technical and professional support from CCAD.
- e. Develop a Service Level Agreement with CCAD around the support that they can provide for the workspace.
- f. The revised timetable for the scheme to enable early release of funding is:
 - i) Acquire the property March 2016
 - ii) Due diligence with TVU required for renovation funding June 2016
 - iii) Renovate / convert the building into business units March 2018
 - iv) Start the operation of managed workspace facility April 2018.

9. RISK IMPLICATIONS

9.1 There are unavoidably a number of risks associated with the project. These are principally as follows:

- a. Due to the limited time available to complete the purchase, it is not possible to obtain the necessary planning permission or listed building consent prior to completion of the purchase. In relation to the change of use of the building, this represents little or no risk as it is within the type of uses that planning policies include as acceptable uses in the area. The proposed conversion may raise issues as it involves alterations to a listed building. To mitigate this risk meetings have been held with Planning and Conservation Officers who are supportive of the principle of converting the building into a managed workspace facility. They consider that the project will provide a sustainable future for the listed building.
- b. The financial model depends on a certain level of lettings being achieved and rental income being received, which clearly cannot be guaranteed. However, the projections are based on a detailed analysis of demand and supply and comparable rental levels, and the feasibility study does conclude that there is a reasonable prospect of achieving the anticipated level of lettings and rental income. Financial forecasts are included in section 11. The financial model is dependent upon the creation of 33 business units within a single facility.
- c. Tees Valley Unlimited has indicated that if the project does not proceed following the acquisition they would claw back the full acquisition costs. The main risk of this occurring is if the due diligence for the refurbishment of the building is unsuccessful. The detailed feasibility work undertaken to date and discussions with TVU will limit this risk.
- d. The funds to refurbish the building are subject to additional design and costing work to RIBA Stage 3 and a separate due diligence process in 2016/17.

- e. Increased refurbishment costs once additional design and feasibility work has been undertaken. This risk will be reduced by the existing feasibility work and surveys completed to date. There will be scope for value engineering the various elements within the overall LGF bid to ensure that any unforeseen costs increases can be accommodated within the overall funding envelope agreed.
- f. Whilst the ISQ project has an in principle approval, it comprises part of a wider LGF programme that is regularly reviewed at a Tees Valley level. As a result projects that are timetabled to spend from 2017/18 onwards could potentially be subject to further review. By committing to the project within 2015/16, through the acquisition of the former GPO building the overall project can be brought forward by one year and the main components of the project will commence in 2016/17 rather than 2017/18. This acceleration of the timetable will significantly reduce the risk of not securing funding or having in principle allocations reduced in the future.
- g. In addition, the property, whilst not being openly marketed, is being offered to potentially interested parties by the owner and if not secured now could be purchased by another buyer. As there are no other suitable properties available at the present time one of the key elements of the ISQ would not be delivered and this could have serious implications for the successful delivery of the wider ISQ programme. The securing of the building prior to an application for redevelopment funding in theory presents a risk, however the fact that the due diligence for the acquisition has been successfully completed and the LGF funds have now been approved by Tees Valley Unlimited's Investment Panel demonstrates full commitment from TVU to ensure the ISQ is fully funded and delivered.

10. FINANCIAL CONSIDERATIONS

- 10.1 As noted in section 8, the difference in value between the proposed acquisition cost and the full value is considered to be £44,000. The cost of the refurbishment is still to be determined following detailed design work but is expected to be in the region of £1.57m (excluding preliminaries and contingencies) and any variance from this will be managed as part of the property acquisition and renovation activity budget of the ISQ Gateway Project.
- 10.2 A business case model for the facility has been produced by C&W that has identified it may it may take up to three years before it can support its own operating costs from rental income as shown in the table below.

Year	1	2	3	4	5
Occupancy Rate	30%	50%	80%	90%	95%
	£000	£000	£000	£000	£000
Total Income	(50)	(90)	(140)	(155)	(165)
Total Expenditure	115	120	130	140	141
Annual Surplus / Deficit	65	30	(10)	(15)	(24)

- 10.3 This would require total revenue funding of £95,000 for the first 2 years. This is based on a realistic and prudent assessment of occupancy levels. However, to obtain a view of the financial risk arising from lower occupancy levels, a sensitivity analysis showing the impact of 10% lower occupancy is shown below. This demonstrates that over a 5 year period there is still an overall nominal profit that will be generated from the operation of the centre.

Year	1	2	3	4	5
Occupancy Rate	20%	40%	70%	80%	85%
	£000	£000	£000	£000	£000
Total Income	(35)	(69)	(122)	(139)	(148)
Total Expenditure	120	120	130	140	141
Annual Surplus / Deficit	85	51	8	1	(7)

- 10.4 It is recommended that the annual budget shortfall is met from departmental reserves earmarked to support economic regeneration schemes
- 10.5 Some funding will be required from the Council to cover matters such as security, maintenance and insurance prior to the start of refurbishment work. £20,000 funding has been requested from the Local Growth Fund as part of the current due diligence process to develop the workspace plans to RIBA stage 3 "Developed Design Stage". The detailed designs will be required to help draw down the LGF funds for the refurbishment of the building. Funding for the planning application and building control applications will also be requested from the LGF. It is proposed to develop the detailed designs and costs as soon as possible once the building has been acquired. All of these aspects of the funding will form part of the £5.5m total LGF grant.
- 10.6 There will be a number of ineligible activities for grant funding, including land survey and asbestos surveys and legal works, totaling £10,000. It is proposed that these are also funded from departmental reserves earmarked to support economic regeneration schemes.
- 10.7 In the event that the total refurbishment costs exceed the projections then it will be necessary for the Council to either value engineer the refurbishment proposals or re-allocate monies allocated to other areas of the ISQ scheme.
- 10.8 In considering the issues outlined in this report Members are reminded that significant additional Government Grant cuts will be made over the period 2016/17 to 2018/19. As a result the Council faces a budget deficit for the next three years of between £16.3m and £18.3m, depending on the level of Council Tax increases approved by Members over this period. The recommended strategy for managing the 2016/17 budget position is predicated on the use of significant one-off resources to provide a longer lead time to make permanent

budget reductions and the following table summarises the annual budget deficits. Detailed proposals for achieving 2017/18 and 2018/19 budget reductions will need to be developed. Any additional budget pressures will increase the budget cuts which will need to be made and will need to be referred to the Finance and Policy Committee for consideration.

	Revised Forecast based on actual grant cut and 1.9% Council Tax increase £'m	Revised Forecast based on actual grant cut and 1.9% Council Tax increase and 2% Social Care Precept £'m
2016/17	4.749	4.179
2017/18	9.638	8.663
2018/19	3.945	3.443
Total	18.332	16.285
Cut as %age 15/16 budget	21%	19%

11. LEGAL CONSIDERATIONS

- 11.1 The LGF grant will be subject to clawback arrangements which would operate if the project was not completed or the use of the building changed within the clawback period (likely to be 20 years).
- 11.2 The Chief Solicitor will undertake all legal work in connection with the acquisition of the property to ensure there are no restrictions on title or other encumbrances that would affect the proposed development.

12. EQUALITY AND DIVERSITY CONSIDERATIONS

- 12.1 There are no equality or diversity considerations in this instance.

13. ASSET MANAGEMENT CONSIDERATIONS

- 13.1 The decision to adopt a commercial approach to asset management requires the Council to realise the full value of any properties or property rights that it disposes of and not to pay more than market value for any property it acquires. However in this instance as described above, there are wider implications in relation to the purchase of the property.

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

- 14.1 There are no Section 17 considerations in this instance.

15. RECOMMENDATIONS

- 15.1 Subject to managing the risks outlined in Section 9 resulting from the need to accelerate the timetable of the scheme in order to release LGF funding in the current year to approve the purchase on the terms outlined in **CONFIDENTIAL APPENDIX 2 This information contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para. 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**
- 15.2 Committee is recommended to approve the use of departmental reserves earmarked to support economic regeneration schemes to fund:
- the annual shortfall of the operating budget until occupancy levels are sufficient to generate the level of revenue income necessary to fund operating costs, which is anticipated to be £95,000 over two years.
 - land and asbestos survey and legal costs of £10,000 which are ineligible for LGF funding.

16. REASONS FOR RECOMMENDATIONS

- 16.1 The proposed managed workspace facility is a key part of the Creative Industries Strategy and the ISQ element of the Hartlepool Regeneration Masterplan. The acquisition of a suitable property is the next essential step required to secure the implementation of this part of the Masterplan.
- 16.2 Whilst there is a relatively large amount of commercial property available in the ISQ, 13-17 Whitby St is the most suitable, principally due to its overall size and layout (which allow for sufficient units to make the centre viable) and character (its listed status and distinctive architectural features are considered to make it an attractive building for the target market) as well as its location in the heart of the ISQ between both the existing CCAD campus and their new facility now under construction in Lynn St.
- 16.3 It has been possible to agree terms with the owner of the property which, whilst above general market value, can be funded by the LGF grant and will allow the project to move forward much sooner than might otherwise have been the case. The selection of this property for the managed workspace will also bring a vacant listed building back into use in a way which should secure its long term future.
- 16.4 The implementation of the Managed Workspace project will help to secure the remainder of the LGF funding, approximately £3m, for the ISQ projects outlined above and, in combination with the Heritage Lottery Funding that has also been obtained, will make a very significant contribution to the realization of the aims of the Regeneration Masterplan.

- 16.5 Due to the funding arrangements it is necessary to acquire the building this financial year. This does not allow time to produce a final costed design or to obtain planning permission but it is considered that these risk factors are mitigated by the feasibility work that has already been carried out and the discussions that have taken place with the Council's Planning Services Manager.
- 16.6 Utilising the existing experience of the business support and management arrangements at HEC will help to ensure the building achieves the desired business support and occupancy whilst also enhancing the 'value added' of the HEC team and the cost effectiveness of the new centre.

17. BACKGROUND PAPERS

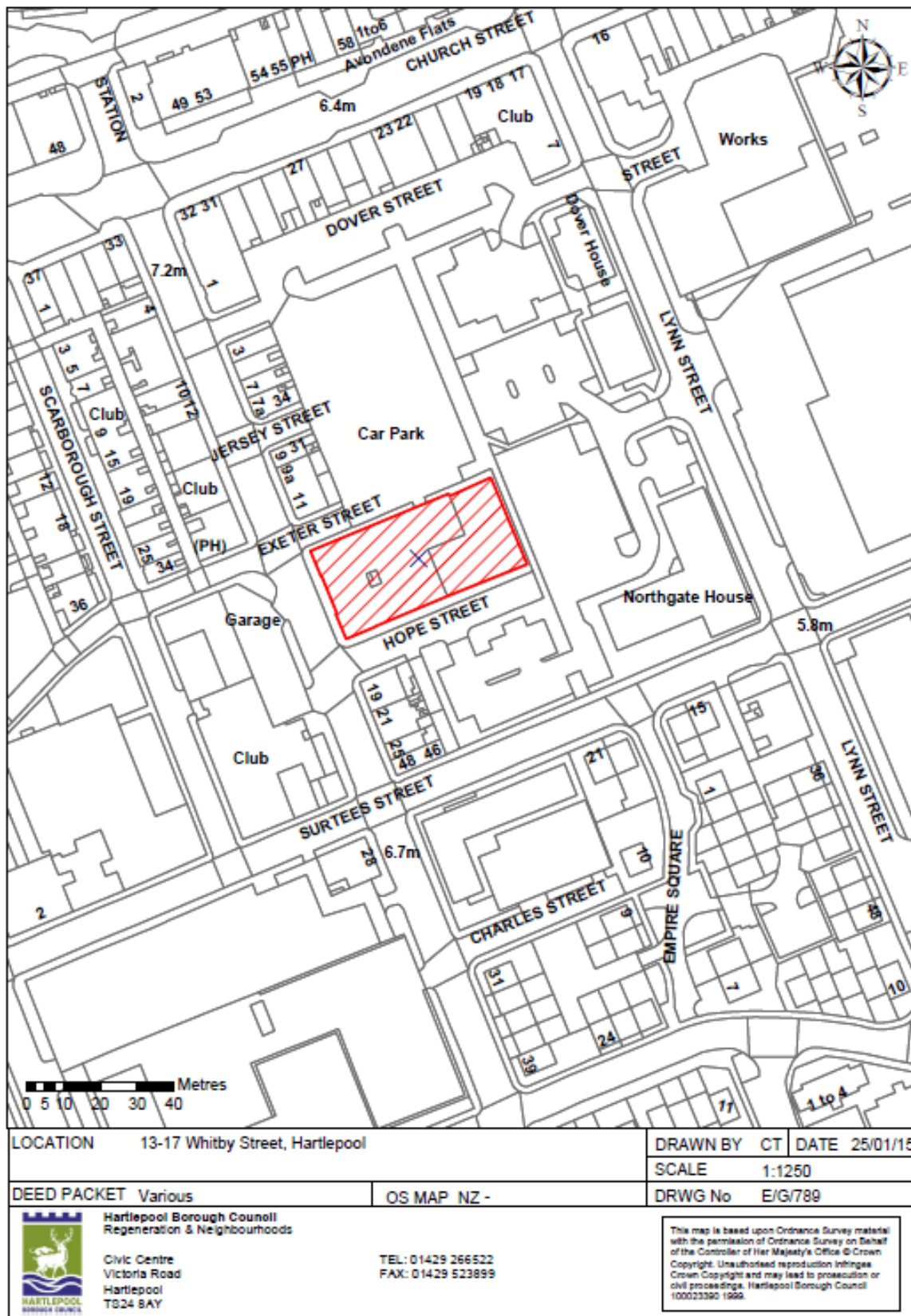
- 17.1 Joint Finance and Policy and Regeneration Services Committee Report of 23rd November 2015 – Hartlepool Regeneration Masterplan
- 17.2 Regeneration Services Committee Report of 28th August 2015 - Innovation and Skills Quarter: Project Management Plan
- 17.3 Cushman and Wakefield Church St Managed Workspace Study February 2016
- 17.4 Church Street Creative Industries Strategy (March 2014)
- 17.5 Regeneration Services Committee, 15th January 2015- Regeneration of Church Street: Environmental Improvements and the Creation of Workspace/Incubation Space

18. CONTACT OFFICER

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APPENDIX 1



FINANCE AND POLICY COMMITTEE

14 March 2016



Report of: Director of Regeneration and Neighbourhoods

**Subject: CARR/HOPPS STREET HOUSING
REGENERATION AREA PROPOSALS**

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Key Decision (test (i)) Forward Plan Reference No. RN3/ 16.

2. PURPOSE OF REPORT

2.1 The purposes of the report are to:

- i) seek approval to progress with a development scheme for the Carr/Hopps Street regeneration area with the appointed preferred developer following the submission of the detailed viability assessment; and
- ii) to seek approval of the funding for this scheme.

3. BACKGROUND

3.1 In 2011/12 the Council secured Housing Market Renewal (HMR) grant funding to undertake housing regeneration and redevelopment in the Perth/Hurworth and Carr/Hopps areas of the town. The national HMR programme recognised that addressing the housing market failures had wide ranging social implications and if not addressed these issues could potentially spread outwards from the areas already affected. The national HMR programme recognised that public sector funding would be required over a number of years to address these issues.

3.2 On the basis of the multi-year funding settlement provided by the then Government the Council developed its own multi-year HMR. The local plan was developed to manage the risk that Government funding allocations were subject to annual determination. However, it was recognised that once this type of project commences it is difficult to scale back if promised funding allocations are subsequently withdrawn.

- 3.3 In 2010/11 the coalition Government, as part of their deficit reduction strategy, withdrew the Housing Market Renewal programme. In response to concerns from councils affected by this change the Government subsequently provided some transitional funding. At a national level this funding was not sufficient to complete the planned HMR schemes and individual councils were required to develop local solutions to either scale back their initial HMR plans, or identify alternative funding sources.
- 3.4 The Council was successful in securing £2m of transitional funding, which equated to 32.4% of the funding allocated for the Tees Valley. As this funding was not sufficient to complete the Hartlepool HMR programme Council approved the allocation of forecast capital receipts of £4.5m to complete these works. The achievement of these capital receipts and phasing of HMR capital expenditure commitments has been managed carefully over the last few years.
- 3.5 The Carr/Hopps Street area is the final Housing Regeneration area in Hartlepool requiring regeneration and redevelopment. The Carr/Hopps Street area comprises of the streets of Jobson, Rodney, Richardson, Hawkridge and Blake and lies off Hart Lane to the south side of North Cemetery. The area extends approximately 1.8 hectares and includes almost 200 terraced properties.
- 3.6 A number of decisions have been made by Regeneration Services Committee and Finance and Policy Committee. The most recent of these was on the 16th October 2015. This report outlined a brief history of Housing Market Renewal on the Carr/Hopps site including background to the scheme, funding, acquisition of property, progress on selective demolition and proposals for redevelopment. The planning brief set out prior to the tender process the potential scheme options which could include full or partial demolition, new build and refurbishment of residential units whilst addressing the challenges posed such as relatively low market values, some properties remaining in private ownership and cost of demolition and remediation works.
- 3.7 The methodology for appointing a preferred developer was set out within the report and developer submissions were outlined. The report set out the responses received at open tender from potential developers for the delivery of the scheme through a land sale agreement and these details are summarised in **CONFIDENTIAL APPENDIX 1 - This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any particular person (including the authority holding that information).**
- 3.8 The information in **CONFIDENTIAL APPENDIX 1 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any particular person (including the**

authority holding that information). indicated that three of the developer submissions were not financially viable as the level of public sector financial support significantly exceeded the funding available for this scheme. The report advised Members that one of the developer submissions provided the best outcome for the Council in terms of both the quality of the development and the potential financial costs. At that time this developer indicated that they may potentially be able to complete this scheme without financial support from the Council. However, this proposal would be subject to the completion of a detailed financial and technical assessment to determine whether the scheme is viable without financial subsidy. The report also indicated that this proposal was not guaranteed.

- 3.9 Finance and Policy Committee therefore agreed that the proposed developer would be granted an exclusivity period during which they would carry out site investigation and viability study work. This has now been completed and details are provided in the next section.

4. OUTCOME OF INVESTIGATION AND VIABILITY STUDY

- 4.1 Details of the investigation and viability study are summarised in **CONFIDENTIAL APPENDIX 2 - this item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any particular person (including the authority holding that information).**
- 4.2 The information in **CONFIDENTIAL APPENDIX 2 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any particular person (including the authority holding that information)** indicates that a financial subsidy will be required for this scheme. This risk had been identified in the previous report, although the previous report had understated this risk. However, this situation is not wholly unexpected, as experience with previous local phases on the HMR programme and the principles underpinning original national HMR programmes indicated that HMR projects cannot be completed without public sector subsidy. This position reflects the complexity/cost of redeveloping existing sites where the housing market has failed and wider social issues exist.
- 4.3 Whilst, the proposal put forward by the preferred developer will require a public subsidy this is significantly less than has been the case with previous phases of the HMR programme, as detailed in **CONFIDENTIAL APPENDIX 2. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any**

particular person (including the authority holding that information).

The sale and redevelopment also provides significant benefits:

- Development of either 78 properties (with 6 bungalows), or 80 properties (with no bungalows);
- Forecast New Home Bonus income over 4 years of approximately £400,000;
- Forecast annual Council Tax income of approximately £80,000 per year.

- 4.4 The alternative to approving the land sale to the preferred developer would be for the Council to retain the site, demolish the existing housing and seek to sell the cleared site at a future date. As detailed in **CONFIDENTIAL APPENDIX 1 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any particular person (including the authority holding that information)** this option would require a higher subsidy than the proposed sale to the preferred developer. This subsidy would exceed the available capital funding and therefore require the provision of additional funding. The Council would then need to achieve a capital receipt of at least this amount just to stand still in financial terms. The approach would also delay the achievement of New Homes Bonus and Council Tax income from redeveloping this site.

5. RISK IMPLICATIONS

- 5.1 The sale of this site will remove the inherent risk associated with the delivery of this housing regeneration site including physical factors such as ground conditions and availability of utility services and legal factors such as planning.
- 5.2 Verbal assurance has been provided by the developer that funding is in place for this scheme and written confirmation will be obtained as part of the legal process for completing the land sale.
- 5.3 The financial subsidy towards the cost of this development will be based on the completion of agreed works and payment will not be made until these works have been completed.

