

# **FINANCE AND POLICY COMMITTEE**

## **AGENDA**



**Friday 10 February, 2017**

**at 2.00 pm**

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

**MEMBERS: FINANCE AND POLICY COMMITTEE**

Councillors C Akers-Belcher, Barclay, Beck, Clark, Cranney, Fleming, James, Loynes, Moore, Thomas 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 9 January, 2017.
- 3.2 To receive the minutes of the meeting of the Health and Wellbeing Board held on 5 December, 2016.
- 3.3 To receive the minutes of the meeting of the Safer Hartlepool Partnership held on 23 September 2016.

**4. BUDGET AND POLICY FRAMEWORK ITEMS**

- 4.1 Council Plan 2017/18 – 2019/20 – *Chief Executive*

**5. KEY DECISIONS**

No items.



## **6. OTHER ITEMS REQUIRING DECISION**

- 6.1 Holiday Hunger Pilot Scheme Evaluation Report – *Director of Child and Adult Services*
- 6.2 Lease in of Satellite Accommodation – *Director of Regeneration and Neighbourhoods / Director of Child and Adult Services*
- 6.3 Land at Ferry Road – *Director of Regeneration and Neighbourhoods*
- 6.4 Inspirations Coffee House – *Director of Regeneration and Neighbourhoods*
- 6.5 Strategic Financial Management Report - As at 31st December 2016 – *Corporate Management Team*

## **7. ITEMS FOR INFORMATION**

- 7.1 Corporate Procurement Quarterly Report on Contracts – *Director of Finance and Policy*

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

### **FOR INFORMATION**

Date of next meeting – Monday 6 March, 2017 commencing at 10.00 am in the Civic Centre, Hartlepool.



# **FINANCE AND POLICY COMMITTEE**

## **MINUTES AND DECISION RECORD**

9 JANUARY 2017

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

**Present:**

Councillor Christopher Akers Belcher (In the Chair)

Councillors: Allan Barclay, Paul Beck, Alan Clark, Kevin Cranney, Tim Fleming, Marjorie James, Brenda Loynes, Shane Moore, Stephen Thomas and Paul Thompson.

Also Present: Councillor Tom Hind.  
58 members of the public.

Officers: Gill Alexander, Chief Executive  
Peter Devlin, Chief Solicitor  
Chris Little, Director of Finance and Policy  
Louise Wallace, Director of Public Health  
Sally Robinson, Director of Child and Adult Services  
Denise Ogden, Director of Regeneration and Neighbourhoods  
Alastair Rae, Public Relations Manager  
David Cosgrove, Democratic Services Team

### **83. Apologies for Absence**

None.

### **84. Declarations of Interest**

None.

### **85. Minutes of the meeting held on 2 December, 2016**

Confirmed.

### **86. Minutes of the meeting of the Health and Wellbeing Board held on 17 October, 2016**

Received.

**87. Medium Term Financial Strategy – Capital and Revenue 2017/2018 to 2019/2020** *(Corporate Management Team and Director of Finance and Policy)*

**Type of decision**

Budget and Policy Framework.

**Purpose of report**

The purposes of the report were to:-

- (i) Update Members on Government announcements, including the Chancellor's 2016 Autumn Statement, impacting on local authorities; and
- (ii) To enable Members to finalise the detailed 2017/18 budget proposals to be referred to Council on 23rd February 2017.

**Issue(s) for consideration**

The Director of Finance and Policy made a presentation to the Committee setting out the key elements of the detailed report submitted to Members. Submitted with the main report was a detailed booklet of supporting information which included the detailed budget savings programme reports considered by each of the Policy Committees. The presentation highlighted the following key points –

- The Council remained ambitious for the town and this ambition was based on achieving 6 key strategic objectives –
  - Growing our Economy, Jobs and Skills
  - Regenerating our town
  - Developing and promoting Hartlepool as a great place to live
  - Developing new services for people and communities
  - Building better beginnings and better futures for our children and young people
  - Providing effective leadership based on innovation and efficiency.
- One-off Council resources of £4.949m have been identified to support the Council's ambitious "Five Year Capital Plan" though to deliver the plan the Council will need to attract external grants and private sector investment. Detailed Capital programme proposals were detailed in the report for Members' approval and referral to Council. Additionally there was £1.5m for priorities identified during the 'Your say, our future' consultation.
- The Local Government Settlement announcement in December confirmed Government funding cuts would continue until 2019/20 – this would mean that the Council will have faced nine consecutive years of funding cuts.
- Over the next three there would be a further cut in Government grant of £9.8m and this was the main reason for the gross budget deficit of £20.8m.

- The approach to addressing this deficit had been to minimise the impact on front line services.
- £11.959m of the gross deficit could be addressed from a combination of forecast housing growth, forecast Council Tax increases, corporate savings (loan repayments, insurance and ICT savings) and improved Better Care Fund. This left a net deficit of £8.841m
- The Strategy for addressing net deficit of £8.841m had a 3 year approach. Total savings proposals agreed by Policy Committees amounted to £6.547m which left the savings still to be identified of £2.294m over the next three years: -  
2017/18 - £0m – budget balanced  
2018/19 - £0.795m  
2019/20 - £1.499m.
- There were also significant budget pressures. In the short-term these could be met by using departmental reserves in 2017/18 and 2018/19. In the medium term the aim was to reduce demand. The report indicated that if demand cannot be reduced there were potential pressures of £2m, which could increase the budget shortfall to £4.294m.
- The detailed strategy for dealing with the budget pressures was set out in detail within the report and included specific reference to the national pressures placed on both Children's and Adult services.
- The government was maintaining the shift from central grant funding to local Council Tax by implementing the basic Council Tax referendum limit of 1.9% plus the Social Care Precept of up to 3% for the next two years. The Chancellor had forecast that an additional £5bn of Council tax income would be generated nationally between 2015/16 and 2019/20; which was a 20% increase in Council Tax income.
- In December 2015 the government had announced that the Social Care Precept limit for the three financial years 2017/18 to 2019/20 would be 2% in each year. However, in December 2016 in responses to increasing national concerns regarding social care funding the government had announced that local authorities had the option of implementing the Social Care precept as three 2% rises or as two 3% rises in 2017/18 and 2018/19 with no Social Care Precept in 2019/20. Both options provided the same overall recurring income from 2019/20. The 3% option did provide 'earlier' income of £347,000 in 2017/18 and £423,000 in 2018/19.
- Additionally government had announced a one-off social care grant in 2017/18 which had been top-sliced from the New Homes Bonus. While this would amount to £500,000 for Hartlepool, it would be largely cost neutral due to the reduction in New Homes Bonus.
- Details of the cost per week of the proposed Council Tax rises for each property band were set out.
- The cuts in Government central grant would continue to 2019/20. Since 2013/14 the overall Council Budget had been reduced by £17.5m (18%) while government funding had reduced by £21m (45%) and Council Tax income had risen from £30.8m to £40m (30%).
- The report concluded with detailed recommendations in relation to the MTFS. Members' attention was drawn to the recommendations in