6. FINANCIAL CONSIDERATIONS

- 6.1 As detailed in the previous paragraphs a financial subsidy will be required to facilitate the development of this site. Whilst, a subsidy will be required the recommended sale provides the lowest cost option for the Council and delivers the financial and non financial benefits detailed in paragraph 4.3. Full financial details are provided in **CONFIDENTIAL APPENDIX 2 AND 3, This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access**

to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any particular person (including the authority holding that information)

7. LEGAL CONSIDERATIONS

- 7.1 The project encompasses a number of legal considerations, including treatment of the remaining privately owned properties, stopping up roads and services, planning and Section 106 agreements and the contract for land sale. These will be addressed following the completion of the scheme viability assessment and the subsequent land sale contract with the preferred developer.

8. CHILD AND FAMILY POVERTY

- 8.1 There are no child and family poverty implications in this instance.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 There are no equality and diversity considerations in this instance.

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

- 10.1 The successful regeneration of the site should result in considerable improvements in the area and potential for reduction in crime and disorder and anti-social behaviours in this area, due to the improved design layout and standard of housing and re-population with residents who have made a positive choice to live there.

11. STAFF CONSIDERATIONS

- 11.1 There are no staff considerations in this instance.

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 The properties have been acquired as part of the Housing Market Renewal programme in order to facilitate comprehensive regeneration of the site and thus the current proposals are the next stage of this process.

13. CONCLUSIONS

- 13.1 As reported previously the Council received four tenders for the sale and redevelopment of the Carr/Hopps site. Three of these tenders significantly

exceeded the remaining HMR capital budget. One tender potentially provided a sale and redevelopment, which at best would have required no subsidy from the Council and at worst would have required a subsidy within the available budget provision. This tender proposal was subject to completion of a detailed investigation and viability study, which has now been completed.

- 13.2 Details of the viability study are provided in **CONFIDENTIAL APPENDIX 2 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any particular person (including the authority holding that information)** and in summary this shows the proposal put forward by the preferred developer will require a public subsidy which can be funded from the available HMR budget allocation. The sale and redevelopment also provides significant benefits:
- Development of either 78 properties (including 6 bungalows, or 80 properties (with no bungalows);
 - Forecast New Home Bonus income over 4 years of approximately £400,000;
 - Forecast annual Council Tax income of approximately £80,000 per years.
- 13.3 The alternative option available to the Council is to demolish and retain the site for future sale. As detailed in **CONFIDENTIAL APPENDIX 2 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any particular person (including the authority holding that information)** this proposal would have a significantly higher cost to the Council and would exceed the available HMR budget allocation. Therefore, the Council would need to fund this shortfall from other resources on either a permanent basis, or a temporary basis if this additional cost could not be funded from a future capital receipt from the sale of this site.
- 13.4 In view of the above considerations it is recommended that Members approve the sale of the site and provision of the financial subsidy detailed in **CONFIDENTIAL APPENDIX 2 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any particular person (including the authority holding that information)** as this proposal provides the lowest cost and secures the development of this site.
- 13.5 On the basis of Members approving this proposal they will need to determine whether the development will be based on either:
- 80 units with no bungalows; or
 - 78 units including 6 bungalows.

14. RECOMMENDATIONS

14.1 Committee is requested to:

- 1) Approve the disposals of the site and the public sector subsidy as detailed in **CONFIDENTIAL APPENDIX 2 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial business affairs of any particular person (including the authority holding that information);**
- 2) To determine whether the scheme should be based on either
 - 80 units with no bungalows; or
 - 78 units including 6 bungalows.
- 3) To note that if the above recommendations are approved the uncommitted HMR capital budget will be ring fenced and a decision on the use of these one-off resources will be made as part of the 2017/18 MTFS process.

15. REASONS FOR RECOMMENDATIONS

- 15.1 To enable develop final HMR scheme at Carr/Hopps Street to progress.

16. BACKGROUND PAPERS

- 16.1 Finance and Policy Committee 16th October 2015
Regeneration Services Committee 31st July 2015
Regeneration Services Committee 23rd October 2014
Regeneration Services Committee 24th October 2013

17. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Director of Public Health

Subject: FUTURE CATERING ARRANGEMENTS AT SUMMERHILL

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non-Key decision.

2. PURPOSE OF REPORT

- 2.1 To propose to the Committee options for the future catering provision at Summerhill.

3. BACKGROUND

- 3.1 In November 2011, an option for an in house provider for cafe provision at Summerhill was considered. At this time there was no business case to support this option and the lease for cafe provision therefore went out to the market in May 2012. Liberty Catering Solutions were subsequently successful in securing the contract. The lease period was for two years only, ceasing in July 2015 however, it was agreed with Liberty to extend the lease on a month to month basis. During the contractual period the cost of the lease was negotiated as the first year was very much a trial.
- 3.2 As part of a wider review of catering across Sport and Recreation, a decision was made to serve notice on the lease holder. Three months notice was given and Liberty ceased trading at Summerhill on the 22nd December 2015. The decision to serve notice was based on a catering review and the need for remedial work to be undertaken to improve the kitchen and servery area.
- 3.3 The catering review identified that the actual physical area in which a coffee shop or cafe would operate needed updating, therefore quotes were sourced for works via the councils Building Design and Consultancy section. It is proposed that the main focus is to link the kitchen to a counter area; install a new counter and chiller as well as internal decoration to the area and also purchase of new furniture which would be in-keeping with the rustic charm of Summerhill but also making the area look much fresher. It is hoped in the

future that a log burner would also be installed to make the area more cosy and inviting, finances permitting.

- 3.4 Timescales are currently dictated by the work however it is hoped that this will be completed by spring 2016 ready for Summerhill's busiest period.
- 3.5 The cafe is a valued service on site and enables Summerhill to attract more visitors. It also encourages more frequent visits by those who already use it. A recent survey monkey showed that 60% of those surveyed would use a cafe on site.
- 3.6 A new specification for the lease/service has been developed which includes but is not exhaustive of:
- The coffee shop would be the exclusive provider of hot and cold food and beverages on site including ice cream.
 - The maximum number of covers inside the building is 16.
 - Initial lease period would be 12 months lease.
 - Premises as a minimum would be open during Summerhill's core opening times which include Monday to Thursday 0900-1700, Friday 0900-1630, Saturdays April to September 0900-1700.
 - The coffee shop is to have a theme of natural, rustic, Scandinavian elegance.
 - Contractor is responsible for any internal repair within the leased area.
 - Any menu must have a wide range of healthy options.
 - Contractor must be compliant with environmental health inspections and the Health and Safety at Work Act (1974).
 - There will be no sub-contracting on any part of the service.
 - The contractor would be responsible for all marketing of the coffee shop including signage on site, all of which must be agreed with Summerhill Management prior to implementation.
 - The contractor must not bring any vending machines on site of any kind.
 - The contractor must ensure all staff have the minimum level 2 food safety award and have enhanced DBS clearance.
 - The contractor must provide their own at least two group barista. Bean to cup is not permitted.

4. Options for Future Catering Arrangements at Summerhill

- 4.1 There are two options regarding the future catering arrangements at Summerhill

Option 1:

Re-visit enabling an internal provider partnership arrangement with Neighbourhood Services.

Advantages:

- Deadlines more likely to be met regarding re-opening of a service on site ready for spring as no external tender process will be required and links already established with an experienced internal provider will also add to efficiency. Project management of the internal works can be taken on by internal provider.
- Knowledge from established cafe provision working within HBC guidance.
- Mutual benefit to both areas of service as the opportunity to bring elements of sales and cross selling.
- Opportunities to offer joint events on site and promote other cafes under the Council's management.
- Any new provider will increase footfall on site as there is currently a reduction, partly down to the season, partly due to lack of cafe.

Disadvantages:

- Irrespective of the Council's Procurement policy, it could be argued that we have not tested the market to seek other providers and explore what other opportunities they could bring.

Option 2: Go out to tender for an external provider to operate the catering facility with a new specification.

Advantage:

- Any new provider will increase footfall on site as there is currently a reduction, partly down to the season, partly due to lack of cafe.
- Will have explored the market to see what other providers could bring.
- May maximise lease potential and increase revenue.
- Guaranteed revenue stream.
- Delegates all responsibility for food and beverage provision to a third party.
- Allows site management to focus on what they do best.
- Reduced risk to the Council
- Offer a short term lease e.g. one year to allow wider review of catering options across all sport and recreation services.

Disadvantages:

- Longer lead in time as procurement process will need to be adhered to and tested.
- New provider may need to obtain enhanced DBS checks prior to anyone working on site. This could take up to three months depending on the pressure on the system.
- Potentially going into partnership with an unknown provider.
- Lack of control of operational concerns.

5. RISK IMPLICATIONS

- 5.1 The lack of coffee shop could have a negative impact on the number of visitors and patrons at Summerhill therefore decreasing income.

- 5.2 The use of in-house provision in partnership with Neighbourhood Services does inevitably bring a financial risk to the Council.

6. FINANCIAL CONSIDERATIONS

- 6.1 In considering the issues outlined in this report Members are reminded that significant additional Government Grant cuts will be made over the period 2016/17 to 2018/19. As a result the Council faces a budget deficit for the next three years of between £16.3m and £18.3m, depending on the level of Council Tax increases approved by Members over this period. The recommended strategy for managing the 2016/17 budget position is predicated on the use of significant one-off resources to provide a longer lead time to make permanent budget reductions and the following table summarises the annual budget deficits. Detailed proposals for achieving 2017/18 and 2018/19 budget reductions will need to be developed. Any additional budget pressures will increase the budget cuts which will need to be made and will need to be referred to the Finance and Policy Committee for consideration.

	Revised Forecast based on actual grant cut and 1.9% Council Tax increase £'m	Revised Forecast based on actual grant cut and 1.9% Council Tax increase and 2% Social Care Precept £'m
2016/17	4.749	4.179
2017/18	9.638	8.663
2018/19	3.945	3.443
Total	18.332	16.285
Cut as %age 15/16 budget	21%	19%

- 6.2 It is anticipated the cost of the lease for any new provider would be as outlined in **Appendix 1 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**
- 6.3 The capital budget of £16,000 to undertake the work is residual capital remaining in the Sport and Recreation budgets following other improvements to our facilities and sites. This work can therefore be undertaken without causing any additional budgetary pressure to the Department.

7. LEGAL CONSIDERATIONS

- 7.1 None.

8. CHILD AND FAMILY POVERTY

8.1 None.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

9.1 Summerhill is an accessible site and the options would not affect this.

10. STAFF CONSIDERATIONS

10.1 Any staffing would be the responsibility of the internal or external provider/contractor.

11. ASSET MANAGEMENT CONSIDERATIONS

11.1 None.

12. RECOMMENDATIONS

12.1 For Committee to identify a preferred option for the future provision of catering at Summerhill. Officers advice is to go with Option 2, to go out to tender for an external provider to operate the catering facility. This option is recommended as it allows for a short term i.e. one year lease to be offered so that a wider consideration of catering options across Sport and Recreation Services can be considered.

13. REASONS FOR RECOMMENDATIONS

13.1 To seek agreement for a preferred option for catering at Summerhill.

14. BACKGROUND PAPERS

14.1 None

15. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Director of Regeneration and Neighbourhoods

Subject: **CHURCH STREET TOWNSCAPE HERITAGE SCHEME**

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non Key decision.

2. PURPOSE OF REPORT

2.1 The purpose of the report is to update the Committee on the successful bid made to the Heritage Lottery Fund for a Townscape Heritage Scheme in Church Street and approve the use of capital funding previously set aside in 2014/15 for Church Street to be used as match funding.

3. BACKGROUND

3.1 Church Street has struggled to find a role since the relocation of the main retail core to Middleton Grange Shopping Centre and is currently dominated by a large number of vacant premises and a failing night time economy. The street presents a poor image with low vitality and a lack of daytime uses.

3.2 Attracting investment to enable private sector growth is crucial for Hartlepool to improve its economic resilience and competitiveness. The creative industries and digital media are important components of a drive towards a diversified and dynamic economy, one which can retain and attract graduates and talent who can start-up, grow and create successful businesses and jobs in Hartlepool.

3.3 The Church Street area has been identified as a key priority within the Hartlepool Vision which identifies the key regeneration aspirations for the town.

3.4 In September a bid was submitted to the Heritage Lottery Fund (HLF) for £1.2 million. The project will conserve and rejuvenate historic buildings

within Church Street, improve the local environment and see the creation of new community projects aimed at raising awareness of the history and heritage of the area and the significant role it played in the development of Hartlepool today.

- 3.5 The Council's application was the only successful application in the North East and one of only nine in the country under the Townscape Heritage Programme.

4. PROPOSALS

- 4.1 The project comprises the following,

4.2 Building Grants

The project will conserve and repair buildings in Church Street. Priority will be given to bringing vacant property back into use, in particular those buildings which are considered to be at risk.

Building owners will be encouraged to carry out repairs and works to properties to restore traditional details. In some cases this could be minor works such as replacing modern windows with those of a more traditional design or looking at alternative security measures for shop fronts to allow traditional details to be restored.

4.3 Public Realm

Church Square is used for community gatherings within the town centre. The space is also being developed for use as part of festivals and activities over long weekends, with the introduction of small specialist markets.

The Square provides the setting for key listed buildings in the area, including Christ Church, the Municipal Building and Leadbitter and is the location of the second phase of the Cleveland College of Art and Design development.

It is proposed that this area will be the focal point for public realm works to enhance the setting of the buildings, create a more pedestrian friendly environment and offer a space which can be more easily utilised for public events. The works will include,

- Redefining the area around the Church to provide it with a space which can be used as an expansion of the building and re-connect the building with its setting which has been lost.
- The installation of an area of stone paving to identify the area to the front of Christ Church as the focal point of the public space.
- The provision of seating areas flanking the public space to define its boundaries, and encourage users of the Square to linger in the area.

The resurfacing of paving and roads around the area will assist with connectivity in the area and clearly define vehicular and pedestrian areas.

4.4 Activities

Consultation was carried out with business owners, local interest groups and education establishments in the area to inform the bid. It is proposed that this continues with two groups formed,

1. a business group to provide an opportunity for businesses to feed into the project and see that their aspirations for the area are aligned with those of the local authority, and
2. a panel of representatives from local interest groups and educational establishments to guide the activities associated with the project.

Community activities proposed include:

- Guidance for owners of buildings in the area detailing appropriate materials and building techniques used on historic property.
- Workshops to provide an opportunity to learn traditional skills to assist with understanding maintenance needs of buildings.
- Research on the development of the area using historic maps
- A building recording project will be carried out.
- An oral history project to record the memories of residents and people who worked in the area, particularly focusing on the railways and docks.
- A project focusing on ideas to re-use empty buildings in order to compare intergeneration's solutions for buildings.
- Short films will be made recording the works that are proposed in the area.

4.5 Future Management

There has, in the past, been a lack of guidance in relation to carrying out alterations to shopfronts and commercial premises. In December 2014 this was rectified with the adoption of the 'Shop Fronts and Commercial Frontages Design Guide' which sets out the authority's aspirations for commercial premises.

The feasibility of introducing a Local Development Order (LDO) to the street to encourage property to owners to make positive changes where previously they may have been discouraged by the need to engage professionals to submit planning applications is currently being investigated.

A particular issue is the introduction of poor signage and advertisements in the area. The introduction of an area of special control for advertisements will be explored.

4.6 Next Steps

The HLF has awarded a first-round pass and a development grant of £40,100 towards the £50,100 cost of developing the second round Townscape Heritage application for Church Street Conservation Area. The scheme will now need to be worked up further with a second-round submission made to HLF. An indicative timetable outlining the works required is attached in Appendix 1.

- 4.7 Once a detailed project plan for the Development Phase of the project is drawn up it will be brought back to this Committee for agreement, prior to the final submission of the second round submission.

5. RISK IMPLICATIONS

- 5.1 A first-round pass means that money has been set aside by the HLF for the scheme. The funding has been earmarked for the Church Street Project, subject to a number of conditions attached to the offer being fulfilled and the successful delivery of a fully worked up second round submission. The Timetable attached in Appendix 1 includes actions to ensure the conditions are met where appropriate. Throughout the development phase progress will be monitored by HLF.

6. FINANCIAL CONSIDERATIONS

- 6.1 The amount awarded to the scheme is fixed at the first round. Although the total costs of the scheme may change, the second round grant request may not increase during the development period.
- 6.2 In addition to the funding from HLF, funding of £355,000 has been set aside as match for this project. This was agreed by Regeneration Committee on the 18th December 2014, with the funding set aside from the Council's Capital Fund as part of the MTFS in 2014/15. It is proposed that £10,000 of this will be used in the Development Phase. The remaining £345,000 has been allocated for use in the second phase.

7. LEGAL CONSIDERATIONS

- 7.1 There are no legal considerations relating to this report.

8. CHILD AND FAMILY POVERTY

- 8.1 There are no child and family poverty implications relating to this report.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 There are no equality and diversity considerations relating to this report.

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

- 10.1 There are no Section 17 considerations relating to this report.

11. STAFF CONSIDERATIONS

- 11.1 A Townscape Heritage Officer post will be created to develop and implement the project, funded through the phase 1 development grant. This will be carried out in line with the recruitment proceedings set out in the HLF Guidance.

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 There are no asset management considerations relating to this report.

13. RECOMMENDATIONS

- 13.1 That Committee agrees to the allocation of £355,000 match funding for the Church Street Townscape Heritage Project, with £10,000 allocated to the development phase and the remaining £345,000 being used in the delivery phase.

14. REASONS FOR RECOMMENDATIONS

- 14.1 The potential benefits that could accrue from the Townscape Heritage Initiative project are extremely high, and will complement the other proposals being developed for the Church Street area.

15. BACKGROUND PAPERS

- 15.1 There are no background papers relating to this report.

16. CONTACT OFFICER

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PROPOSED TIMETABLE FOR DEVELOPMENT PHASE

Task	Timescale
Engage Townscape Heritage Officer	March – April 2016
Establish project website	April 2016
Undertake detailed building surveys	April – June 2016
Hold at least three public consultation events	April – October 2016
Develop an Activity Plan outlining Community Projects	April – October 2016
Establish two consultation groups 1. business representatives 2. local interest groups and educational establishments	May 2016
Tender contract for public realm work	May – June 2016
Update the Conservation Area Management Plan for Church Street Conservation Area	May – November 2016
Develop detailed plans for the public realm work	June – November 2016
Develop detailed plans for the building grant scheme including, application forms, offer letters, contracts etc	July – November 2016
Collect and collate baseline information for monitoring the delivery phase	September – November 2016
Prepare Second Round Bid for delivery stage	October – December 2016
Report to Regeneration Committee on the draft Second Round Bid.	November 2016
Submit Second Round Bid	January 2017

FINANCE AND POLICY COMMITTEE

14th MARCH 2016



Report of: Director of Regeneration and Neighbourhoods

Subject: NEW CLARENCE HOUSE

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non key

2. PURPOSE OF REPORT

2.1 To seek approval for the sale of land comprising the rear access road at New Clarence House and the release of restrictive covenants affecting the property.

3. BACKGROUND

3.1 New Clarence House was built in the 1990's as a new headquarters and printing press facility for the Hartlepool Mail. At the time the nearby road layout was altered as part of the City Challenge regeneration scheme and in order to help facilitate the development, the Council granted a 99 year lease over Council owned land adjoining William Gray House to Northeast Press for access to the rear of the site. The user clause in the lease stipulated that the land was to be used solely for Hartlepool Mail operations. Northeast Press was subsequently acquired by Johnston Press.

3.2 The Council is also the beneficiary of a restrictive covenant affecting the property owned freehold by Johnston Press. The restrictive covenant restricts the use of the building to:

- (i) The trade or business of newspaper publishers and printers and/or
- (ii) office or commercial development within Use Classes A2 or B1 of the Town and Country Planning (Use Classes) Order 1987

The second part of the covenant effectively prevents use of the property for retail (except uses such as estate agents, insurance brokers etc) as well as other commercial or residential uses except offices.