relation to the Council Tax increase and Social Care precept, funding for the Lifeguards and the impact of the social care precept on available funding, where specific recommendation was required.

Members referred to the position in relation to funding for Adult Social Care and the extreme pressure the services and budgets were under. The Chair of the Adult Services Committee considered that despite the additional Social Care precept the underlying funding issues were not being addressed by central government. The Chair of Adult Services Committee proposed that the additional Social Care precept should be set on the basis of the 3% option as this would give greater flexibility in planning managing demand and delivering services. Other members did speak in opposition to this proposal in light of the additional financial burden placed on households and the funding gap that would occur in the third year.

The Chair of the Children's Services Committee highlighted the national pressure on Children's social care services that were not receiving the same recognition as Adult Social Care but were still affecting all local authorities.

A member expressed his concern at the proposed increase in Council Tax, though accepted the need for the Social Care precept. The Member raised his concern in relation to the funding for the Beach Lifeguards and suggested that they be funded from Members' Ward Budgets. The Chair indicated his support for the proposal.

A Member commented on the proposed rise in rents for allotments that had been proposed in the Neighbourhood Services Committee budget proposals. While the service was running at a loss, all the recreation and leisure services were also and it seemed unfair to hit one element of the service with such a large increase when others didn't cover their costs. The introduction of parking charges in Seaton Carew was also seen by the Member as unnecessary when the car parking service was reportedly running a £78,000 profit.

The Chair commented that the Council could not deal with items in isolation when there was a £20m funding deficit to be bridged in three years. The increase would not be implemented until 2018 as a full year's notice of any rent increase had to be given. Allotment Associations had the option of coming forward to become self sustaining and self governed should they wish and the Council would assist them through that process.

In response to Members' comments and questions, the Director of Regeneration and Neighbourhoods stated that the car parking service as a whole was running at a loss of £130,000. Local Authorities could not make a profit from parking enforcement to fund other service areas as any such funds must be reinvested in parking and traffic management.

A member of the public asked how much Council tax remained uncollected each year. The Director of Finance and Policy stated that the long-term

collection of Council Tax in Hartlepool was very high with 99.3% collected; only that where people may have died or been declared bankrupt was not collected.

There were a considerable number of allotment holders present at the meeting and the Chair allowed a number to address the Committee with their concerns. Allotment holders concerns centred around –

- The large increase in the rental charge per square metre
- The comparison charges in other neighbouring councils
- The lack of consultation with allotment holders
- The lack of an explanation as to how the £100,000 deficit arose
- The deficit had been created by increasing the size of the of the Allotments Team
- How non-association allotment holders were consulted
- Allotment holders requests for a meeting with the Chair of Neighbourhood Services Committee and/or the Director of Regeneration and Neighbourhoods on the proposed rent increases. Such a meeting should be with all allotment holders, not the Forum as only the associations were represented on that group and a lot of allotment holders were not members of individual site associations.
- Holding and working an allotment added to people's health and wellbeing.

The Chair of the Neighbourhood Services Committee stated that the issue of allotment rents had been discussed at the meeting held on 20 October 2016. With all non-statutory service being tasked with becoming cost neutral, the only way to bridge the deficit was through increasing rents. The service currently operated with a £100,000 deficit which meant it relied on other parts of the Department's budget to meet that deficit. Members asked what level of rent was required to make the service cost neutral and they were advised it was 42p/sqm, admittedly a significant increase from the current 15p/sqm. In order to provide the statutory notice of a rent increase by April of this year for a new rent to be charged from April 2018, the decision had to be made now to give sufficient lead-in time. All allotment associations had the option of becoming self managing and the Council would look at any such application subject to them having a robust business case. There were only two members of staff in the allotments team; a reduction over what was in place three years ago.

The Chair of the Neighbourhood Services Committee stated that she would be happy to attend a meeting of the Allotment Holders Forum to discuss the issues raised. Allotment holders would, however, need to make their representatives aware of all their issues. In response to comments about the attendance of representatives from the Stranton Allotments Association, the Chair stated that the Allotments Forum, not the Council, had made a decision that any appointed representatives to the Forum should be existing allotment holders; this was not the case with one of the Stranton representatives.

The Chair commented that the issue did have to be seen in light of the

wider Council financial position and the £20m budget deficit that was having to be bridged in the next three years. However, the allotment holders obviously had a number of concerns they wished to have responses to and a meeting of the Allotments Forum would be an appropriate way forward.

The Chair indicated to the allotment holders that information would be shared in advance of the Forum meeting (as they had requested). Allotment Associations taking self management of their allotment sites was a way for them to bring issues such as rent and security under their own control and officers would be happy to assist them through this process should they so choose. The Chair also requested that a means of engaging with the non-association allotment holders should be pursued.

There was a short adjournment while many of the members of the public left the Council Chamber.

In dealing with the recommendations set out in the report the Chair raised the following specific/additional recommendations –

- Appendix A “Summary of Strategic Priorities and Key Deliverables”; reference to “Expand the Youth employment initiative by 2018” should be removed.
- Appendix A “Summary of Strategic Priorities and Key Deliverables”; The Church Street, Church Square and Stockton Street regeneration schemes should be delivered by March 2018.
- Appendix B “Vehicle Replacement Programme” the two vehicles for the Youth Offending Service and the Youth Service be deleted and that the business cases for both vehicles be reported to the Children’s Services Committee before further consideration by this Committee
- The Lifeguard Service in 2017/18 be funded by top-slicing the Ward Members Budget.
- That the Adult Social Care Precept be taken on a two years at 3% basis as offered by central government.

### **Decision**

The Chair put the proposal in relation to the Adult Social Care precept to the Committee which was supported on a majority vote 10:1.

The Chair then put the proposal for the overall Council Tax increase of 4.9% for 2017/18 to the Committee which was supported on a 7:4 majority vote.

The remaining recommendations in the report were agreed unanimously.

- (a) That the Chair of the Neighbourhood Services Committee and the Director of Regeneration and Neighbourhoods hold further discussions with the allotment holders via the Allotments Forum and also with the wider non-association allotment holders around the allotments budget and the proposals for encouraging self management of allotment sites.



- (b) That the following recommendations be referred to Council for approval and adoption: -

Implementation of annual increase in Hartlepool Living Wage and National Living Wage

1. That it is noted that the National Living Wage will increase from £7.20 an hour to £7.50 an hour in April 2017.
2. That it is noted that in accordance with the previous decision of Council on 10th December 2015 the Hartlepool Living Wage had been set at £7.88 from 1st December and would then be increased on an annual basis, commencing from 1st April 2016, in line with the cost of living pay award for Local Authority employees until such time as this is less than the National Living Wage, at which stage the National Living Wage would apply. This policy increased the Hartlepool Living Wage to £8.04 from 1st April 2016 and would result in an increase to £8.19 from 1st April 2017.

Five year capital plan

3. That the following proposals for using the one off resources of £4.949m identified from the reserves review and contribution from the 2016/17 forecast outturn be approved and delegated to the Finance and Policy Committee to manage the detailed allocations for individual proposals:

	Recommended funding allocation £'m
<u>Building Condition issues</u>	1.000
A detailed programme will be developed and reported to a future meeting for approval to reflect the impact of building rationalisation, the development of Communities Hubs and the potential impact of the closure of the courts.	
<u>Borough Hall</u>	0.493
A building condition survey has identified investment requirements for this building of £493,000 to ensure the continued operation of this facility.	
In addition, potential underpinning of the building may be required if repairs recently completed to the drainage system to not address subsidence issues. An assessment of the impact of the drainage works will be completed by September	0.307

2017. If these works are not necessary it is recommended that these resources are allocated to address further requirements at the Borough Hall, subject to a further report being considered by the Finance and Policy Committee.

Church Street/Church Square

0.287

This funding is allocated to match fund the external grant secured for the Managed Work Space scheme and will be held as a contingency to manage the potential risks in relation to this scheme. This amount is specifically funded from City Challenge resources released from the reserves review.

If the funding is not needed as match funding it will be allocated to support the public realm works within Church Street/Church Square and a further report submitted to this Committee for approval.

Contribution towards Waterfront development and relocation of Sports Facilities 2.862

The delivery of these projects will be reliant upon securing private sector investment and external grant funding. These funding sources are likely to require match funding from the Council's own resources. Therefore, it is recommended that this amount is set aside. Proposal for using these resources will be subject to further reports on the detailed business cases being submitted to this Committee for approval.

Total 4.949

4. That the proposal to use Prudential Borrowing to support capital investment of £1.5m to address issues identified through the 'Your say, our future' consultation be approved and Council's approval be sought to delegate Authority for approving the detailed programme of schemes to the Finance and Policy Committee.
5. That Council notes that the details of specific Government Capital Allocations for the Local Transport Plan, Education and Personal Social Services had not been issued by the Government when the report was prepared and detailed proposals for using these ring fenced capital resources would be reported to the relevant Policy Committee for approval once details have been received. Indicative allocations were detailed in Appendix B to the report.
6. That the use of Prudential Borrowing for the replacement of Operational Equipment as detailed in Appendix B to the report be approved (subject to removal of the items requested by the Chair as referred in the previous paragraphs) and that it be noted that the

annual repayment costs were already included within existing operational and trading accounts budgets.

7. That approval be given to a new capital receipts target of between £1.5m and £3.5m for 2017/18 and 2018/19. It was noted that these forecast resources could not be committed until land sales were certain and detailed proposals for using these resources would then be reported to a future meeting of Finance and Policy Committee.

#### 2017/18 to 2018/19 General Fund Budget

8. It was noted that the Government had confirmed a multi-year for the Council for 2017/18 to 2019/20 and this confirmed there would be a further grant cut of £9.8m by 2019/20. After reflecting this funding cut and the impact of inflation the Council faced a forecast deficit of £20.800m.
9. That the phased use of the Budget Support Fund be approved as follows:

	Planned use of Corporate Reserves £'m
2016/17	6.488
2017/18	#3.251
2018/19	2.448
2019/20	1.055
<b>Total</b>	<b>13.242</b>

# includes £1m of additional one-off funding from the 2016/17 managed under spend to help manage the annual phasing of the budget savings over the period 2017/18 to 2019/20.

10. That a 2017/18 Council Tax increase of 4.9%, which includes the 3% Social Care precept be recommended to Council. It was noted that this was below the Government Council Tax referendum limit of 5% which reflected the Government's policy of shifting the cost of funding local services, including Adult Social Care services, to Council Tax payers. It was also noted that for the majority of households (54%) in Band A property the weekly increase was 93 pence or less.
11. It was noted that after reflecting the use of reserves, the 2017/18 recommended Council Tax increase, the continuation of the current Council Tax regime by the Government for 2018/19 and 2019/20, the achievement of corporate budget savings and the forecast improved Better Care Fund allocation for 2018/19 and 2019/20 the gross deficit reduces from £20.800m to £8.841m.