- 3.3 After a period of full occupation, the building was mainly vacated by the Mail (apart from a small number of office staff) and the property was placed on the market for sale or to let. Both the lease terms and the restrictive covenant are an impediment to the full use and value of the property due to the restrictions they place on the use that can be made of it. The New Clarence House site is shown cross hatched on the plan at **APPENDIX 1**, and the Council owned land subject to the long lease is shown hatched.
- 3.4 Members may recall that approval was given in December 2014 for a variation of the user clause in the long lease and release of the restrictive covenants in order to facilitate a lease of the building to Seymours. Unfortunately the lease did not proceed due to circumstances within Seymours.
- 3.5 The owner's agent has now been able to agree a sale of the property to another party, subject to removal of the restrictive covenant and inclusion of the freehold interest in the access road. Without the inclusion of the access road and the release of the covenants the buildings to the rear of the property are largely unusable. The proposed use for manufacturing and warehousing is contrary to the covenant and this together with access for larger vehicles significantly affects the future use and viability.
- 3.6 The prospective purchaser is currently based in 2 units at Hartlepool Innovation Centre. This has sufficed for their needs to date but the company is growing and they are therefore looking to move to larger premises. They have a preference to remain in Hartlepool and to move to a town centre site. They are planning to grow their distribution business and also to introduce manufacturing and an entirely new product range. They are planning ten new jobs within the first year as well as an extensive refurbishment of the property, followed by a further twenty plus jobs over the following two years.
- 3.7 In order to facilitate the sale and re-use of the building, terms have been provisionally agreed for the sale of the Council owned land and release of the restrictive covenant. The terms agreed are set out in **CONFIDENTIAL APPENDIX 2. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information.**
- 3.8 The terms agreed are considered to be below the full market value of the property, and therefore any sale on this basis would have to be undertaken as a sale at less than best value under the Local Government Act General Disposal Consent 2003. In August 2012 the Council adopted a protocol to be followed in cases of this nature. The protocol can be summarized as follows:

1. The matter to be referred initially to the relevant committee.
2. Proposals will be discussed with External Audit (Mazars).
3. The report to Committee to include:
 - a. Valuation report and description provided by the Estates and Asset Manager.
 - b. An assessment with supporting evidence provided by the department promoting the scheme of the financial and non-monetary benefits to the Council
 - c. Confirmation that the disposal contributes positively to an agreed Council priority and that it will not adversely affect a higher priority
 - d. A clear statement from the department promoting the scheme that the benefits the Borough or its residents will derive cannot be achieved unless the sale takes place at an under value, together with confirmation that no alternative means of funding is available.
 - e. An assessment of the impact of the proposal on achieving existing £7.5m capital receipts target by the Section 151 Officer
 - f. An assessment of the value of capital receipt which would be foregone.
 - g. A statement from the Council's Chief Solicitor as to whether he considers a disposal is capable of falling within the terms of the consent.
 - h. Sufficient information to enable Members to come to a conclusion as to whether the disposal would be proper use of the consent, having regard to the Council's fiduciary duties to local people.
 - i. An independent valuation where appropriate.
 - j. A statement from the department promoting the scheme outlining whether the proposal is likely to infringe state aid regulations.

These matters are dealt with below.

- 3.9
1. This report is the referral to the relevant Committee.
 2. Discussions with the Council's external auditors have not raised any material concerns.

- 3.a. Valuation Report: Included in attached **CONFIDENTIAL APPENDIX 3 This information contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para. 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**
- 3.b. Assessment of benefits: New Clarence House has been vacant for some time now and prior to that was only used as a small reception office by the Hartlepool Mail for some years following re-location of the main office staff and printing operation. It is a prominent town centre building constructed in the 1990s as part of the City Challenge regeneration scheme and its re-use and occupation is therefore a significant advantage at a time when implementation of the recently adopted Hartlepool Regeneration Masterplan is beginning to take shape. The purchaser of the property, a company based in Hartlepool, intend to create 10 new jobs in the short term, to carry out fairly major internal refurbishment and to grow with a new product line and 20 further jobs in the next 2 years. This will therefore bring up to 30 jobs to the town centre and investment in a successful local business as well as renovation of the property.
- 3.c. Council Priorities: The disposal of the property and property rights will contribute to the Council priorities of regeneration set out in the Hartlepool Regeneration Masterplan.
- 3.d. Benefits cannot be achieved without sale at under value: The terms agreed have been arrived at after extensive discussion and negotiation during which it has become clear that it is the best terms that the current owner is prepared to offer as they would otherwise consider other options. This would result in the sale to the proposed purchaser not going ahead. It is therefore unlikely that the benefits set out above would be achieved except at a sale by the Council at an under value.
- 3.e. Impact on Capital Receipts Target: This land and property rights involved are not identified for disposal for the purposes of the Medium Term Financial Strategy. The capital receipt in relation to this will therefore contribute to the existing capital receipts target of £7.5m.
- 3.f. Value of foregone receipt.
- 3.g. Statement from Chief Solicitor: The following statement and guidance has been provided by the Chief Solicitor: "A principal council cannot dispose of its land for a consideration less than the best that can be reasonably obtained in the market, except with the express consent of the Secretary of State (section 123(1), Local Government Act 1972)). Paragraph 2 of the Local Government Act 1972, General Disposal Consent (England) 2003 (the Consent) provides that

specific consent is not required for the disposal of any interest in land that the authority considers will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area.

It would appear that this disposal could fall within the terms of paragraph 2 of the consent in that the purpose of the disposal is likely to contribute to the achievement of the promotion or improvement of the economic, social or environmental wellbeing of the area. The Council should ensure that it complies with the guidance in Circular 06/03 relating to disposals of this nature together with the usual commercial best practice when disposing of land for less than the best consideration reasonably obtainable. It must ensure that it complies with any other procedural requirements that may be necessary to dispose of a particular area of land, for example, the requirements on disposal of open space”.

- 3.h Proper Use of Consent: The consent to dispose of property at less than best value would in this instance be given in order to achieve the regeneration benefits set out above.
 - 3.i An independent valuation is not thought necessary in this instance as a valuation report has been provided by the Council’s Estates and Regeneration Manager.
 - 3.j The proposed sale does not infringe state aid regulations.
- 3.10 Bearing in mind the above, it would appear that the proposed sale does meet the legal and policy criteria set out in the Council’s policy, and relevant legislation.

4. PROPOSALS

- 4.1 It is proposed to proceed with the sale of the rear access road land to allow unrestricted use of the demised land and to release the restrictive covenant to allow any use of the freehold property.

5. RISK IMPLICATIONS

- 5.1 The property has been largely empty for a considerable period of time subsequent to Hartlepool Mail ceasing production of the newspaper. Although the property has been marketed extensively there has been very limited interest. Unless the restriction relating to the access and restrictive covenant can be resolved then it is unlikely the property will be re-occupied.

6. FINANCIAL CONSIDERATIONS

- 6.1 The MTFS reported to Council on 10th December 2015 reminded Members that the Council has an existing capital receipts target of £6.5m to fund capital schemes which have already commenced. It was also reported that although there would be a temporary shortfall against this target of £1.071m at 31st March 2016 this target would be achieved in early 2016/17 if planned land sales are achieved.
- 6.2 The MTFS recommended a new capital receipts target for 2016/17 of £1m, taking the total target to £7.5m. Based on experience achieving the previous target, which has taken longer to achieve than initially forecast owing to challenging market conditions, achieving further capital receipts will remain challenging and require careful management.
- 6.3 The monies from this sale will make a contribution towards the overall capital receipts target of £7.5m. The position will continue to be monitored closely and regular updates will be given as part of the Strategic Financial Monitoring Reports submitted to committee during 2016/17.
- 6.4 The restriction in relation to retail trading was originally imposed to prevent competition with the shopping centre, which was wholly owned by the Council at the time. The loss of this restriction is not considered likely to lead to retail use of the site as the building is not suitable and current market demand and retail value levels are not likely to support a conversion to retail use or development. It is therefore unlikely that there will be adverse any impact now or in the foreseeable future on the shopping centre or indeed other retail businesses in the area.

7. LEGAL CONSIDERATIONS

- 7.1 The Chief Solicitor will undertake all legal work in connection with the transfer of the land and release of restrictive covenants.

8. CHILD AND FAMILY POVERTY

- 8.1 There are no Child & Poverty implications.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 There are no equality or diversity considerations in this instance.

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

- 10.1 There are no Section 17 considerations in this instance.

11. STAFF CONSIDERATIONS

- 11.1 There are no staff considerations.

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 The attention of the Committee is drawn to the Asset Management element of the Medium Term Financial Strategy. The decision by Cabinet in January 2009 requires a commercial, proactive approach to be taken on Asset Management issues, the proceeds of this proposed transaction being a contribution to the Medium Term Financial Strategy (MTFS).
- 12.2 The decision to adopt a commercial approach to asset management strategies requires the Council to realise the full value of any properties or property rights that it disposes of.

13. RECOMMENDATIONS

- 13.1 It is recommended that the Council proceed with the release of the restrictive covenant and sale of the land on the terms outlined in **CONFIDENTIAL APPENDIX 2 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information.**

14. REASONS FOR RECOMMENDATIONS

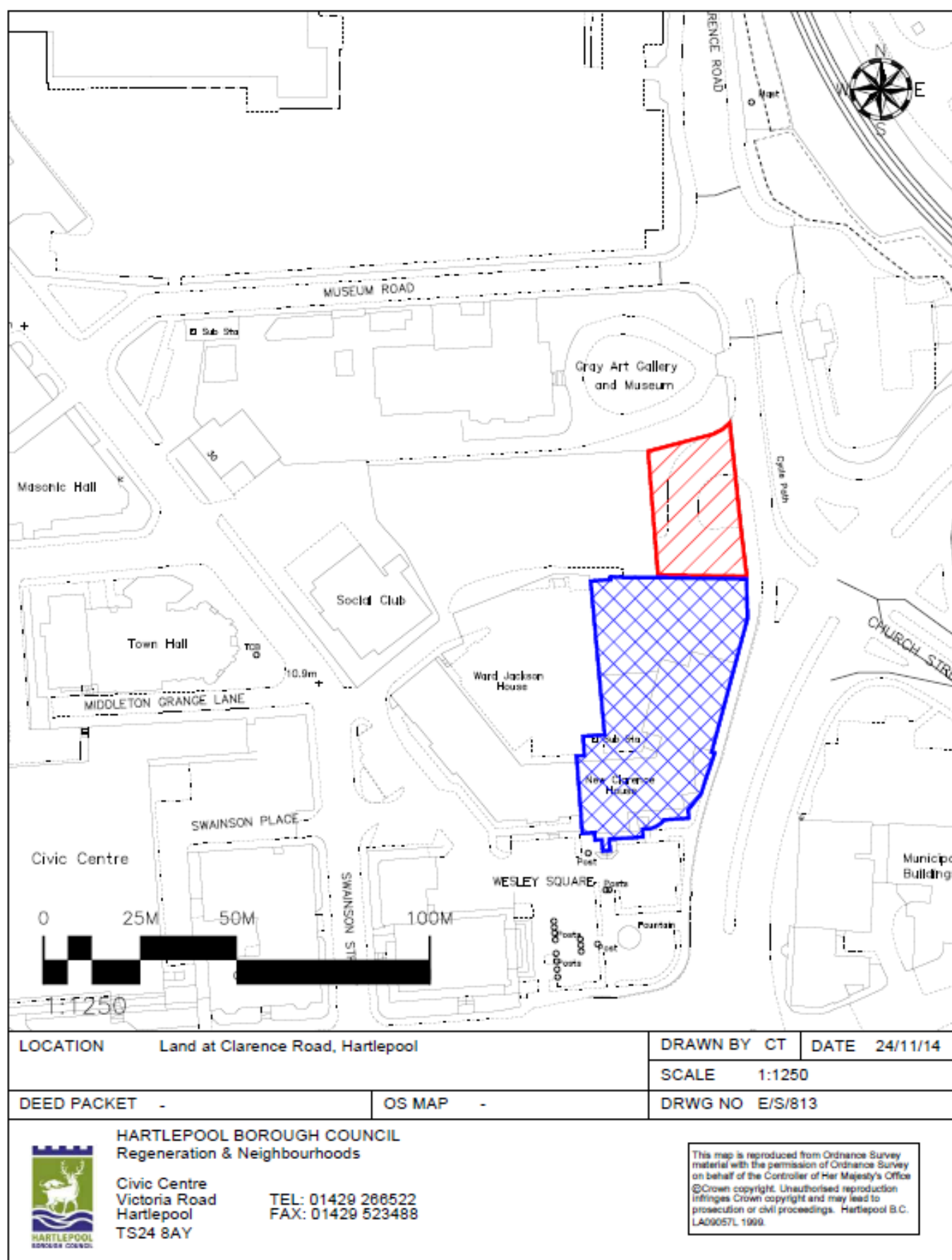
- 14.1 The Council will receive a capital receipt.
- 14.2 The sale will result in the full re-use of a prominent town centre building and regeneration benefits

15. BACKGROUND PAPERS

- 15.1 There are no Background Papers in this instance.

16. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Director of Regeneration and Neighbourhoods

Subject: SALE OF BRIARFIELDS PADDOCK AND
FORMER AMBULANCE DEPOT

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non Key Decision.

2. PURPOSE OF REPORT

2.1 To seek approval for the sale of land known as Briarfields Paddock and Former Ambulance Depot.

3. BACKGROUND

3.1 The Briarfields Paddock and Former Ambulance Depot has been identified in the Councils Capital Receipt Programme for 2016/17. The site which extends to 4.28 acres, shown edged on the plan in **Appendix 1** was initially marketed for sale as a residential development site in October, 2015. The final closing date for submission of tenders was 27th November, 2015 with 6 Tenders being received from a number of companies details of which are set out in **Confidential Appendix 2. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person including the authority holding that information.**

3.2 The tenders received were wide ranging due to the significant variation in the density of development proposed. The Head of Planning & Building Control considered a number of the schemes proposed were inappropriate in terms of density and layout having regard to the sensitivity of the site within the West Park Conservation Area.

- 3.3 In order to ensure an appropriate form of development further guidance was provided to all the tenderers inviting further submissions to be provided by 29th January 2016. Revised tenders were invited on the basis of;
- a) The development of 16 units whilst retaining the former Ambulance Buildings and/or;
 - b) Development of 18 dwellings on the basis that the Ambulance Station was demolished and the site cleared.
- 3.4 All of the original tenderers submitted revised bids details of which are set out in **Confidential Appendix 3. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person including the authority holding that information.**

4. PROPOSALS

- 4.1 Although the potential capital receipt from the sale of the land for a high density development is attractive it is important to achieve a balance taking account of the location within the Conservation Area. The revised density proposals provide for a significant capital receipt whilst enabling a quality form of development complementing the surrounding properties.
- 4.2 As part of the submission process sketch schemes were provided detailing the layout and indicative design of properties. In addition a range of payment proposals were submitted. The majority of tenders were received from established regional developers however a proposal for self-build plots was also submitted.
- 4.3 It is considered by the Estates & Regeneration Manager and Head of Planning & Building Control the preferred tender is 2a as referenced in **Confidential Appendix 3. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person including the authority holding that information.** represents the most appropriate combination of deliverability, layout and price however this is not the highest tender. Details explaining the recommendation are set out in **Confidential Appendix 4 This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person including the authority holding that information.**

5. RISK IMPLICATIONS

- 5.1 The proposal will remove vacant land and buildings from the ongoing management liability of the Council.
- 5.2 There is risk involved in the project as a formal planning application still needs to be determined. Although in principle the form of development is largely acceptable in planning terms it is still subject to the provision of further detailed information and satisfactory site investigations. However the provision of all additional detail will be provided by the developer at their own cost.

6. FINANCIAL CONSIDERATIONS

- 6.1 Although Tender 2a as referenced in Confidential **Appendix 3. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person including the authority holding that information** is subject to the provision of suitable planning consent, satisfactory site investigations and legal title, provided this is achieved then it is proposed that the capital receipt will be payable in equal tranches over two financial years.
- 6.2 The MTFS reported to Council on 10th December 2015 reminded Members that the Council has an existing capital receipts target of £6.5m to fund capital schemes which have already commenced. The supporting Capital Receipts Report presented to Finance and Policy Committee on 23rd November 2016 indicated that although there would be a temporary shortfall against this target of £1.071m at 31st March 2016 this target would be achieved in early 2016/17 if planned land sales are achieved.
- 6.3 The MTFS recommended a new capital receipts target for 2016/17 of £1m, taking the total target to £7.5m. Based on experience achieving the previous target, which has taken longer to achieve than initially forecast owing to challenging market conditions, achieving further capital receipts will remain challenging and require careful management. It also needs to be recognised that existing deliverable planning approvals have already been granted for 2,668 houses on privately owned land. In addition to permissions already granted there are a substantial number of housing planning applications that are under consideration that may further impact on the future demand for residential land if approved due to saturation of the market and this dynamic will be critical in the achievement of ongoing capital receipts of £7.5m.
- 6.4 The monies from the sale of the Briarfields site will be received in two instalments, the first paid in 2016/17 and the second in 2017/18. As a result of this phasing and changes in other forecast receipts the temporary

capital receipts shortfall will be higher than forecast at 31st March 2016 and this can be managed using temporary prudential borrowing.

- 6.5 On a more positive note the sale of the Briarfields site will make a significant contribution towards the overall capital receipts target of £7.5m and leave an outstanding target of £0.75m to be achieved from other land sales. The position will continue to be monitored closely and regular updates will be given as part of the Strategic Financial Monitoring Reports submitted to committee during 2016/17.

7. LEGAL CONSIDERATIONS

- 7.1 The Chief Solicitor will undertake any works associated with the preparation of the Conveyance should the transaction proceed.

8. CHILD AND FAMILY POVERTY

- 8.1 There are no child and family poverty implications attached to this report

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 There are no equality and diversity considerations attached to this report

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

- 10.1 The reuse of empty property generally contributes to reducing the risk of anti social behaviour, vandalism and break-ins. The redevelopment of the site should therefore contribute to the social wellbeing in the vicinity.

11. STAFF CONSIDERATIONS

- 11.1 There are no staff considerations attached to this report.

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 The decision to adopt a commercial approach to asset management strategies requires the Council to realise the full value of any properties or property rights that it disposes of.