12. That the detailed General Fund savings proposal for 2017/18 to 2018/19 as summarised in Appendix C to the report totalling £6.547m be approved. It was noted that, as summarised below, these proposal enabled a balanced budget to be set for 2017/18 and significantly reduce the savings still to be identified for 2018/19 and 2019/20:

	2017/18 £'m	2018/19 £'m	2019/20 £'m	Total £'m
Forecast Budget Deficit	4.077	2.479	2.285	8.841
Less - Savings Proposals	(4.077)	(1.684)	(0.786)	(6.547)
Savings still to be identified	0	0.795	1.499	2.294

13. It was noted that proposals to address the residual savings for 2018/19 and 2019/20 would be reported in June/July 2017 for consideration and approval.
14. That the strategy detailed in section 5.14 of the report for managing budget pressures in relation to Children's Services, Adult Services and Regeneration and Neighbourhoods Services be noted. It was also noted that if these pressures cannot be reduced that additional budget saving of £2m may be required by 2019/20.
15. It was noted that Council Tax levels for 2018/19 and 2019/20 would be determined at a future date to reflect the Government's Council Tax referendum regime, inclusive of the Social Care precept, which reflected the Government's policy of shifting funding for local services to Council Tax payers.
16. It was agreed to recommend to Council that the Lifeguard Service, which is currently funded from one off funding, be funded in 2017/18 by top-slicing the Ward Members Budget.

#### Public Health Funding

17. That approval be given to the savings proposals for the Public Health department of £1.779 million over the next three financial years, which addressed a grant cut of £689,000, provided £900,000 which would be reinvested into transforming services across the Council to deliver public health outcomes in 2017/18 and £190,000 to support eligible expenditure within Sport and Recreation to ensure access to services for all residents particularly those in poor health.

#### Adult Social Care Reserves

18. It was noted that the Council will benefit from one off Adult Social Care Support Grant in 2017/18 (£500,000), plus the early achievement of Social Care precept income arising from the Government moving from a three year precept of 2% per year, to a

two year precept of 3% per year - £347,000 in 2017/18 and £423,000 in 2018/19. It was noted the total value of these resources is £1.270m which reduced the call on Departmental Reserves and enabled these resources to be reallocated to fund one off pump priming and transitional costs of implementing alternative service delivery options for Adult Services arising from feasibility work the Council is currently undertaking, as detailed in paragraph 5.19 of the report.

#### Robustness of Budget Forecasts

19. The Committee noted the detailed advice provided by the Director of Finance and Policy and Corporate Management Team as set out in section 7 of the report.

## **88. Council Tax Base 2017/18** *(Director of Finance and Policy)*

### **Type of decision**

Non-key Decision

### **Purpose of report**

The report sought member approval, as required by statutory regulations, to a calculated Council Tax Base for 2017/18 which would be used for Council Tax billing purposes.

### **Issue(s) for consideration**

The Director of Finance and Policy introduced the report which set out the statutory Council Tax Base determination that was required to allow the calculation of Council Tax for this authority and the major precepting authorities; Cleveland Police Authority, Cleveland Fire Authority and the local precepting authorities (Parish Councils), before 31st January 2017. The Council Tax Base is expressed as the number of Band D equivalent properties.

The detailed report indicated that the amount of Council Tax levied on each Band D property located in the Borough of Hartlepool was calculated by dividing the total amount of the precepts determined by this Council, the Police and Crime Commissioner and Cleveland Fire Authority on the Collection Fund in 2017/18, by the Council Tax Base. The amount of Council Tax payable for other bands was determined by applying a fixed proportion of the Band D amount. A separate report on the calculation of the amount of Council Tax payable for each band for 2017/18 would be submitted to Council as part of the budget process. Attached to the report were a series of appendices detailing the relevant Council Tax base for each of the Parish Council areas in the Borough.

As part of the Government's welfare reforms, Councils were required to

determine and operate their own local schemes for providing support with Council Tax. Under these arrangements, there was a requirement to adjust the Council Tax Base to reflect the impact of the Local Council Tax Support scheme. Members had approved a 2017/18 LCTS scheme involving a cut of 12%, the same as for 2016/17. The LCTS adjustment was expressed in terms of an equivalent number of Band D's within each appendix to the report.

In setting the Tax Base the Council was required to consider the effectiveness of its arrangements for collecting Council Tax and factor in an adjustment to avoid a deficit on the statutory Collection Fund. This was reflected in the detailed calculation of the Council Tax base detailed in the Appendices to the report and reflected in-year collection rates for full Council Tax Payers and households in receipt of Local Council Tax Support.

Whilst, the in-year collection rate adjustment reduced the Council Tax base, the Council continued to achieve long term collection level of 99.3% within 5 years.

### Decision

- (a) That a Hartlepool BC Council Tax Base for 2017/18 of 23,569.5 be approved.
- (b) That a Council Tax Base for 2017/18 for Parishes who intend to levy a precept upon the Council's Collection Fund be approved as follows:

Dalton Piercy	104.1	Elwick	542.9
Greatham	575.5	Hart	304.8
Newton Bewley	31.9	Headland	745.7
Brierton	13.0	Claxton	15.6

## 89. Employee Sickness Absence 2<sup>nd</sup> Quarter 2016/17

*(Director of Finance and Policy)*

### Type of decision

For information.

### Purpose of report

To update the Committee on the Council's performance, in relation to employee sickness absence, for the second quarter of 2016/17.

### Issue(s) for consideration

The Director of Finance and Policy reported that the target figure for the Council is 8.2 wte (whole time equivalent) days absence per employee. The actual sickness rate at the end of the 2nd quarter showed the Council's

performance is 9.80 wte days per employee per annum, an increase on the 1st quarter figure of 9.53 days. These levels were high for this time of year and reflected a higher level of sickness absence than recent years. It was still expected that with early intervention and good management of cases that the numbers would decline as they did in 2015/16. The Council would continue to focus on sickness absence management to try and achieve its 8.20 wte days average sickness per employee target at the end of the reporting year. The report set out specific details for each of the Council's departments together with the reasons for the sickness recorded.

Members noted that the figures for the smaller departments could be inordinately affected by only small numbers of staff illness.

### **Decision**

1. That the employee sickness absence rates up to the second quarter of 2016/17 are noted.
2. That the Committee notes that Corporate Management Team were to consider the current actions and arrangements in place to determine if any alternative actions could be considered.