13. RECOMMENDATIONS

- 13.1 It is recommended that approval be given to accepting tender 2a as referenced in Confidential **Appendix 3. This item contains exempt**

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

- 13.2 Detailed information to justify the recommendation is set out in **Confidential Appendix 4 This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person including the authority holding that information.**

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14. REASONS FOR RECOMMENDATIONS

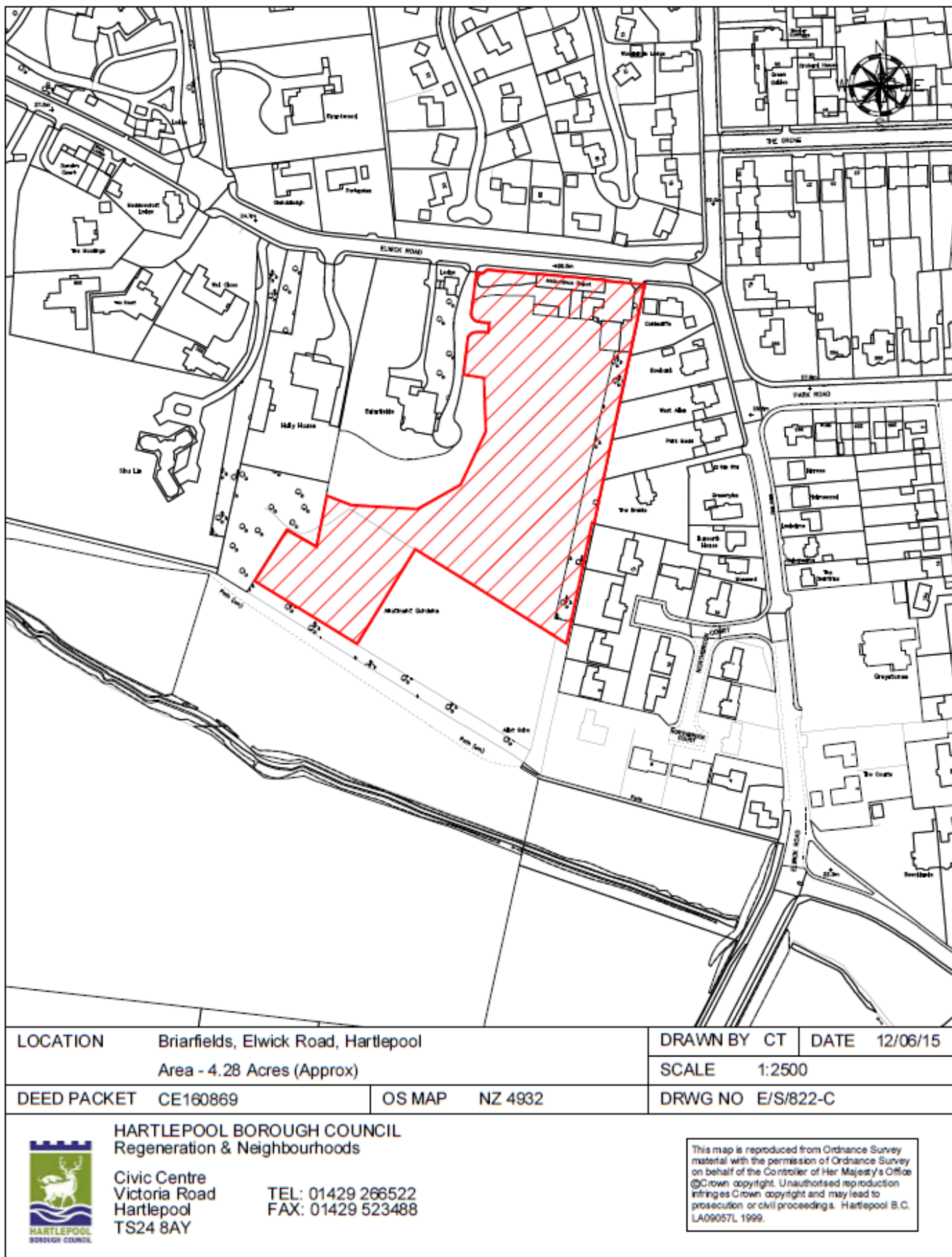
- 14.1 The recommended tender reflects market value of the site and is considered to be more deliverable in planning terms together with a defined timetable for the phased payment of Capital Receipts .

15. BACKGROUND PAPERS

- 15.1 Finance and Property Portfolio 22nd September, 2011.

16. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Director of Regeneration and Neighbourhoods

Subject: WARD JACKSON PARK LODGE

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non Key Decision.

2. PURPOSE OF REPORT

2.1 To seek approval to amended terms in relation to the lease of Ward Jackson Park Lodge.

3. BACKGROUND

3.1 At Committee on 21st September Members approved the granting of a 10 year lease with a 5 year break on the basis of a Full Repairing and Insuring Lease.

4. PROPOSALS

4.1 Since this time additional essential renovation works have been identified to bring the property back into full repair, including the insertion of a Damp Proof Course. As these additional works were unforeseen but essential to safeguard the fabric of the building it has been agreed that the Council will fund 50% of the works.

4.2 It has been further agreed that the tenant will fund the initial cost and an additional rent free period will be granted spreading the cost of the Council's contribution over the first 2 years of the lease. Details of the agreement are set out in confidential **Appendix 1. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs**

- 4.3 The tenant has further agreed to extend the lease term acknowledging the Council's additional contribution to the cost of restoring the property but also to provide additional security to the tenant who is investing considerably in upgrading the property. It is proposed to extend the lease from 10 years to 20 years with a 7 year break clause and rent review after 10 years.
- 4.4 The refurbishment and re-use of such an iconic listed property at the entrance to Ward Jackson Park is welcomed and the proposed revised terms are considered appropriate to both facilitate the occupation and provide a long term income stream to contribute to the operation of the park.

5. RISK IMPLICATIONS

- 5.1 The proposal will remove a vacant building from the ongoing management liability of the Council.

6. FINANCIAL CONSIDERATIONS

- 6.1 The property will provide an extended rental income to the Council and all future maintenance liabilities will be passed on to the tenant in the form of a Full Repairing and Insuring Lease over a twenty year period.
- 6.2 As the Lodge is held in trust the income generated has to be reinvested in trust activity and contribute towards the ongoing up keep of the Park. This income will therefore be transferred to the Ward Jackson Park revenue budget to fund the costs associated with running the site.

7. LEGAL CONSIDERATIONS

- 7.1 The Chief Solicitor will undertake any works associated with the preparation of the Full Repairing and Insuring Lease.

8. CHILD AND FAMILY POVERTY

- 8.1 There are no child and family poverty implications attached to this report

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1 There are no equality and diversity considerations attached to this report

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

- 10.1 The reuse of empty property generally contributes to reducing the risk of anti social behaviour, vandalism and break-ins. The renovation and reoccupation of the property should therefore contribute to the social wellbeing in the vicinity.

11. STAFF CONSIDERATIONS

- 11.1 There are no staff considerations attached to this report

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 The decision to adopt a commercial approach to asset management strategies requires the Council to realise the full value of any properties or property rights that it disposes of.

13. RECOMMENDATIONS

- 13.1 That consideration be given to the amendment of the proposed Lease terms in the form of the granting of a 20 year lease with 7 year break clause and a rent review after 10 years together with extending the rent free period to cover 50% of the costs associated with dampproofing. **See attached Confidential Appendix 1. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs**

14. REASONS FOR RECOMMENDATIONS

- 14.1 The Lodge will be brought back into reuse generating a rental income stream whilst also safeguarding a key listed building within Ward Jackson Park. In addition all maintenance liabilities will be transferred to the incoming tenant in the form of a Full Repairing and Insuring Lease.

15. BACKGROUND PAPERS

- 15.1 Finance and Policy Committee 21st September, 2016

16. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Sally Robinson, Director, Child and Adult Services

Subject: CHILD AND FAMILY POVERTY STRATEGY

1. TYPE OF DECISION/APPLICABLE CATEGORY

For information.

2. PURPOSE OF REPORT

- 2.1 To update Members on legislative changes regarding Child Poverty and the progress towards creating a new Child and Family Poverty Strategy for Hartlepool.

3. BACKGROUND

- 3.1 The Child Poverty Act 2010 set out new requirements for local authorities to develop a Child Poverty Strategy with the aim of eradicating poverty by 2020. Local authorities had to publish a Strategy, Needs Assessment and Plan that would support the achievement of this target.
- 3.2 Hartlepool published its first strategy in 2010 and then updated it again in 2012. The Needs Assessment has since been updated annually.
- 3.3 In June 2014 the government released their new Child Poverty Strategy 2014-2017 with a focus on supporting families to work and increase their earnings, improving living standards and preventing poor children becoming poor adults by raising educational attainment.
- 3.4 The new Welfare Reform and Work Bill will legislate for amendments to the Child Poverty Act renaming this The Life Chances Act. The Bill is proposing to remove the current measurement of child poverty (children living in families where household income is 60% below median income) and replace it with “worklessness and levels of educational attainment”.

- 3.5 The exact details of how poverty will be measured has not yet been finalised but is expected to include:
- Changes in the number of long term workless households;
 - GCSE attainment for all pupils;
 - Family breakdown, debt and drug and alcohol dependency.
- 3.6 Based on the Relative Poverty Measurement (less than 60% of median income) Hartlepool's child poverty rate is currently 31%. This is based on the measurement being taken on 0 – 16 year olds. However the figure for children and young people aged 0-19 years old is 33%. It has been as low as 27.9% in 2007 but since then has continued to rise year on year.
- 3.6 In readiness for the requirements set out in the new Welfare Reform and Work Bill a small group of officers have begun to develop a Child and Family Poverty Strategy for Hartlepool. Led by Child and Adult Services, the group includes officers from Public Health and Regeneration and Neighbourhoods. The new strategy will have three key themes:
- Mitigating the impact of poverty on children and families;
 - Building pathways out of poverty for children and young people;
 - Creating new opportunities for adults to reduce child and family poverty.
- 3.7 A Child and Family Poverty consultation workshop was held on 28th January 2016 with representatives from the Hartlepool Financial Inclusion Partnership (HFIP) and HBC officers in attendance. The workshop focussed on the three themes and asked a series of key questions about child and family poverty in Hartlepool. Information from the workshop has been collated and will be used to provide content for the new strategy.
- 3.8 A further stakeholder consultation event has been scheduled for 24th March 2016. Save the date notices have been sent to Members, officers, voluntary sector agencies, schools and colleagues in health. This event will offer the opportunity to look at the draft strategy work to date and provide a forum for debate on further information that should be included.
- 3.9 Work is underway to involve children and young people in sharing their views on poverty and to be participants at the March event.

4. PROPOSALS

- 4.1 Officers need to track the Welfare Reform and Work Bill as it moves through Parliament in order to be fully aware of the new duties on local authorities once enacted.
- 4.2 Alongside this, work will continue on the development of the new Child and Family Poverty Strategy that takes into account new measures and outlines the long term strategy to tackle poverty in Hartlepool.

- 4.3 As part of the development of the new strategy, a consultation event will be held in March to share the work undertaken to date in developing the strategy, consult on proposals and gather information from and the views of the participants to inform the new strategy. The final draft of the strategy will be produced following this event and submitted to Finance and Policy Committee for consideration in May/June 2016. Following ratification of the strategy, work will be undertaken to raise awareness of the new Child and Family Poverty Strategy and the need for shared ownership of the strategy if poverty levels in Hartlepool are to reduce.
- 4.4 Parallel to the work being undertaken to develop a new Child and Family Poverty Strategy, Joseph Rowntree Foundation are also undertaking work in Hartlepool to tackle poverty and disadvantage. Officers within the council are working collaboratively with colleagues in JRF to ensure that initiatives are aligned and the collective resources committed to this work is maximised.
- 4.5 At a meeting in December 2015, Council agreed to the creation of a Child and Family Poverty reserve and committed £500,000 to support work to tackle and mitigate the impact of poverty. Over the past year Members have become increasingly concerned about the issue of food poverty and the impact of school holidays on children. Research shows that children living in poverty drop further behind their better off peers when schools are closed and they do not have access to free school meals; they are often physically and mentally unprepared for learning when they returned to school.
- 4.6 In order to maximise the impact of the available reserve, work needs to focus on supporting system change to prevent children and young people being affected by poverty in the longer term. Potential proposals for this funding are:
- A programme in schools to address money management and budgeting;
 - Building capacity and skills within the voluntary sector to support families in poverty particularly offering debt advice, money management. At its meeting on 15th February 2016, Finance and Policy Committee agreed to extend the contract with West View Advice and Resource Centre to deliver the Council's financial advice and support service during the 2016/17 financial year. This decision committed £110,000 of the £500,000 reserve;
 - Deliver a pilot Holiday Hunger scheme during the 2016 school summer holidays and support organisations that are currently working directly with families in food poverty to develop the scheme so that it is sustainable in the long term.

These proposals will be further scoped in the development of the new Child and Family Poverty Strategy.

5. RISK IMPLICATIONS

- 5.1 There is a risk that if action is not taken numbers of children in Hartlepool living in poverty will continue to rise. Research shows that rising poverty levels put pressure on the public purse in areas such as reduced economic growth, increased welfare support, health intervention, crime and social services.
- 5.2 The Local Authority has already experienced an increase in demand for support from low income residents as a result of the first wave of welfare reforms in 2012. This includes those affected by the under occupation charge ('bedroom tax'), those subject to benefit sanctions, European Economic Area migrants refused welfare, benefit cap families and those seeking 'crisis' funding. Continued reform of the welfare and benefit reform will see a further £12billion removed from the system. Changes to welfare and benefits come into place from April 2016/ 2017 and include further benefit caps on single people and families, reduced availability of housing benefit for young people, changes to Tax Credits, further roll out of Universal Credit and a freeze on the overall benefit rates. Further demands on Local Authority services such as Discretionary Housing Payments and Local Welfare Support are anticipated.

6. FINANCIAL CONSIDERATIONS

- 6.1 If poverty levels continue to rise then potentially more families will require support from the Local Authority. The impact of the next round of welfare reform is expected to further increase demands on services.
- 6.2 Members have allocated reserve funding for Child and Family Poverty. The commitment of this additional funding can support system change to prevent children and young people being affected by poverty in the longer term

7. LEGAL CONSIDERATIONS

- 7.1 The Local Authority's legal duty to publish a child poverty strategy is being rescinded as part of the Welfare Reform and Work Bill. Instead the Local Authority will be required to measure poverty using new indicators.

8. CHILD AND FAMILY POVERTY

- 8.1 Levels of poverty in Hartlepool currently stand at 33% based on children (aged 0-19 years old) living in families where household income is 60% below median income.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

9.1 Poverty can affect anyone however research shows us that specific groups of people are more susceptible than others. Their needs must therefore be considered as part of the strategy process. Groups at risk include:

- Young working age people aged 18-21;
- Those who are disabled or suffer from illness / mental illness;
- Those with low educational attainment;
- Those who are unemployed;
- Those who are underemployed;
- Children born into families in poverty;
- Those who find difficulty in managing their finances;
- Lone parents;
- Those from minority ethnic backgrounds.

10. STAFF CONSIDERATIONS

There are no staffing considerations arising from this report.

11. ASSET MANAGEMENT CONSIDERATIONS

There are no asset management considerations arising from this report.

12. RECOMMENDATIONS

- 12.1 That Finance and Policy Committee endorse the work of Officers as outlined in this report to develop a new Child and Family Poverty Strategy for Hartlepool working with Members, officers, partners and children and young people.
- 12.2 That the new Child and Family Poverty Strategy is presented to Finance and Policy Committee in the new municipal year for final approval.

13. REASONS FOR RECOMMENDATIONS

- 13.1 To ensure that children and families are supported at the earliest possible opportunity to reduce child poverty

14. BACKGROUND PAPERS

‘Child Poverty in the North East 2015 Monitoring Report – December 2015’, North East Child Poverty Commission.

15. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Assistant Chief Executive

Subject: QUARTER 3 – COUNCIL OVERVIEW OF PERFORMANCE AND RISK 2015/16

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key Decision

2. PURPOSE OF REPORT

- 2.1 To inform Finance and Policy Committee of the progress made against the 2015/16 Council Plan, for the period ending 31 December 2015.

3. BACKGROUND

- 3.1 The Council Plan was agreed by Council on the 26th March 2015.
- 3.2 The Council Plan contains an action plan setting out how the Council proposes to deliver the Council's priority outcomes. Key Performance Indicators are also included which can then be used to monitor progress throughout the year and at year end. It also contains a section listing the key Risks that could prevent the Council from delivering the priority outcomes.
- 3.3 The Council's Performance Management System (Covalent) is used to collect and analyse progress against the actions, performance indicators and risks detailed in the Council Plan. The information in the system was provided by officers across the Council and used to prepare this report.
- 3.4 The structure of the report is:

Paragraphs	Content
4.1 – 4.7	Council Overview of Performance and Risk
5.1 – 5.6	Child and Adult Services Departmental Update
6.1 – 6.6	Public Health Departmental Update
7.1 – 7.6	Regeneration and Neighbourhoods Departmental Update
8.1 – 8.6	Chief Executives Departmental Update
16.1	Recommendations

4. COUNCIL OVERVIEW OF PERFORMANCE AND RISK

- 4.1 In total the Council Plan includes 177 actions and 141 performance indicators to deliver and measure improvements across key priority areas (outcomes) identified in the Community Strategy and Council Plan.
- 4.2 Of the 141 indicators, 86 have targets set and 55 are included for monitoring purposes only. Updates have been provided for 77 of the 85 targeted indicators, data is currently not available for the remaining 8 indicators at this stage of the year. Only the targeted indicators are included in the analysis for this report.
- 4.3 Officers have assessed the indicators and actions included in the plans, making judgments based on progress to the 31 December 2015. Progress is categorised as: -

Performance Indicator	Action
Achieved	Completed
On track to achieve target	On track to be completed
Acceptable progress made	Acceptable progress made
Requiring intervention	Requiring intervention
Not achieved	Not completed
No value	

- 4.4 Charts 1 and 2 below summarise officers' assessments of the Council Plan actions and targeted performance indicators.

Chart 1: Council Plan Action Progress for period to 31 December 2015

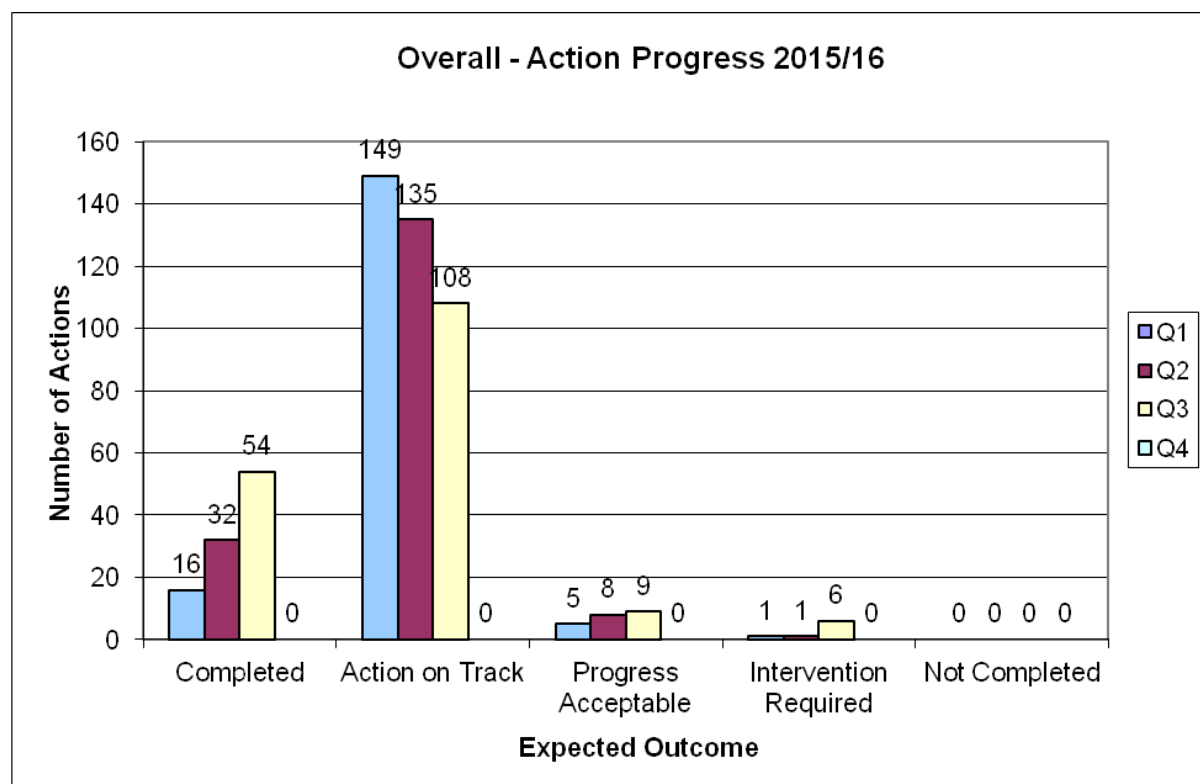
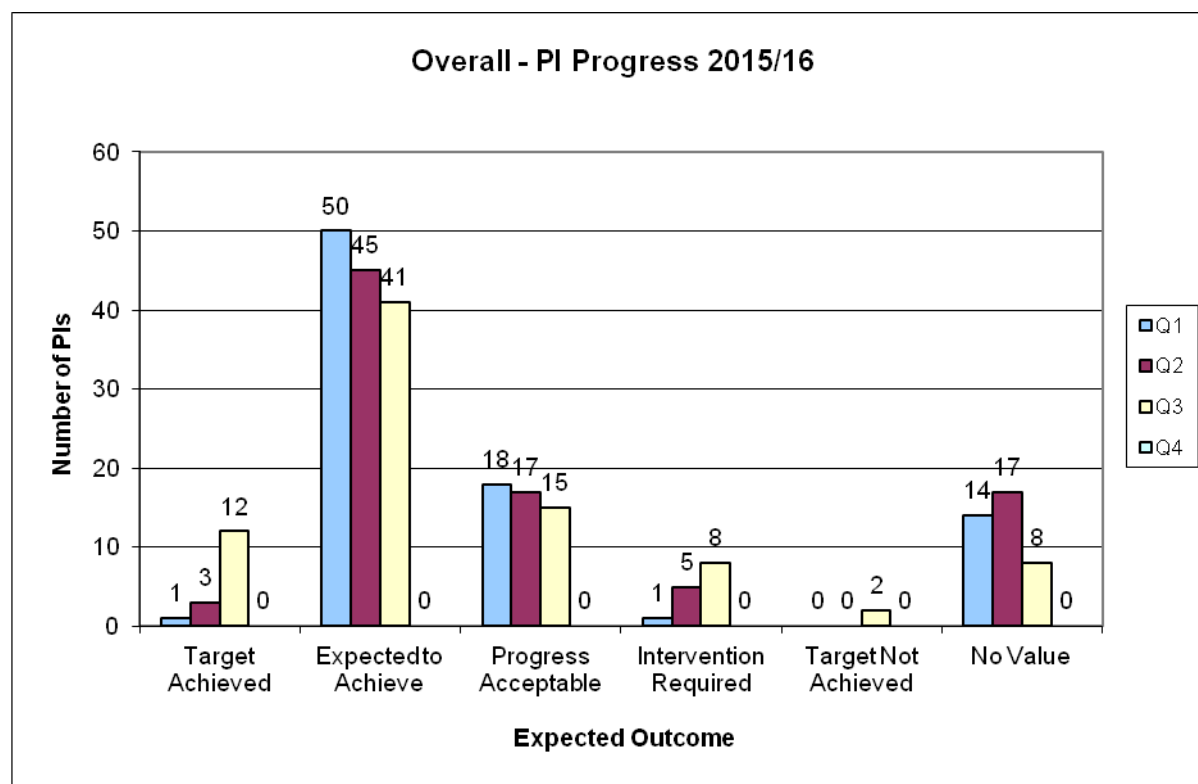


Chart 2: Council Plan PI Progress for period to 31 December 2015



- 4.5 91 strategic risks across various outcomes have been identified within the Council Plan. These, along with other risks not included in the plan are being managed in accordance with the Council's Risk Management Framework. This report will only include information on risks within the Council Plan that have changed their rating in the last quarter. However it should be noted that **all** risks on both the accepted and actively managed risk registers are reviewed on a regular basis.
- 4.6 Sections 5.5 and 8.5 of this report provide an update on those risks within the Council Plan that have changed in rating since Quarter 2 of 2015/16.
- 4.7 As agreed by Finance & Policy Committee regular reporting to Elected Members on the use of the Regulation of Investigatory Powers Act (RIPA) is to be undertaken through the quarterly reports on performance and risk. The following table sets out the latest position for 2015/16 at the end of quarter 3:

PI	Value	Latest note
CEDLS P011 Number of authorisations for Directed Surveillance and Covert Human Intelligence Sources granted by the Council under the Regulation of Investigatory Powers Act (RIPA)	0	No authorisations granted during 2015/16 to date.