## **90. Bullying and Harassment and Member/Officer Protocol** *(Chief Executive)*

### **Type of decision**

For information.

### **Purpose of report**

To inform Members of a proposed review of Council policies.

### **Issue(s) for consideration**

The Chief Executive reported that she proposed a review of some of the key employee policies of the authority over the forthcoming year. Initially it was proposed to review the Employee Bullying Policy together with the Officer Member Protocol, which are inter-linked. The Chief Executive indicated that the newly appointed Assistant Director, Corporate Services would be tasked with undertaking the review as a key priority with the aim of bringing report to the Committee within 6 months.

Members commented that they believed that the relationship between Members and staff should be broken down and while recognising Members' role as employers/management they should be more involved with staff meetings to gain first-hand the views of employees. Trade Union representatives should also attend these meetings.

The Chair suggested that it would be useful to have some workshops

around those suggestions with Trade Unions. The Chair did meet with Trade Union representatives on a regular basis and it was understood from those meetings that some staff policies were not fit for purpose. It would also be useful if the Assistant Director could build in some bench-marking with other local authorities into her report.

**Decision**

That a review of the Employee Bullying Policy and the Officer Member Protocol be undertaken by the Assistant Director, Corporate Services for submission to this Committee in six months time.

**91. Any Other Items which the Chairman Considers are Urgent**

None.

The meeting noted that the next meeting of the Committee would be held on Friday 10 February 2017 at 2.00 pm.

The meeting concluded at 11.30 am.

**P J DEVLIN**

**CHIEF SOLICITOR**

**PUBLICATION DATE: 17 JANUARY, 2017**



# HEALTH AND WELLBEING BOARD

## MINUTES AND DECISION RECORD

5 December 2016

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

**Present:**

Dr Timlin, Hartlepool and Stockton-on-Tees Clinical Commissioning Group  
(In the Chair)

**Prescribed Members:**

Elected Members, Hartlepool Borough Council – Councillor Buchan  
Representative of Hartlepool and Stockton-on-Tees Clinical Commissioning Group – Alison Wilson  
Director of Public Health, Hartlepool Borough Council - Louise Wallace  
Director of Child and Adult Services, Hartlepool Borough Council – Sally Robinson  
Representatives of Healthwatch – Ruby Marshall and Margaret Wrenn

**Other Members:**

Representative of Hartlepool Borough Council - Councillor Carl Richardson (as substitute for Councillor Steve Thomas)  
Representative of Tees Esk and Wear Valley NHS Trust – David Brown  
Observer – Statutory Scrutiny Representative, Hartlepool Borough Council, Councillor Tennant

Also in attendance:-

Representatives of the NHS England – Ben Clark and Glen Wilson  
Representative of Cleveland Police – Chief Superintendent Gordon Lang  
Observer, Hartlepool Borough Council - Councillor Brenda Harrison  
Representative of Teeswide Safeguarding Adults Board – Ann Baxter  
Hartlepool Borough Council Officers:

Joan Stevens, Scrutiny Manager  
Denise Wimpenny, Democratic Services Team

## 24. Apologies for Absence

Councillors C Akers-Belcher and Thomas, Hartlepool Borough Council, Dr Tim Butler, NHS England, Colin Martin, Tees Esk and Wear Valley, Cairon Irvine, Cleveland Police and Fiona Anderson, Hartlepool & Stockton Health, GP Federation representative.

## 25. Declarations of interest by Members

None

## 26. Minutes

- (i) The minutes of the meeting held on 17 October 2016 were confirmed.
- (ii) The minutes of the meeting of the Children's Strategic Partnership held on 28 June 2016 were received.

## 27. Teeswide Safeguarding Adults Board Annual Report 2015-16 *(Teeswide Safeguarding Adults Board)*

## 28. Teeswide Safeguarding Adults Board Strategic Business Plan 2016/17 *(Teeswide Safeguarding Adults Board)*

The Chair of the Teeswide Safeguarding Adults Board, presented the Teeswide Safeguarding Adults Board Annual Report 2015/16 and Strategic Business Plan 2016/17, copies of which were appended to the report.

The Annual Report considered the activities of the Board against its five strategic aims over the past year. It provided a summary of work undertaken across Tees to protect the most vulnerable people in the community, and highlighted the challenges faced.

The Strategic Business Plan summarised the priorities identified throughout the consultation process, informing the development of the 2016-17 objectives and actions. The Board looked forward to working with current partners and developing new relationships to ensure the safeguarding arrangements helped and protected adults.

Following presentation of the reports, Board Members expressed their support for the report and whilst they were pleased to note the work that had been undertaken to date to improve communication and engagement, it was noted that further work was needed to improve awareness of adult safeguarding issues. Members discussed the most appropriate methods of raising awareness of this issue, particularly with hard to reach groups and the need to increase integration with BME groups was highlighted. Board Members welcomed the Teeswide approach in terms of sharing information locally with a number of partner agencies, the benefits of which were discussed.

### Decision

The Board endorsed the Teeswide Safeguarding Adults Board Annual Report 2015/16 and Strategic Business Plan 2016/17.

## 29. Health Protection Update *(Director of Public Health)*

The Director of Public Health introduced the report which provided background information to the statutory duties placed on Public Health England, NHS England and local authorities to protect the health of the population. The Board was referred to a plan, appended to the report, which provided details of the key activities that contributed to managing risk and responding to incidents.

Given the Board's decision to undertake a more in depth consideration of immunisation and screening, a representative from NHS England had been invited to the meeting to provide a presentation in relation to immunisation in Hartlepool.

The representative provided a detailed and comprehensive presentation which included latest statistics and trend analysis in relation to take up of immunisation. The key factors arising from the presentation were summarised as follows:-

- The two public health interventions with the greatest impact are the provision of clean water and immunisation
- No measures had saved more lives than immunisation
- Immunisation is a highly cost effective public health intervention
- Governance and assurance structure
- Details of childhood immunisations by type including statistics and trends in Hartlepool as a comparator with the North East and England
- Details of adult immunisations

Following the presentation, a number of examples were shared with the Board in relation to the side effects experienced by individuals following vaccinations, particularly the flu vaccination. In response to clarification sought on the side effects of vaccinations of this type, the NHS England representative advised that any side effects were reported to the Health Care Worker and monitored accordingly. Assurances were provided that whilst the flu jab could cause a localised reaction and some individuals may feel unwell, this would not give individuals the flu. The potential reasons for low take up of the flu jab were discussed and emphasis was placed upon the need to publicise the message that the flu jab would not result in illness.

With a view to increasing take up of immunisation, a query was raised as to whether any particular groups should be targeted. Board Members were advised that potentially BME groups should be targeted, given the low level of take up. The Chair reiterated the benefits of the flu jab and expressed support in this regard.

A member of the public commented on a research paper on the alternatives to immunisation. It was suggested that this information be forwarded to the Director of Public Health following the meeting. Another member of the

public, who was also invited to speak, referred to a report on the links between the MMR immunisation and autism. Board Members responded to further issues raised in relation to the presentation.

### **Decision**

- (i) The Board noted the activities relating to protecting the health of the population as outlined in the plan.
- (ii) The Board confirmed it had assured plans and arrangements in place to protect the health of the population in keeping with the requirements under the Health and Social Care Act 2012.
- (iii) That the contents of the presentation and comments of Board Members be noted.

## **30. Health and Wellbeing Board – Terms of Reference Review** *(Director of Public Health)*

The Scrutiny Manager presented a report which provided an opportunity for the Board, to review their Terms of Reference, sub-structure and non-statutory membership.

To assist the Board in the review of the sub-structure, a Development Day had been held on 17 October 2016 during which Members considered three key questions, a summary of which was outlined in appendices to the report. Based upon the outcome of the Development Session, it was suggested that the Board should, in the coming year, focus on the following:-

- (a) Holding themed meetings to help the Board focus on two priority themes inviting relevant experts and involving the appropriate sub groups where not effective. Themed priorities discussed as options were:-
  - (i) Veterans Health
  - (ii) Offender Health
  - (iii) Refugee/Asylum Seeker Health
- (b) Statutory/other business to be looked at during separate themed meetings, including:
  - (i) Implementation of the Hartlepool Matters Plan
  - (ii) Monitoring implementation of the Healthy Weight: Healthy Lives Strategy
  - (iii) Update and monitoring of the Health and Wellbeing Strategy to be monitored through sub groups, with issues escalated to the Health and Wellbeing Board, as and when necessary.
  - (iv) Completion of a GAP analysis
  - (v) Identification of an indicator to show progression

(vi) Achieving more quick wins and intermediate outcomes.

Other comments/suggestions identified at the Development Session were provided together with details of proposed sub-groups as set out in the report.

Members were referred to the revised Terms of Reference attached at Appendix A. With regard to the decision taken to remove the North Tees and Hartlepool Foundation Trust from membership of the Board, it was suggested that the South Tees NHS Foundation Trust be contacted again to encourage take up of a place on the Board.

The Scrutiny Manager made reference to a letter from the Home Office, a copy of which was tabled at the meeting, which highlighted the Home Office's support and important benefits that could be realised through closer collaboration between policing and health partners. The Scrutiny Manager was pleased to report that the Council had already taken on board a number of the recommendations suggested by the Home Office with strong collaborative working arrangements already in place with the police with representations on the Health and Wellbeing Board and regular attendance by the Police and Crime Commissioner. The Council had also signed up to the Care Concordat Triage arrangements.

In considering the revised Terms of Reference for the Board, issues were discussed regarding:

- The number of proposed Sub Groups under the Board - Given the potential for duplication, it was suggested that existing groups should be utilised where possible.
- The suggested themes for future meetings of the Board – Support was expressed for the principle of themed meetings to focus the activities of the Board. However, Members were unsure if the suggested themed priorities of veteran's health, offender health and refugee/asylum seeker health were the most appropriate. Whilst it was recognised that the suggested areas were important, it was considered that there should be more focus upon areas like obesity and groups disproportionately affected as this would result in a greater impact.

## Decision

- (i) The Board agreed that its future meeting programme would be planned to include separate themed and statutory / other business meetings. The basis of each being:
  - a) Themed meetings, to focus on two priority themes each year, inviting relevant experts and involving appropriate sub groups.
  - b) Statutory/other business meeting - to focus on issues including:-

- (i) Implementation of the Hartlepool Matters Plan;
    - (ii) Monitoring implementation of the Healthy Weight: Healthy Lives Strategy;
  - c) Updating of the Health and Wellbeing Strategy.
  - d) Completion of a GAP analysis and identification of an indicator to show progression / performance.
- (ii) The Board Agreed that from an operational perspective:
- (a) A review be undertaken of the format of its minutes and layout of its reports to include reference to all sub groups and how the issue affects them.
  - (b) Information provided to include more relatable statistics / informatics (i.e. use of figures rather than statistics i.e. Hartlepool as a town info graphic in the Hartlepool Matters Plan).
  - (c) A Health and Wellbeing Board newsletter be introduced.
- iii) That the revised Terms of Reference, attached at Appendix A, be agreed, with the following amendments / exceptions:-
- Amendment
- (a) That reference to the inclusion of an NHS Foundation Trust Representative to the 'Other Members' section of the Board membership (Page 5), be amended to read NHS (Acute) Foundation Trust (1).
- Exception
- (b) That approval of proposed amendments to Section 8.10 in relation to the creation of sub-groups and task and finish groups be deferred, in light of capacity and duplication concerns, and a further report outlining revised proposals brought to the Board.
  - (c) That approval of proposed amendments to Section 9.1, in relation to engaging with other bodies be deferred, pending further discussions with Stockton Borough Council as to the role, format and benefit of an annual joint meeting of Stockton and Hartlepool's Health and Wellbeing Boards.
- iv) The Board requested that the CCG approach the South Tees NHS Trust again to explore the potential of them filling the (acute) NHS Foundation Trust vacancy on the Board.
- v) That a further report be presented to the Board to identify two topics / priorities, as alternatives to those identified in the report, to form the basis of the Board's future themed meetings.