5. CHILD AND ADULT SERVICES DEPARTMENTAL UPDATE

5.1 The Child and Adult Department contributes to 5 outcomes, spread across 3 themes:

- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing

5.2 The Child and Adults Department has identified 24 actions and 21 performance indicators (17 Targeted and 4 Monitored) spread across the outcomes within the Council Plan that it is responsible for. At this stage of the year data is only available for 15 of the 17 targeted PI's.

5.3 Chart 3 summarises the overall progress on CAD actions and Table 1 provides detail on the 4 actions identified as intervention required:

Chart 3: CAD Overall Action Progress – to 31 December 2015

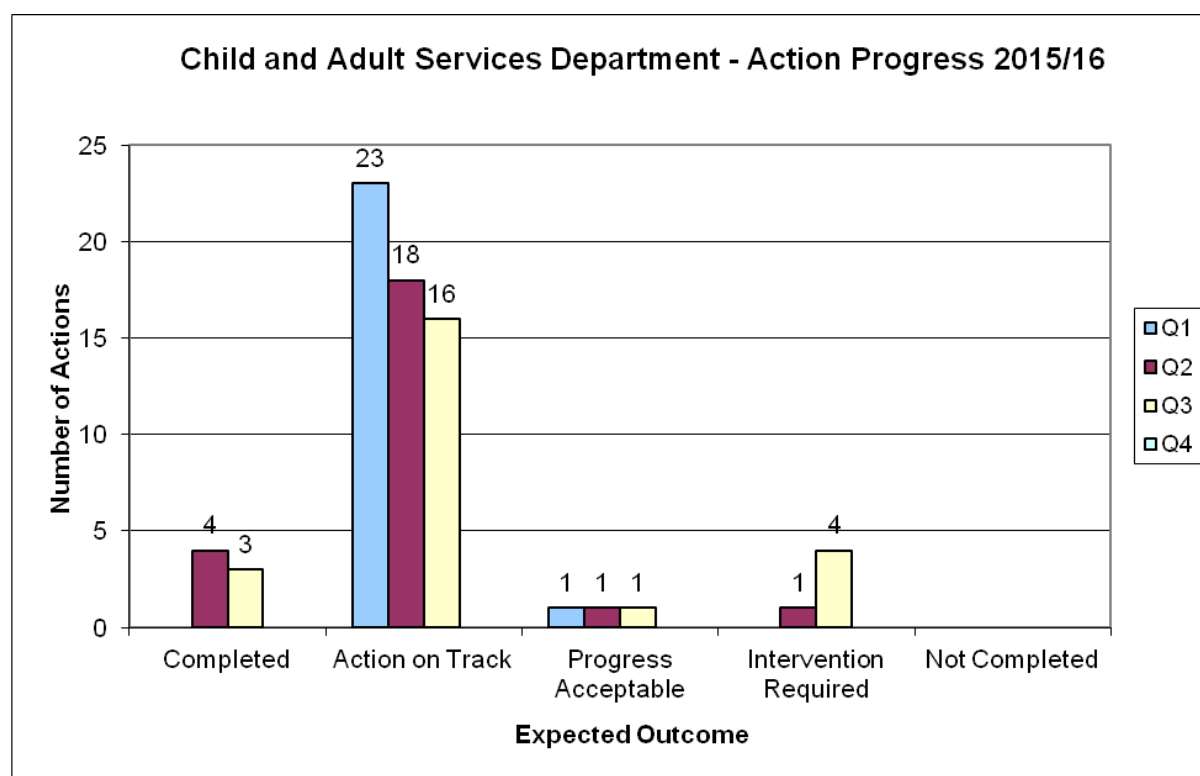






Table 1: CAD Actions identified as Intervention Required – Progress to 31 December 2015

Expected Outcome	Code & Title	Note
	CAD 15/16 LLS02 Provide an intensive challenge and support programme to secondary schools to ensure that the percentage of pupils achieving 5+ GCSE A*-C including mathematics and English is in the top 20% of the most improved authorities in the country by 2015	Further turbulence in Hartlepool in respect of English and mathematics outcomes at 16 reflects the wider regional and national picture. Mathematics support has been identified across the Tees Valley as an issue and support options for schools are being explored, such as mathematics conferences for teachers delivered in November. In Hartlepool, we have recruited a secondary English consultant to the school improvement team to bolster direct support to school staff. Secondary HTs are committed to a deeper and more extended programme of externally validated moderation and standardisation in

Expected Outcome	Code & Title	Note
		English and mathematics. A full audit of secondary mathematics provision in all mainstream schools carried out. This will be reported to secondary head teachers & Local Authority officers in February.
	CAD 15/16 LLS03 Support primary and secondary schools to close the gap in achievement between learners from low income families and children in care ('disadvantaged pupils') and all children and young people nationally.	Hartlepool schools continue to narrow this achievement gap. Secondary gap is closing but too slowly. Conference delivered by John Dunford to school leaders as part of Transforming Tees initiative. It is proposed that this action will form part of the 2016/17 Council Plan
	CAD 15/16 LLS04 Work with schools and colleges to diversify the curriculum across Hartlepool to provide coherent pathways from primary to secondary school and ultimately into high quality post-16 provision and advanced apprenticeships and higher education placements.	Launch of Transforming Tees and Hartlepool's Education Commission report means that specific work streams are now in place, with appropriate accountability systems, focused on Curriculum for Life. It is proposed that this action will form part of the 2016/17 Council Plan
	CAD 15/16 LLS05 Review and re-commission behavior, attendance and alternative education provision to reengage children and young people with challenging behavior in their education.	Report on the review of provision for pupils with behavioral difficulties submitted to Children's Services Committee on 14th July 2015. Hartlepool Inclusive Continuum of Provision for Pupils with Behavioral Difficulties approved with implementation beginning from September 2015. Key Stage 2 to 4 Behavior Review meeting in February 2016 with key school stakeholders. It is proposed that this action will be included within the 2016/17 Council Plan

5.4 Chart 4 summarises the overall progress on CAD targeted performance indicators and Table 2 provides detail on the performance indicators identified as intervention required or target not achieved:

Chart 4: CAD Targeted Performance Indicators – Progress to 31 December 2015

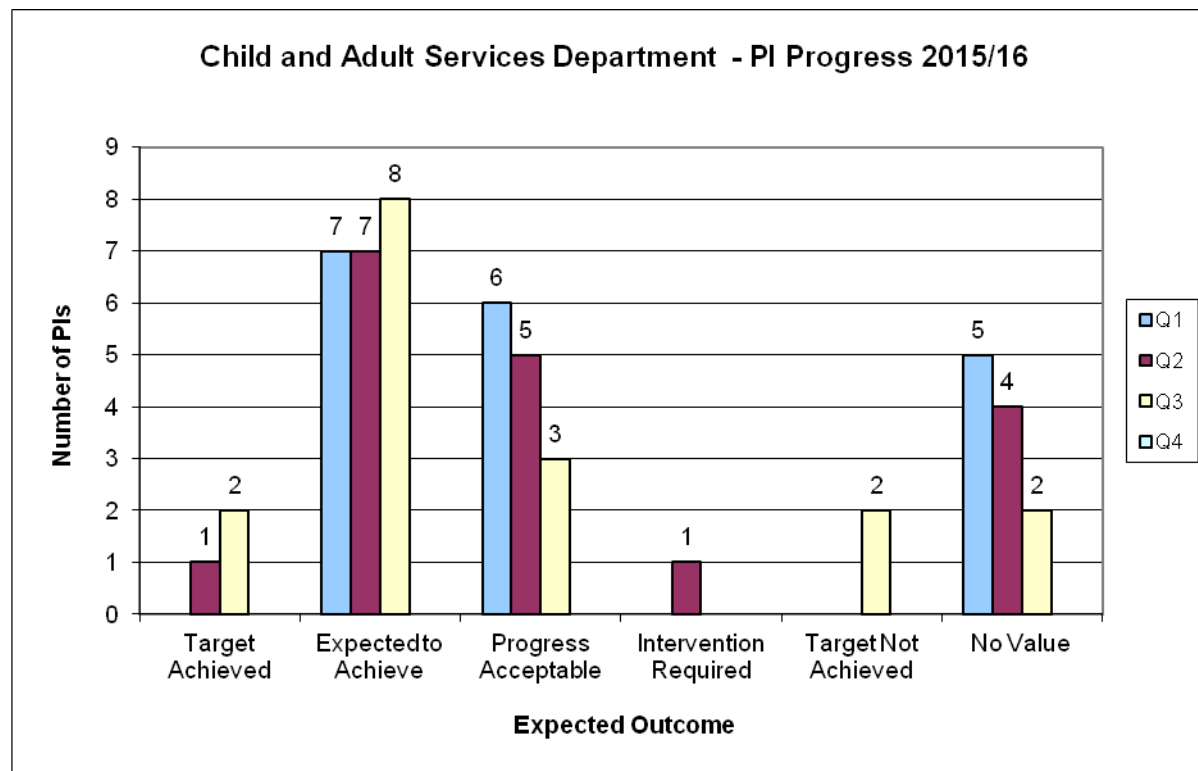


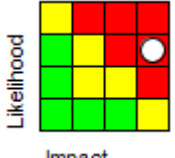


Table 2: CAD PI's identified as Intervention Required – Progress to 31 December 2015

Expected outcome	Performance Indicator	Value	Target	Latest Note
	CSD P144 Achievement gap between disadvantaged pupils in Hartlepool and all pupils nationally at Key Stage 4 GCSE 5 A*-C including maths and English	30	18	3 year trend of closing the gap from 39.6 to 30, but it is still too wide.
	NI 75 Percentage of pupils achieving 5 or more A* - C grades at GCSE or equivalent including English and Maths	53.4%	56.0%	Further turbulence in Hartlepool in respect of English and mathematics outcomes at 16 reflects the wider regional and national picture. Mathematics support has been identified across the Tees Valley as an issue and support options for schools are being explored, such as mathematics conferences for teachers delivered in November. In Hartlepool, we have recruited a secondary English consultant to the school improvement team to bolster direct support to school staff. Secondary Head Teachers are committed to a deeper and more extended programme of externally validated moderation and standardisation in English and mathematics. A full audit of secondary mathematics provision in all mainstream schools carried out. This will be reported to secondary head teachers & Local Authority officers in February.

5.5 There are 20 risks across 5 outcomes in the Council Plan 2015/16. Table 3 provides a summary of those risks whose ratings have changed over the last quarter:

Table 3: CAD Risks, where risk rating has changed – Progress to 31 December 2015

CAD R019 Failure to plan for future need and ensure sufficient placement provision to meet demand (Actively Managed)		The recruitment of foster carers within Hartlepool is becoming more difficult particularly for foster carers wanting to care for teenagers. There is a potential risk that the number of foster carers will not meet demand for placements. Recruitment of foster carers is being actively pursued.
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5.6 For the period up to 31 December 2015 the Child and Adult Services Department have identified the following achievements and issues:

- Performance after quarter 3 of the percentage of reablement goals (user perspective) met by the end of a reablement package/episode (in period) is 92.3% This is made up of cumulative figures of 578 out of 626 client goals being met. Although the figure is slightly down on quarter 2, this is very good performance and exceeds the 70% annual target. Currently this information only includes figures to the end of November, but December 2015 figures will be added as soon as available.
- Very good performance at the end of quarter 3 of the access to equipment and telecare: users with telecare equipment - which is currently 2214 people with Telecare devices - the number of clients with

Telecare equipment has continued to rise over the last 4 years. This latest figure exceeds the year end target of 1600.

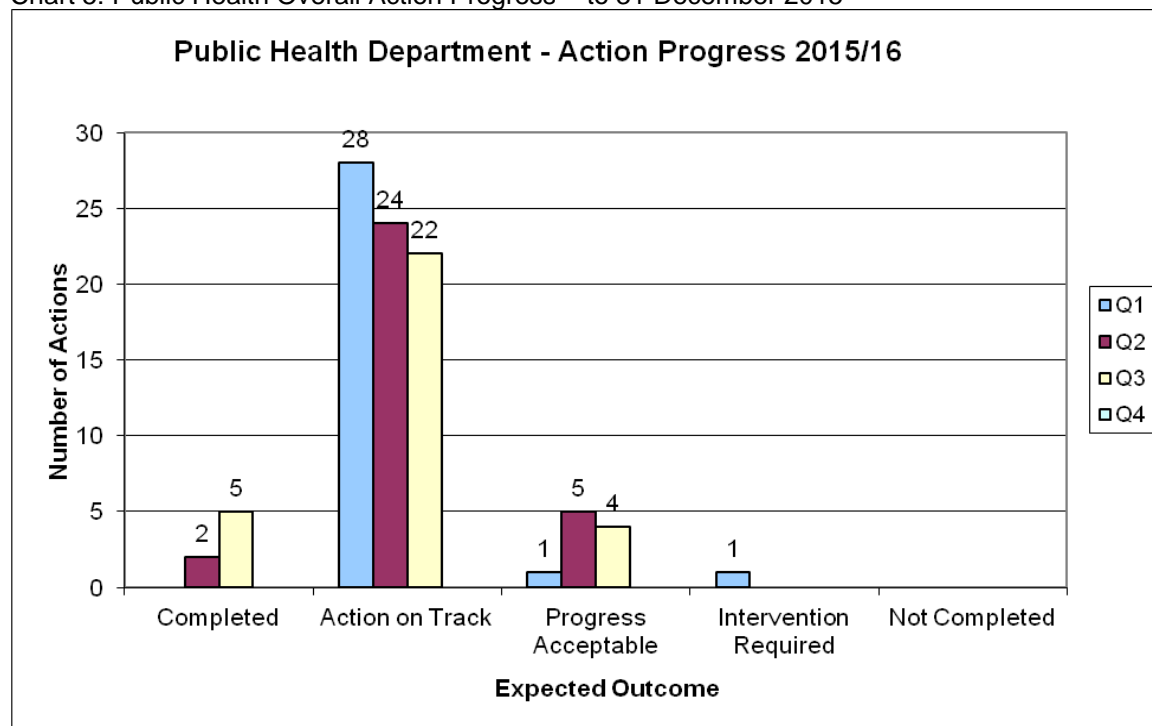
- Staff have been receiving training in relation to the Care Act to ensure that they are working within the new statutory framework and have ongoing access to e-learning and Community Care Inform to support their professional development. Systems and documentation have been reviewed to ensure that they are compliant and support staff to work effectively. Outcomes from complaints and surveys are regularly reviewed with feedback provided to staff through Divisional Manager Meetings and learning points used to inform workforce development plans.
- A recent 'Health Check' questionnaire for social work staff has identified some issues in relation to training and development and use of systems that are being taken forward through discussions between the senior management team and team managers / frontline staff.
- The availability of care home placements in Hartlepool has been exacerbated by the removal of registration and subsequent closure of 3 residential homes. This limits choice for individuals and has the potential to worsen waiting lists. There are potential new providers into the market which are likely to come on line within 6 months and the Council is working closely with these potential providers.
- The recruitment of foster carers within Hartlepool is becoming more difficult particularly for foster carers wanting to care for teenagers. There is a potential risk that the number of foster carers will not meet demand for placements. Recruitment of foster carers is being actively pursued.

6. PUBLIC HEALTH DEPARTMENTAL UPDATE

- 6.1 The Public Health Department contributes to 3 outcomes within the Council Plan, spread across 1 theme:
- Health and Wellbeing
- 6.2 The Public Health Department has identified 31 actions and 35 performance indicators (10 Targeted and 25 Monitored) spread across 3 outcomes within the Council Plan that it is responsible for. In addition the department has also identified 10 strategic risks that are included in the Council's 2015/16 Plan.