### **31. Age Related Dual Sensory Loss** (*Director of Child and Adult Services* )

A report presented by the Director of Child and Adult Services provided the Board with information regarding residents of Hartlepool who were living with age related dual sensory loss. The support of the Board was sought for a proposal to improve awareness and equip key organisations with the skills and training necessary to identify and support people with dual sensory loss.

It was reported that in Hartlepool it was estimated that there were at least 520 people living with age related dual sensory loss, of which 36 so far had been identified. The prevalence of co-occurring sight and hearing problems increased with age. In Good Hands (IGH) was a Big Lottery funded project managed by SCENE enterprises CIC and was working with all 12 local authorities and all care providers in the North East to deliver free training and advice to staff. Their ambition was to support key stakeholders to improve uptake of training and build their capacity to identify and support these older people in communities.

IGH would like to roll out the free training to all key stakeholders, including the NHS, emergency services and key voluntary organisations to ensure people had the right information advice and guidance necessary to support people with age related dual sensory loss.

#### **Decision**

That the proposal to support and encourage key organisations to sign up to dual sensory loss training be supported.

Meeting concluded at 11.45 am.

CHAIR

## **SAFER HARTLEPOOL PARTNERSHIP MINUTES AND DECISION RECORD**

23 September 2016

The meeting commenced at 1.30 pm in the Civic Centre, Hartlepool

**Present:**

Councillor: Christopher Akers-Belcher (In the Chair)

Councillor Marjorie James  
Louise Wallace, Director of Public Health  
Clare Clark, Head of Community Safety and Engagement  
John Bentley, Safe in Tees Valley  
Stewart Tagg, Housing Hartlepool  
Karen Hawkins, Hartlepool and Stockton on Tees Clinical  
Commissioning Group

In accordance with Council Procedure Rule 5.2 (ii) Sarah Wilson attendance as substitute for Barry Coppinger, Police and Crime Commissioner for Cleveland, Inspector Mal Suggitt was in attendance as substitute for Chief Inspector Lynn Beeston and Sharon Barrett was in attendance as a substitute for Julie Allan, Cleveland National Probation Service

Also present: Paul Whitton, Hartlepool Crime Prevention Panel  
Jason Dixon, Cleveland Police

Officers: Danielle Swainston, Assistant Director, Children's Services  
Lisa Oldroyd, Community Safety Research and Development  
Co-ordinator  
Alastair Rae, Public Relations Manager  
Chris Allan, Public Health Registrar  
Angela Armstrong, Principal Democratic Services Officer

### **19. Apologies for Absence**

Apologies for absence were received from Gill Alexander, Chief Executive, Denise Ogden, Director of Regeneration and Neighbourhoods, Chief Superintendant Gordon Lang, Cleveland Police, Chief Inspector Lynn Beeston, Steve Johnson, Cleveland Fire Authority and Julie Allen, Cleveland National Probation Service.



## 20. Declarations of Interest

None.

## 21. Minutes of the meeting held on 29 July 2016.

Confirmed.

## 22. Crime Prevention Panel - Presentation *(Representative from Crime Prevention Panel)*

### **Purpose of report**

To provide an overview of the background, funding objectives and function of the Crime Prevention Panel.

### **Issue(s) for consideration**

The representative from Hartlepool Crime Prevention Panel gave a detailed and comprehensive presentation on the background to the Panel since 2015, the funding objectives, the progress made and the aims and objectives for the future of the Panel. It was highlighted that the Panel had been rebranded with a new logo and the constitution had been updated to reflect today's society. The Panel was utilising social media to undertake community engagement and was forging better links with local communities, Cleveland Police, local organisations and shops.

It was noted that further events were planned to improve engagement with local communities and raise awareness of the Panel and its objectives with the aim of recruiting more volunteers.

The representative from the Panel took the opportunity of thanking the Office of the Police and Crime Commissioner (OPCC) and the Council's Community Safety Team who had had a huge impact on the funding successes which had strengthened the drive within members of the Panel to strive to make Hartlepool a much better place in which to live, work and visit.

A discussion ensued on the reducing number of neighbourhood watch areas and it was suggested that this was something the Panel could look to emulate through partnership panels in various localities across the town. The representative from the OPCC indicated that they were doing a lot of work promoting Cleveland Connect which was a messaging service for residents which could assist residents to establish or reinvigorate neighbourhood watch schemes. A representative from Cleveland Police confirmed that they were working with Cleveland Connected to encourage people to join the scheme.

It was suggested the Panel should contact the Economic Forum with the aim of forging more connections with local businesses and that the Public Relations Manager could include reference to the Panel in future publicity where possible. The representative from the Panel outlined the efforts made to recruit more volunteers and it was suggested that the Council's Adult Education Team may be able to assist with this through its volunteer base.

The Chair highlighted that the Safer Hartlepool Partnership was holding a Face the Public Event at the end of October and it was suggested that the Panel may want to explore the possibility of utilising a stand at this event for further promotion and awareness raising.

### **Decision**

The representative from the Hartlepool Crime Prevention Panel was thanked for the informative presentation.

## **23. Community Safety Grant Funding** *(Director of Regeneration and Neighbourhoods)*

### **Purpose of report**

To provide the Safer Hartlepool Partnership (SHP) with a progress update on community safety initiatives that had been funded by the Cleveland Police and Crime Commissioner (PCC) in Hartlepool.

### **Issue(s) for consideration**

The Head of Community Safety and Engagement presented the report which provided the background to the provision of Community Safety Grant funding. Further details were provided on the Positive Youth Diversionary Activity scheme which was delivered by the Belle Vue Community and Youth Centre as a Targetted Outreach Project. This project delivered a range of early intervention, diversionary and positive activities centred around young people aged 8-19 years who were involved in, or at risk of becoming involved in anti-social behaviour activity. It was highlighted that between April 2014 and March 2016 more than 4,500 contacts had been made with young people where outreach staff had directly engaged with young people signposting them to alternative provision and encouraging engagement with diversionary and educational activities.

The number of referrals received by Independent Domestic Violence Advisor Service (IDVA) had increased from 240 in 2014/15 to 271 in 2015/16 with more than 90% of referrals received from the MARAC and SDVC. It was noted that whilst female victims continue to account for 98%

of referrals, referrals for male victims were evident, but numbers remained low.