6.3 Chart 5 summarises the overall progress on PHD actions:

Chart 5: Public Health Overall Action Progress – to 31 December 2015



6.4 Chart 6 summarises the overall progress on PHD targeted performance indicators and Table 4 provides detail on the performance indicators identified as intervention required:

Chart 6: Public Health Targeted Performance Indicators – Progress to 31 December 2015

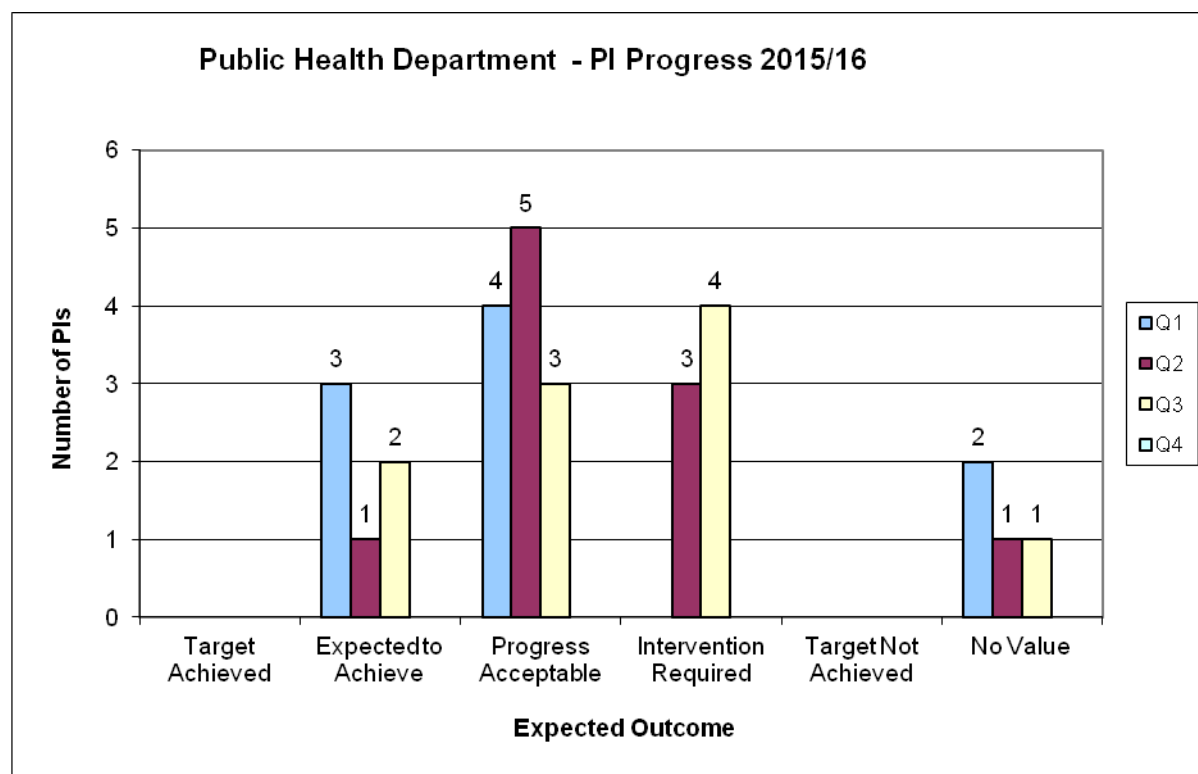






Table 4: PHD PI's identified as Intervention Required – Progress to 31 December 2015

Expected outcome	Performance Indicator	Value	Target	Latest Note
	ACS P059 Overall attendance at Mill House, Brierton and Headland Leisure Centres	232,810	368,750 (269,188 to end of Q3)	<p>Mill House Leisure Centre October - 16110 November _ 15256 December _ 11064 Total - 42430</p> <p>Headland Sports Hall October - 1883 November _ 1925 December _ 1243 Total - 5051</p> <p>Brierton Sports Centre October - 8981 November _ 8941 December _ 6219 Total – 24,141</p> <p>Quarter 3 overall attendances down, checked systems as per note on Quarter 2 and unable to find additional attendances, have to assume attendances were low quarter 2 due to either reduction in users or site staff missed some add hoc bookings which they have been advised must be recorded. Estimates for each quarter are estimates from historical data and may need changing as usage patterns have changed recently</p>
	ACS P081 Number of patients completing a 10 week programme of referred activity recommended as a health intervention - GP referrals	186	225	Staffing these sessions has been a issue and the ability to put on the number of sessions required has been affected
	NI 123 Stopping smoking - rate of self-reported 4-week smoking quitters per 100,000 population aged 16 or over	361	457	<p>This isn't an imposed target, just a local measure designed to monitor progress. The new service specification which started on 1st April puts more emphasis on reaching smokers in the most disadvantaged wards, pregnant woman, those with mental health problems and routine and manual workers – all hard to reach groups. Therefore it is expected a reduction in 4-week quitters will be seen as these groups experience greater difficulty in quitting.</p> <p>Regionally, the North East services have seen a 10.9% drop in footfall compared to this point last year, this should be seen in the context of a 19.2% drop in activity nationally. North East SSS have actually maintained performance better than almost any other region, and remain the highest performing in England in terms of quits per population size.</p> <p>Therefore, It is requested that this PI be changed to from targeted to monitored.</p>
	PHD 2.03 Smoking status at time of delivery	24.7	17	The National data Smoking at Time of Delivery (SATOD) is currently provided at CCG level. Q2 for Hartlepool/Stockton CCG is 17.6%. The Foundation Trust do provide individual data sets. Hartlepool 24.7% for Quarter 2.

- 6.5 There have been no changes to the risk ratings this quarter.
- 6.6 The Public Health Department have identified the following issues and achievements for Quarter 3.

Achievements

- PHD continue to support work place health at North Tees and Hartlepool NHS Foundation Trust, Scallywags Childsplay, Families First and Footprints Nursery, Hart Biologicals, Northgate Public Services and Kingsley Primary School
- Hartlepool will be hosting the Tees Better Health at Work celebration event
- HBC achieved the Continuing Excellence level of the North East Better Health at Work Award and has been nominated to be an ambassador workplace
- The Sports and recreation services website has now gone live.
- New Licensing Policy adopted by full Council in December. This introduced new measures aimed at reducing violence in Night time economy - including a requirement for plastic glasses in new premises after midnight and a minimum unit price of 50p per unit if premises are causing problems.
- 2 further 'No Cold Call' zones's were created in Q3.

Issues

- Potential loss of Taxi marshal scheme was discussed at SHP in November - support was given but no funding provided.

7 REGENERATION AND NEIGHBOURHOODS DEPARTMENTAL UPDATE

- 7.1 The Regeneration and Neighbourhoods Department contributes to 22 outcomes, spread across 9 themes.
- Jobs and the Economy
 - Lifelong learning and Skills
 - Health and Wellbeing
 - Community Safety
 - Environment
 - Housing
 - Culture
 - Strengthening Communities
 - Organisational Development
- 7.2 The Regeneration and Neighbourhoods Department has identified 71 actions and 59 performance indicators (39 targeted and 20 monitored) within the Council Plan that it is responsible for. In addition the department has also identified 35 strategic risks that are included in the Council Plan.
- 7.3 Chart 7 summarises overall progress against Council Plan Actions:

Chart 7: RND Overall Action Progress – to 31 December 2015

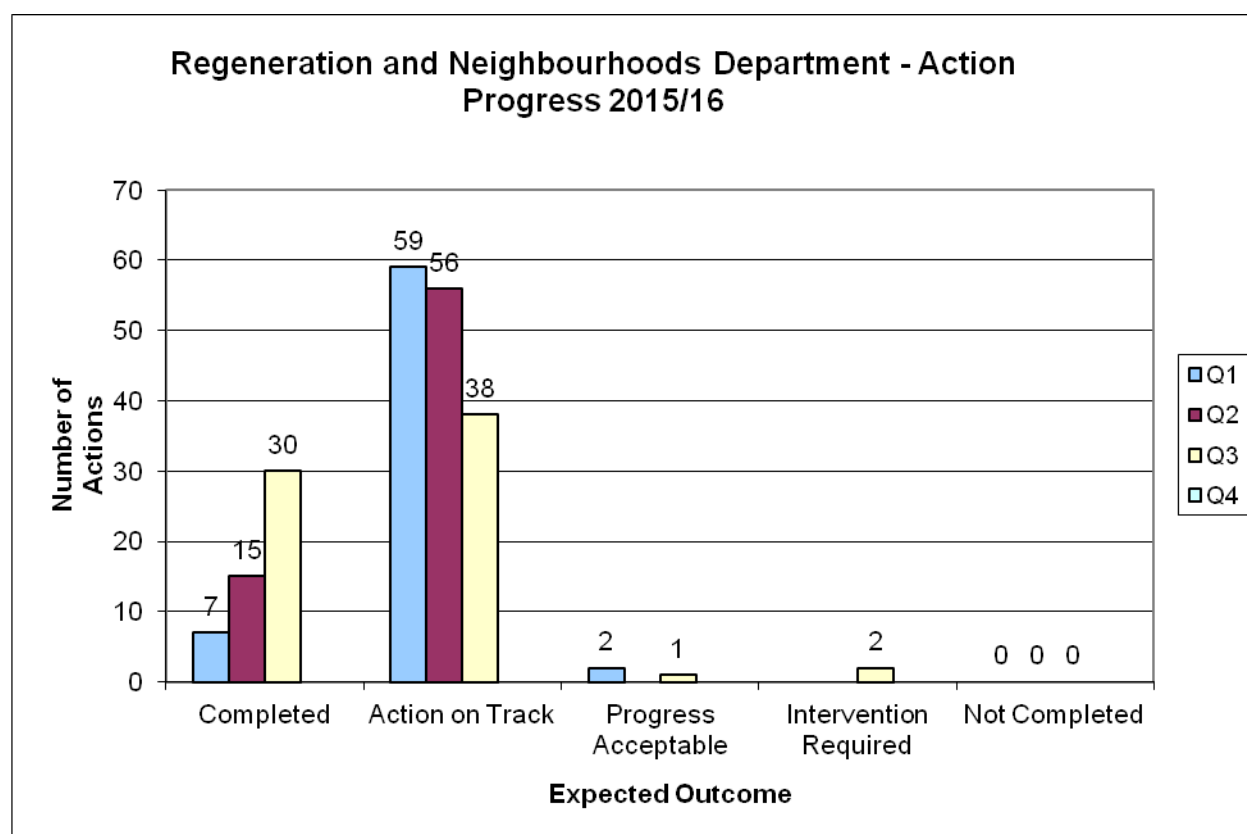


Table 5: RND Actions identified as Intervention Required – Progress to 31 December 2015

Expected Outcome	Code & Title	Note
	RND 15/16 EN03 Consult, develop and deliver year 3 projects of capital improvements to allotments	Allotment capital spend report is to be submitted to committee Summer 2016. As a result, it is proposed to change the due date from March to September 2016 and include in the Council Plan for 2016/17.
	RND 15/16 OD01 Achieve capital receipts target in line with programme	Bids have been received for Briarfields and are currently being evaluated. The receipt on land at Seaton Lane will be delayed until 2016/ 17 due to complications in relation to the proposed use. Remaining capital receipts are on track

7.4 Chart 8 summarises the overall progress on RND targeted performance indicators and Table 6 provides detail on the performance indicator identified as intervention required:

Chart 8: RND Overall PI Progress – to 31 December 2015

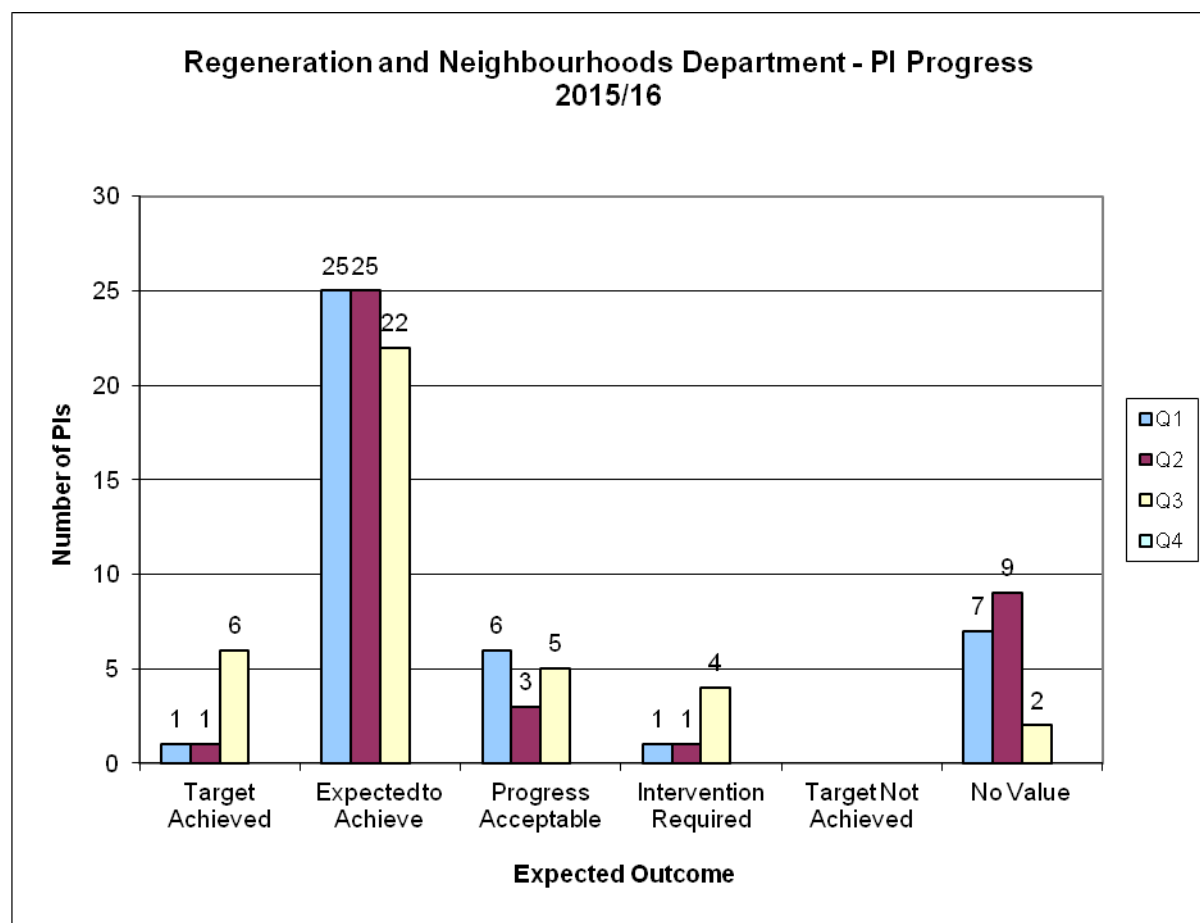






Table 6: RND PI's identified as Intervention Required – Progress to 31 December 2015

Expected outcome	Performance Indicator	Value	Target	Latest Note
	NI 193 Percentage of municipal waste (all waste collected by the local authority) land filled	2.50% (Q2) 20.3% (Q1)	5%	Quarter 3 figures are not yet available. Whilst there have been few technical issues at the EfW plant this quarter, Hartlepool Borough Council has also been affected by the protests that took place in November 2015. To alleviate the impact of being diverted to landfill, wastes were bulked-up at the waste transfer station in Burn Road and transporting into the energy from waste plant during the night, when access through the day was not available.
	ACS P107 Number of schoolchildren visiting the Museum of Hartlepool, Hartlepool Maritime Experience, and Hartlepool Art Gallery.	5,350	12,500 (9,375 up to Q3)	Due to staffing capacity within the service it has not been possible to accommodate as many school children at the various venues as we have done in the past. We are therefore not expecting to achieve this target.
	ACS P108a Number of Visitors to the Town Hall	28,420	51,000 (38,250 up to Q3)	As a result of a number of dance schools no longer using the venue, the number of visitor to the Town Hall has reduced over the course of the year. This will result in the target set for visitor numbers not being achieved this year

	ACS P104 Number of hours usage of the Libraries Peoples Network computers	25,553	39,000 (29,250 up to end of Q3)	Extensive works to the central library building has resulted in a reduction in footfall, which together with some technical issues with computers in the library has seen the number of hours of usage fall below target. It is not expected that this reduction will be made up by year end and therefore we are not expecting to reach the annual target set.
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7.5 RND have identified 35 risks across in the Council Plan 2015/16. There are no changes to Risks this quarter.

7.6 The following achievements have been identified within the Regeneration & Neighbourhoods Department for Quarter 3

Achievements

- We have supported 119 clients to date, through the provision of Enterprise Coaching
- A support service has been commissioned and is now in place to support victims of crime.
- Education business link events have provided, including the delivery of a project to Hartlepool 6th Form College, a Choices event attended by over 1100 year 11 pupils and a global entrepreneurship week event involving 5 secondary schools.

8 CHIEF EXECUTIVE'S DEPARTMENT UPDATE

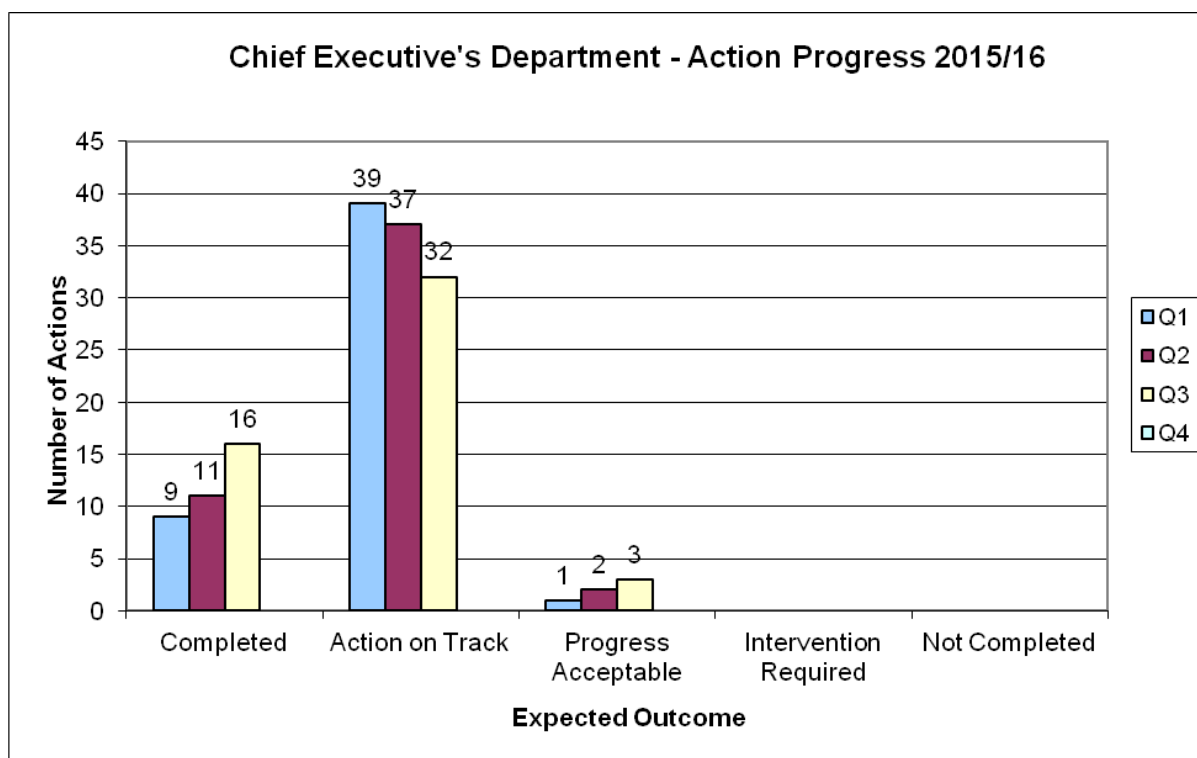
8.1 The Chief Executive's Department contributes to 10 outcomes, spread across 5 themes:

- Jobs and the Economy
- Organisational Development
- Health and Wellbeing
- Community Safety
- Strengthening Communities

8.2 The Chief Executive's Department has identified are 50 actions and 26 performance indicators (20 targeted and 6 monitored). In addition the department has also identified 26 strategic risks that are included in the Council Plan.

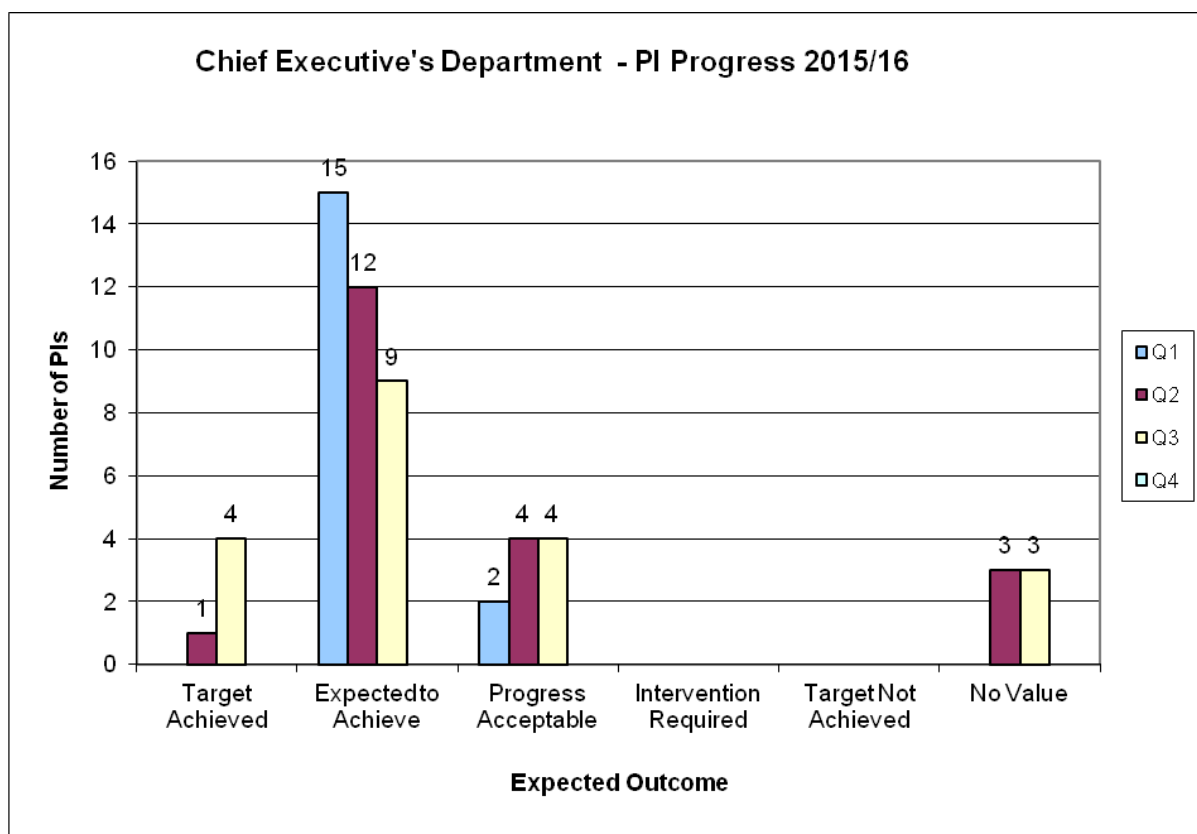
8.3 Chart 9 summarises the progress to date on actions within the Plan;

Chart 9: CED Overall Action Progress – to 31 December 2015.

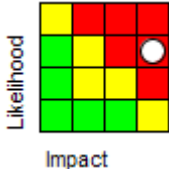


8.4 Chart 10 summarises the overall progress on CED targeted performance indicators:

Chart 10: CED Overall PI Progress – to 31 December 2015.



8.5 There has been a change to one of the risk ratings this quarter.

Risk Code & Title	Current Risk Matrix	Latest Note
CED R061 Electoral problems/failures/legal challenges lead to Councillors not being elected to Council		<p>Increased risk - due to likelihood of absence of core electoral team staff member during election timetable</p> <p>NB. As an ongoing risk, the unknown date of the European Referendum could be affected by planned electoral team absences</p>

8.6 For the period up to 31 December 2015 the Chief Executive's Department have identified the following achievements:

- There has been a comprehensive data matching initiative undertaken in November 2015 to identify any Free School Meals entitlements that were not being taken up and contact was made to make the awards.
- The Council continues to work closely with Public Health England and other relevant agencies to promote key health message. Examples include Dry January, winter health conditions including flu jab reminders and Stay Safe and Warm.
- The percentage of invoices paid to local businesses within 10 working days has improved significantly in the last 12 months with the actual figure being 93.48% in Quarter 3 against a target of 85%. This is a significant improvement from an actual of 85.38% at the same time last year.
- The percentage of Council Tax collected is well above target in Quarter 3 with 81.25% collected against a target of 71.25%.
- The percentage of business rates collected is well above target in Quarter 3 with 86.48% collected against a target of 73.50%.
- The help promote and maintain high standards of conduct by Members, co-opted members and Officers a report on non statutory "Local Sanctions" was taken to Audit and Governance Committee on 12.11.15. A Members seminar is to be organised to disseminate all necessary information.
- The Council has increased its social media presence.

9. RISK IMPLICATIONS

9.1 No implications

10. FINANCIAL CONSIDERATIONS

10.1 No implications

11. LEGAL CONSIDERATIONS

11.1 No implications

12. CHILD AND FAMILY POVERTY

12.1 No implications

13. EQUALITY AND DIVERSITY CONSIDERATIONS

13.1 No implications

14. STAFF CONSIDERATIONS

14.1 No implications

15. ASSET MANAGEMENT CONSIDERATIONS

15.1 No implications

16. RECOMMENDATIONS

- 16.1 Finance and policy Committee is asked to: -
- Note the position in performance as at end of December 2015 (Quarter 3);
 - Note the position in relation to use of RIPA powers as set out in section 4.7;
 - Note the Actions identified as intervention required as set out in Tables 1 and 5;
 - Agree the change to the action due date as set out in Table 5;
 - Note the Performance Indicators identified as intervention required, set out in Tables 2, 4 and 6;
 - Agree that NI 123 be changed from a targeted PI to a monitored PI as set out in Table 4;
 - Note the change to risks as set out in sections 5.5 and 8.5.

17. REASONS FOR RECOMMENDATIONS

17.1 Finance and Policy Committee have overall responsibility for the monitoring of the Council Plan.

18. BACKGROUND PAPERS

18.1 There were no background papers used in the preparation of the report.

19. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

14th March 2016



Report of: Assistant Chief Executive

Subject: EMPLOYEE SICKNESS ABSENCE 3rd QUARTER
2015/16

1. TYPE OF DECISION/APPLICABLE CATEGORY

The report is for information.

2. PURPOSE OF REPORT

- 2.1 To update the Committee on the Council's performance, in relation to employee sickness absence, for the third quarter of 2015/16.

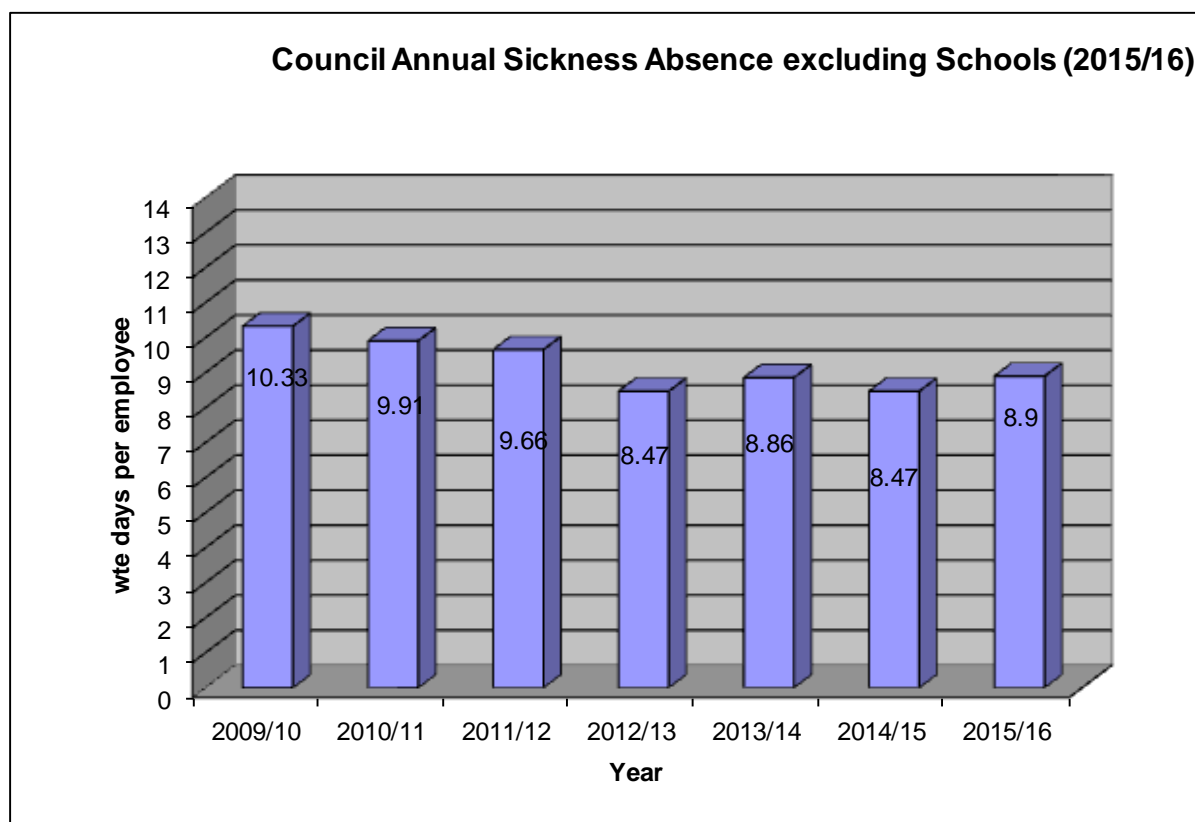
3. BACKGROUND

- 3.1 The extent to which employees are absent from work due to illness has a direct impact on the quality, level and cost of the provision of services. As such the Council have included this as a Local Performance Indicator (HRPI 5A) – The number of working days/shifts lost due to sickness absence in its group of Corporate Health Performance Indicators.

4. SICKNESS ABSENCE PERFORMANCE

4.1 THE COUNCIL'S PERFORMANCE EXCLUDING UP TO THE 3rd QUARTER OF 2015/16

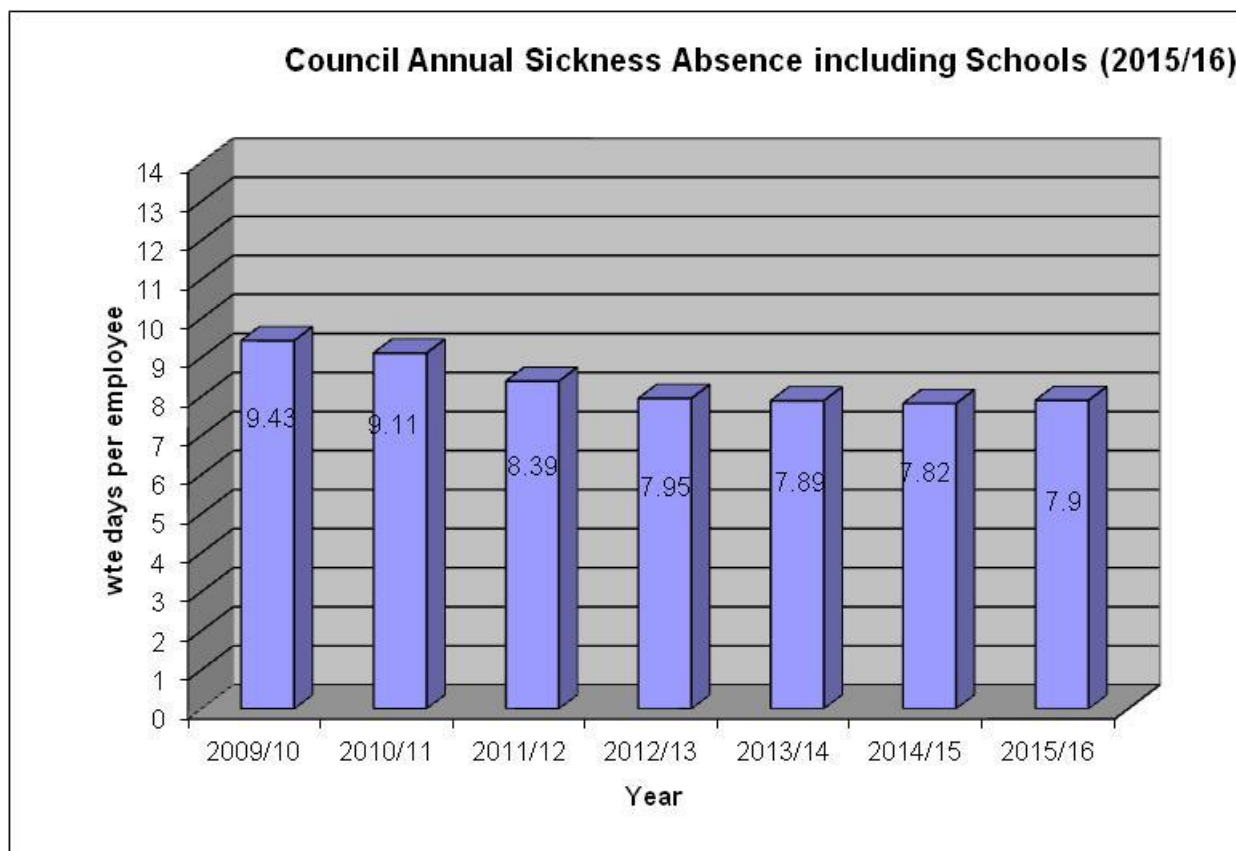
Figure 1



The target figure for the Council excluding Schools is 8.2 wte (whole time equivalent) days absence per employee. The actual sickness rate at the end of the 3rd quarter shows the Council's performance is 8.90 wte per employee per annum, as illustrated in Figure 1 above. These levels have declined since they peaked in July 2015 (9.69 wte) through effective management of long term cases however the figures still remain over target. The Council will continue to focus on sickness absence management to try and achieve as near to its 8.20 wte average sickness per employee target by the end of the reporting year.

4.2 THE COUNCIL'S PERFORMANCE INCLUDING SCHOOLS UP TO THE 3rd QUARTER OF 2015/16

Figure 2



The target figure for 2015/16 for the Council including Schools is 7.30 days absence per wte employee (whole time equivalent). The actual sickness rate at the end of the 3rd quarter shows the Council's at 7.90 days per wte per employee per annum as illustrated in Figure 2 above. The overall figures currently demonstrate an expected increase in relation to sickness absence for the first time in the last 6 years.

4.3 ACTUAL PERFORMANCE BY DEPARTMENT AND SCHOOLS

Figure 3

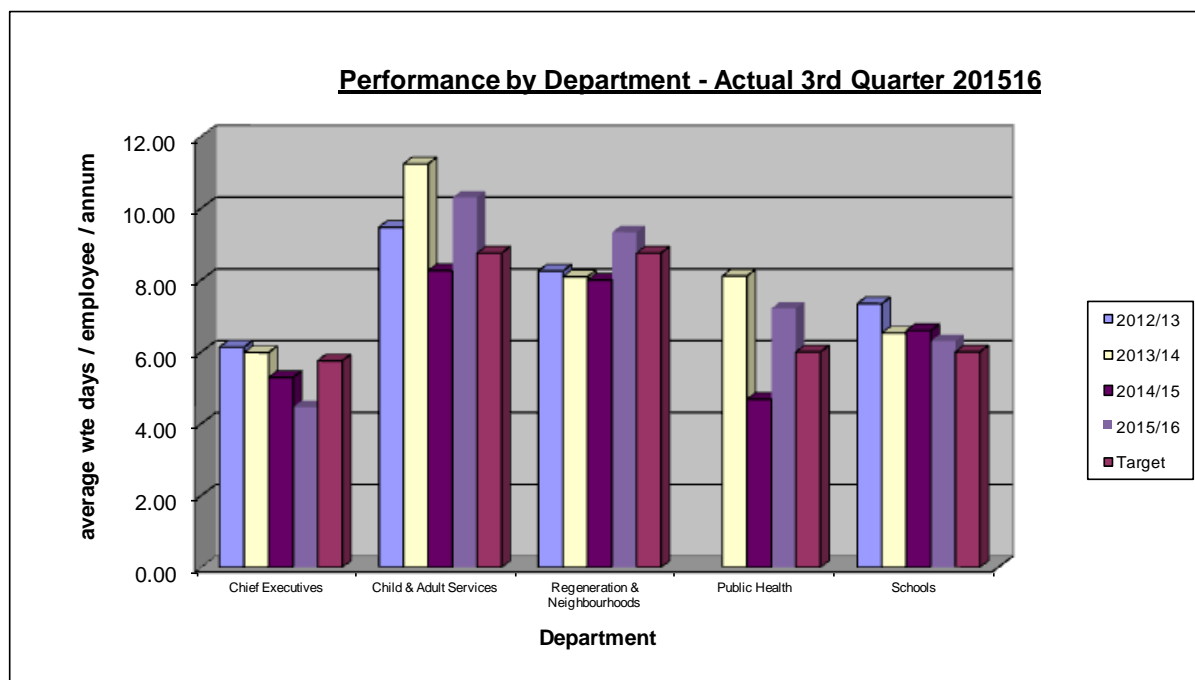


Figure 3 above illustrates the actual performance for each Department and Schools as at 31st December 2015. This can be compared to performance over the previous three years (except Public Health which only has two years historical data). The final column shows the 2015/16 annual target set by each Department and Schools.

The figure identifies that there is an increase in sickness absence rates across Child & Adult, Regeneration & Neighbourhoods, Schools and Public Health Departments compared with the last three years. There is a decrease in rates for the Chief Executives Department.

4.4 PREDICTED PERFORMANCE BY DEPARTMENT AND SCHOOLS

Figure 4

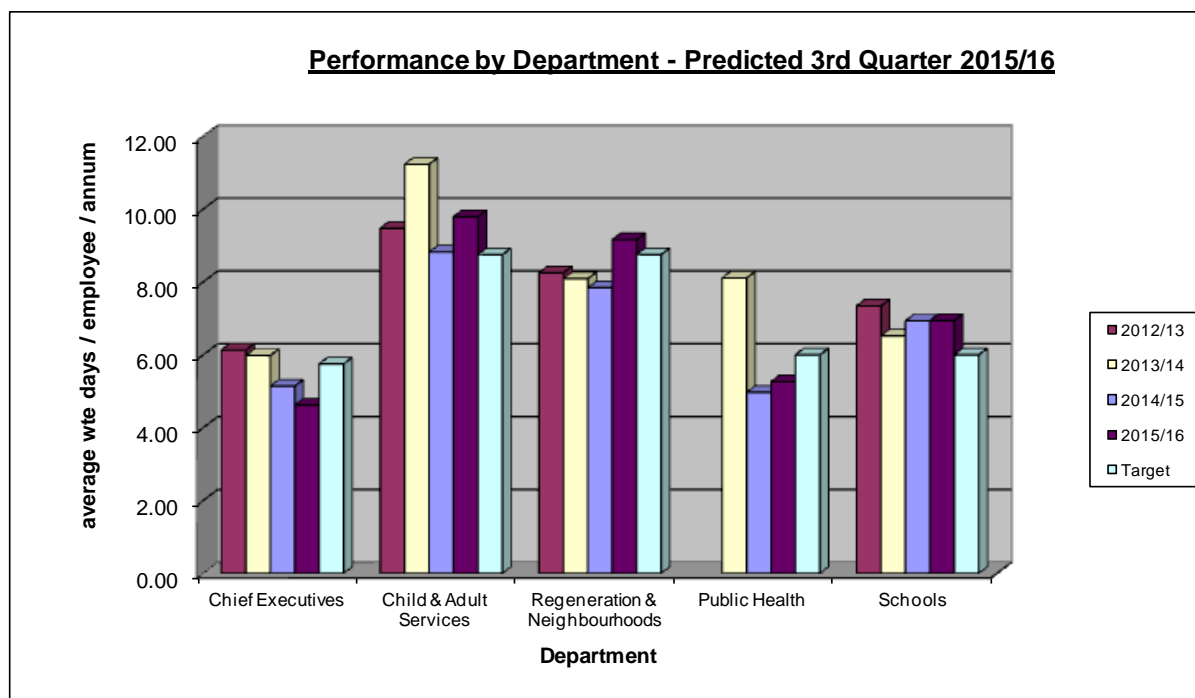
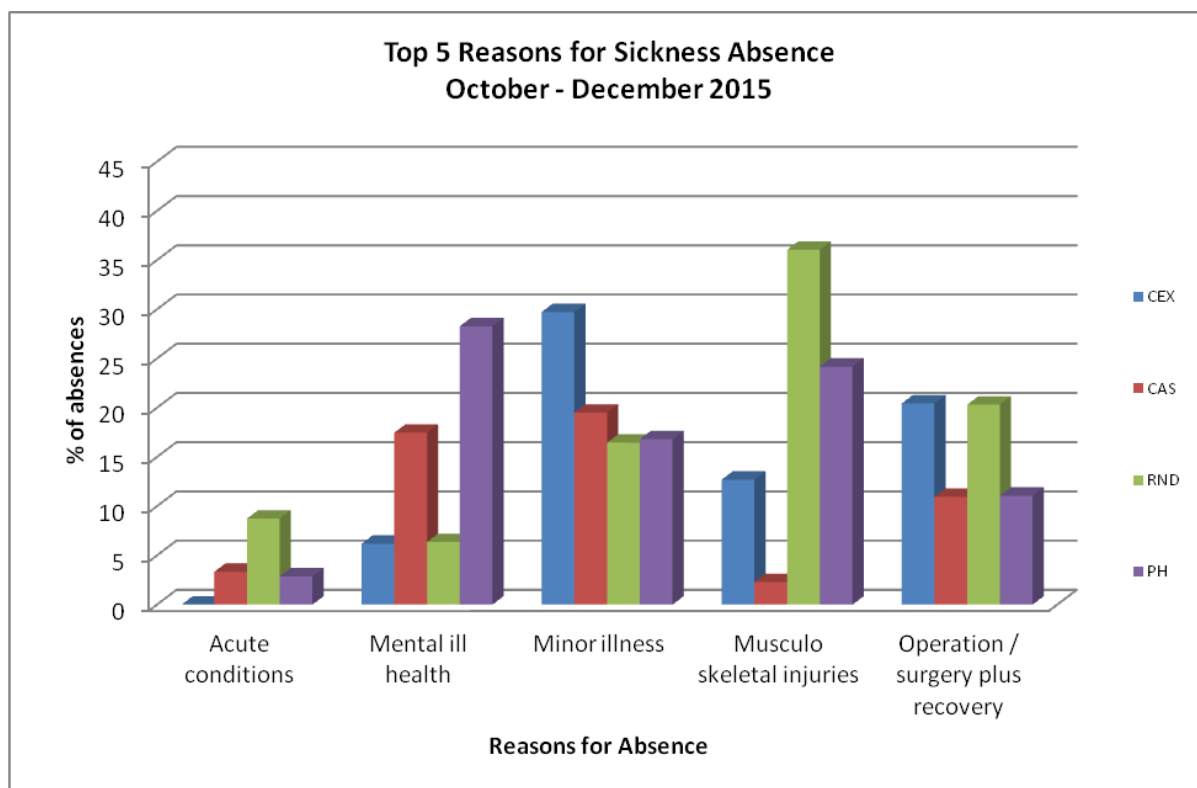


Figure 4 above identifies the end of year predicted figures (forecast for the annual year 2015/16) for each Department and Schools as at 31st December 2015. This can be compared to the actual performance over the previous three years. The final column shows the approved 2015/16 annual target for each Department and Schools. These figures illustrate that Chief Executives and Public Health are expected to meet their targets. However, based on the last 12 months data, Child & Adult Services, Regeneration & Neighbourhoods and Schools are not expected to meet their target.

4.5 REASONS FOR SICKNESS

Figure 5 below identifies the rates for the top 5 reasons for sickness for each Department in the Council.



The top 5 reasons for sickness absence within the Council are acute conditions, mental ill health, minor illness, musculo skeletal injuries and operation / surgery plus recovery.

Within Regeneration and Neighbourhoods the most common cause of absence is 'musculo skeletal injuries' with 36% of the actual sickness absence rates attributable to this. The Council has a number of proactive strategies it adopts to manage musculo skeletal injuries such as regular refresher training on manual handling, hand arm vibration awareness, the use of personal protective equipment and early referrals to Physiotherapy services.

The most common cause of absence within Child & Adult Service and Chief Executives Departments, is 'minor illness'; CAS 19% of absences and CEX 30% of absences, attributable to this.

For Public Health the most common cause of absence is 'mental ill health' with 28% of absences attributable to this. When a member of staff is absent due to domestic stress, referrals are made to the Council's Counselling Service, Hartlepool MIND as a supportive mechanism to assist the employee.

4.6 LONG, MEDIUM AND SHORT TERM SICKNESS ABSENCE ANALYSIS

Long = 20+ days / Medium = 5 to 20 days / Short = under 5 days

Figure 7 Council Long Medium and Short Terms Sickness 3rd Quarter Analysis 2015/16

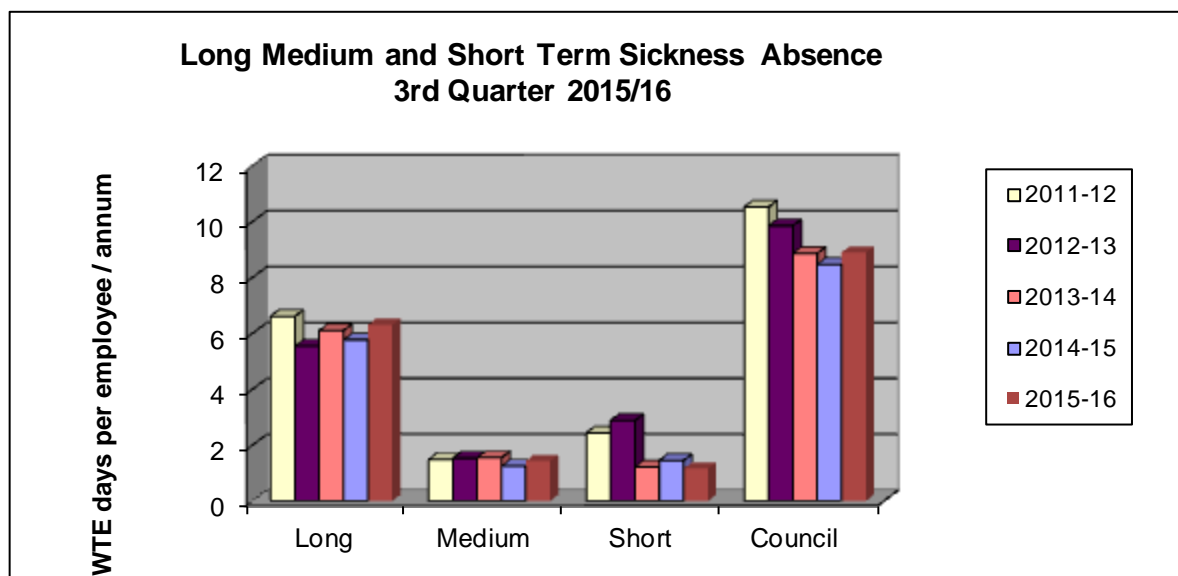


Figure 7 above shows a breakdown of long, medium and short term sickness absence in the Council for the past 3 years and up to 31st December for the 2015/16 year. The final block shows the impact this had on the overall Council sickness absence figure.

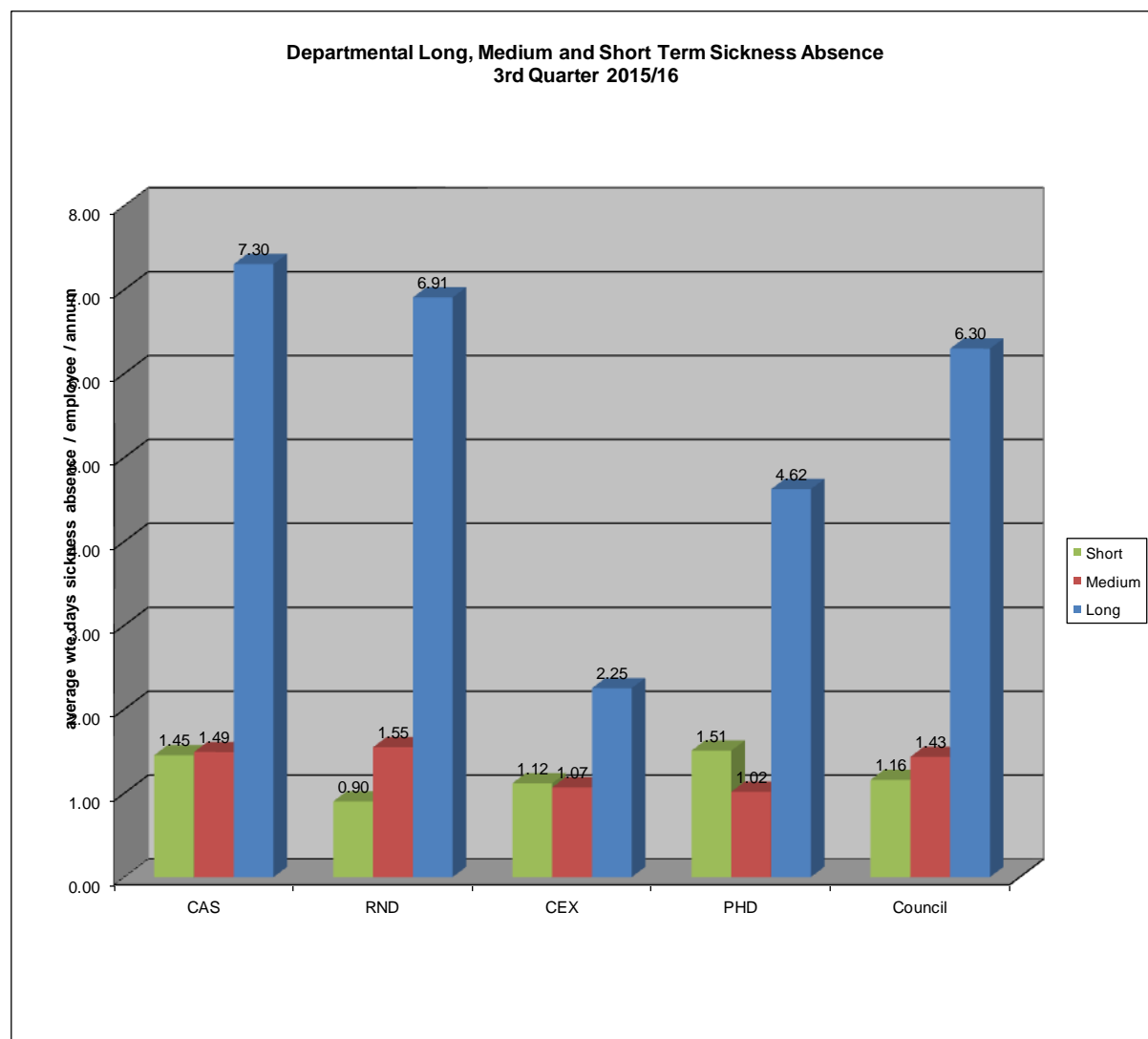
There is an increase in the long term rates which has reduced in both the 2nd and 3rd quarter. There is a smaller increase in medium term rates and short term rates in the 3rd quarter. Overall this still identifies an increase in sickness for the Council compared to previous years, which is currently being managed to bring these rates down over the final quarter. The Council continues to ensure it targets resources to the management of long term sickness absence cases which accounts for the majority of sickness.

At the last meeting the Chair requested that a number of the actions taken to address the sickness absence were identified in this report. There are a number of actions that are being taken to manage long term sickness absence. These include:

- Early intervention and contact with employees when they report sickness including home visits where necessary
- Early referrals to Occupational Health or other wellbeing services to try and assist the employee back to work quickly
- Consideration of any adjustments that can be made to assist a return to work
- Regular contact with the employee to monitor health

- Identification of cases where a return to work is unlikely and early discussions on possible options

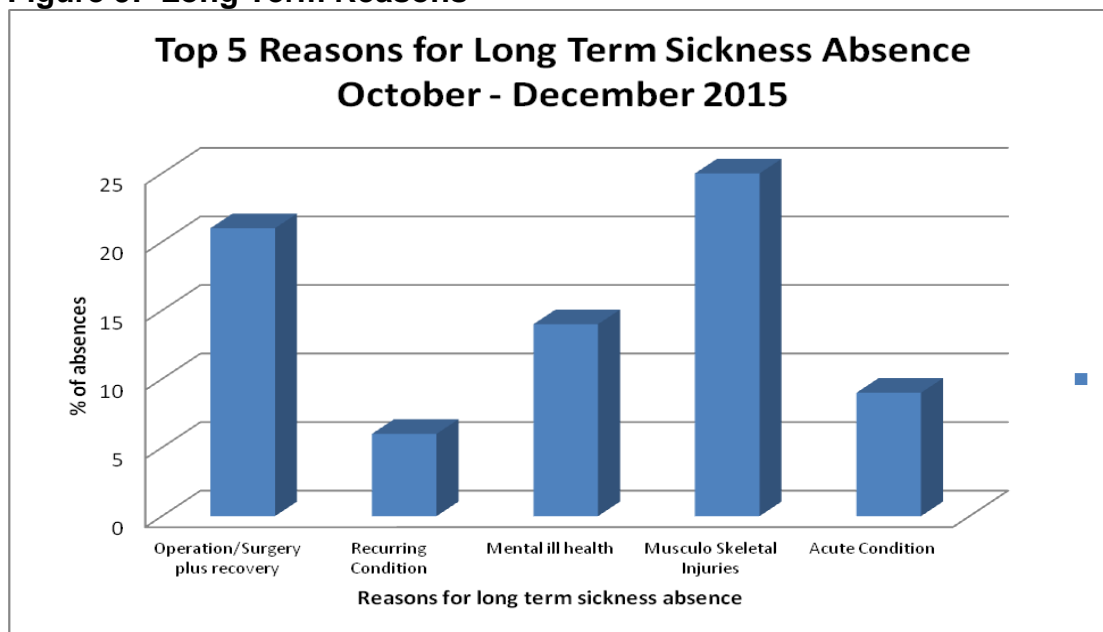
Figure 8: Departmental Long, Medium and Short Term Sickness 2015/16
(April to December 2015 figures)



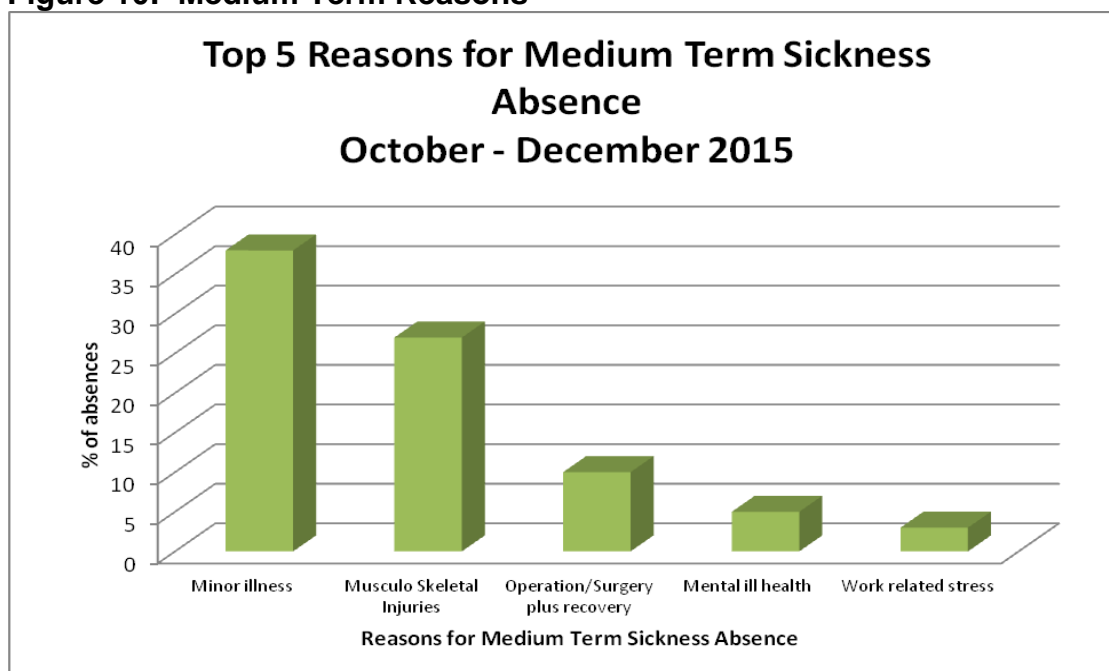
As we can see from the information in Figure 8 above, long term sickness absence continues to account for the majority of the Council's sickness absence. The Council is focusing resources to support managers on the long term cases through individual case management and early intervention to support employees to return to work as quickly as possible.

Reasons for Sickness Absence split by long, medium and short term

Figures 9, 10 and 11 below identify the rates for the top 5 reasons for long, medium and short term sickness across the Council in the third quarter.

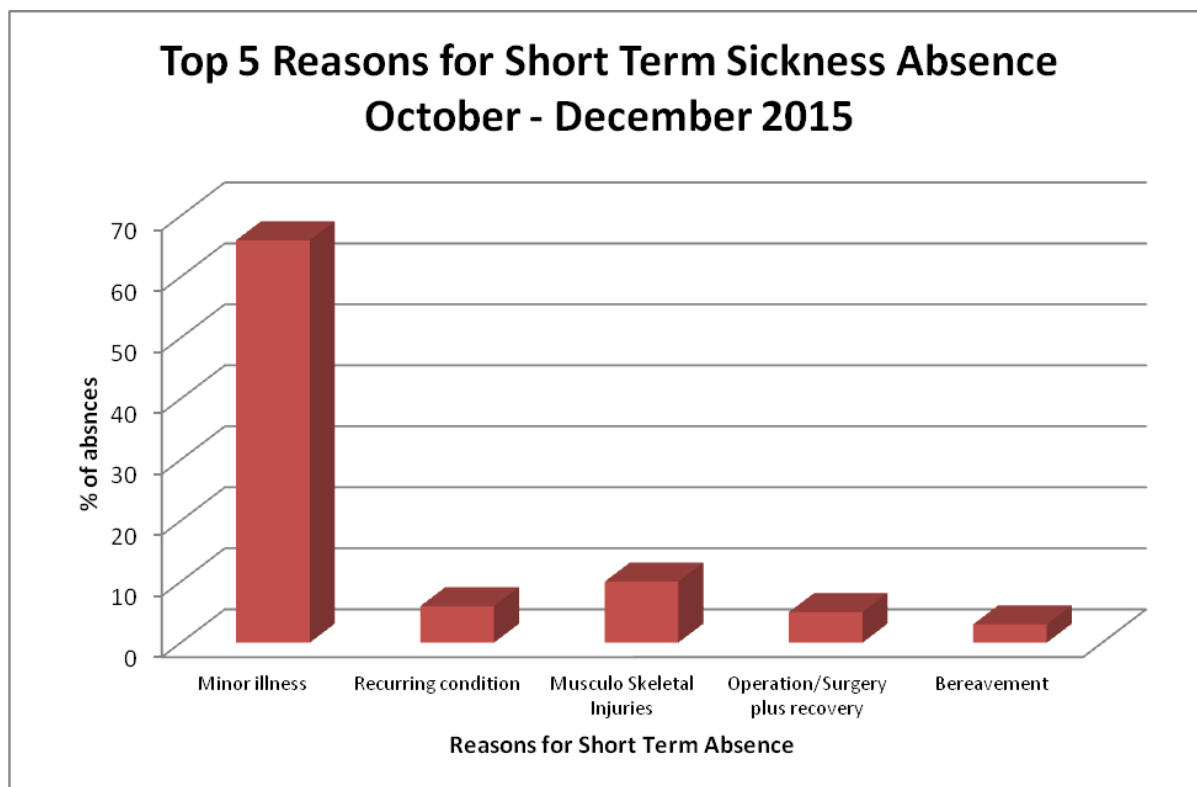
Figure 9: Long Term Reasons

The top cause of long term absence in the Council is Musculo Skeletal Injuries, with 25% of all long term absences attributable to this. As identified above the Council has a number of proactive strategies to assist an employee when they are absent due to musculo skeletal injuries.

Figure 10: Medium Term Reasons

The top cause for medium term absence in the Council is minor illness injuries with 38% of medium term absence attributable to this.

Figure 11: Short Term Reasons



The top cause of short term absence in the Council is minor illness with 66% of short term absences attributable to this.

5. RISK IMPLICATIONS

There are no specific risk implications from this report

6. FINANCIAL CONSIDERATIONS

There are no specific financial considerations from this report

7. LEGAL CONSIDERATIONS

There are no specific legal considerations from this report

8. CHILD/FAMILY POVERTY CONSIDERATIONS

There are no specific child / family poverty considerations from this report

9. EQUALITY AND DIVERSITY CONSIDERATIONS

There are no specific equality / diversity considerations from this report

10. STAFF CONSIDERATIONS

There are no specific staffing considerations from this report other than those highlighted in the body of the report

11. ASSET MANAGEMENT CONSIDERATIONS

There are no specific asset management considerations from this report

12. RECOMMENDATIONS

- 12.1 That employee sickness absence rates for the third quarter of 2015/16 are noted.

13. REASONS FOR RECOMMENDATIONS

- 13.1 To advise the Committee of the current performance in respect of sickness levels.

14. BACKGROUND PAPERS

- 14.1 None

15. CONTACT OFFICERS

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