It was highlighted that over the two years, PCC funding had been utilised to establish a Single Integrated Offender Management (IOM) Scheme across Cleveland. Whilst both adult and youth re-offending rates in Hartlepool remained above the national average, over the last 12 months (2015/16) the re-offending rate of the Hartlepool Prolific and Priority Offenders (PPO) cohort comprising of 35 offenders had reduced by 32%.

The Restorative Justice Co-ordinator was driving forward the Cleveland Restorative agenda in Hartlepool including:

- Face to face group conferences;
- Community conferences;
- Mediation; and
- Indirect communication.

Since June 2015 it was noted that there had been 42 referrals into the Community Resolution Service with demand for the service on the increase.

In conclusion, it was noted that funding to support the initiatives outlined along with the partnership working with the OPCC to maximise resources had been successful in engaging whole sections of the community affected by crime, anti-social behaviour, substance misuse and re-offending behaviour. Thus assisting the Safer Hartlepool Partnership to address its priorities as set out in the Community Plan 2014/17.

The Head of Community Safety and Engagement informed the Partnership that a stakeholder event was taking place on 21 November 2016 with the Safeguarding Board, Finance and Policy Committee and the Audit and Governance Committee to be invited.

Clarification was sought on the measure used to compare the localised PPO cohort to the national figures. The Community Safety Research and Development Co-ordinator responded that the measure used was out of date but that a local proxy measure could be produced on charges instigated rather than convictions which would be more up to date. It was noted that the statistics produced must be built on timely, local evidence in order to show any improvements made in the local area. It was suggested that the figures be revisited in order to show more accurate local figures.

### **Decision**

- (1) The successes of the initiatives currently funded by the OPCC were noted.
- (2) It was noted that it was intended to apply to the OPCC for grant funding to support the following:

- Youth Diversionary Activities;
- Independent Domestic Advisor Service; and
- Restorative Justice/Community Resolution Service.

## **24. Hate Crime in Hartlepool** (*Director of Regeneration and Neighbourhoods*)

### **Purpose of report**

To provide the Safer Hartlepool Partnership (SHP) with an overview of hate crimes covering the 16 month period April 2015-July 2016.

### **Issue(s) for consideration**

The Community Safety Research and Development Co-ordinator presented the report which provided the definition of Hate Crime with the aim of the Partnership being to increase the reporting of hate incidents. It was highlighted that further analysis had been undertaken to investigate the prominence of hate crime reported and trends and detailed information for the 16 month period April 2015 – July 2016 including hate crimes reported to the Police during the EU referendum was included within the report.

In conclusion, it was noted that nationally a new four year Hate Crime Action Plan had been published which aimed to promote partnership with communities and joined up working to ensure that best practice was understood and implemented. In addition to this, the SHP Anti-Social Behaviour and Communications Task Group continued to take a proactive approach to tackling hate. This was reinforced by the Council and Police issuing a 'Statement of Unity' through the Hartlepool Mail condemning racism and religious prejudice.

The representative from the Office of the Police and Crime Commissioner confirmed that all victims of hate crime were offered support through the Victim Care and Advise Service and where applicable referred to specific support services such as Hart Gables. It was noted that there had been a recent increase in racially motivated crimes but that Hartlepool lead on this issue very well. A discussion ensued on the definition of hate crimes which could be motivated by anything from race, religion and even down to the town where you were born.

The recent successful relocation of the Syrian families into Hartlepool was highlighted and it was noted that they had settled and integrated into the community really well.

The Chair highlighted that the forthcoming Face the Public Event was very much about tackling islamaphobia, racism and other hate crimes and everyone was encouraged to attend this event.

**Decision**

The report and findings of the research undertaken on behalf of the Partnership were noted.

**25. Safer Hartlepool Partnership Communications Update** (*Director of Regeneration and Neighbourhoods*)**Purpose of report**

To provide a progress update on the Safer Hartlepool Partnership's (SHP's) Communications Strategy.

To give consideration to future plans and funding arrangements.

**Issue(s) for consideration**

The Public Relations Manager presented the report which provided an overview of the overarching Communications Strategy of the Partnership and included the annual request to partners organisations to help cover the associated costs of communications/public relations activity. Further detailed information was provided on the following:

- Press Release and Campaigns;
- Face the Public Event and Anti-Social Behaviour Awareness Day;
- Hartbeat;
- Social Media;
- Respect Your Neighbourhood; and
- Action Plan and Campaign Calendar.

The next steps in the implementation of the Communications Strategy were outlined in the report and included the forthcoming SHP Face the Public Event, further development of the SHP website including integration with the Council's website, the ongoing promotion of social media through the Council's corporate platforms and the Domestic Abuse Community Event which was planned for later this year in November along with the Anti-Social Behaviour Awareness Day to be held in February 2017, which was subject to a subsequent report on this agenda.

A brief presentation along with a short film highlighting the issues that lead to hate crime and the effects of those crimes were shown to the Partnership. The Public Relations Manager confirmed that representatives from all secondary schools and colleges would be invited to view the film. It was suggested that a wider audience be invited to view the film, including Chairs of School Governing Bodies and age appropriate children, including those currently being educated within the Pupil Referral Unit.

It was noted that the film will be shown at the SHP Face the Public Event and everyone was encouraged to confirm their attendance as there was a capacity limit at the venue to comply with health and safety regulations.

### **Decision**

- (1) The progress being made to implement the Communications Strategy was noted.
- (2) That SHP Partners to consider contributing towards the cost of implementing the Strategy with the assistance of the Public Relations Team.

## **26. Anti-Social Behaviour Awareness Day**

### **Purpose of report**

To update the Safer Hartlepool Partnership on the Anti-social Behaviour Awareness Day (ASBAD) held in February 2016.

To consider the future of the event and potential support from SHP Partners.

### **Issue(s) for consideration**

The Head of Community Safety and Engagement presented the report which provided the background to the Anti-Social Behaviour Awareness Day which was undertaken on behalf of the Safer Hartlepool Partnership. Details of previous events were included in the report including the young people targeted for involvement, the aims of the event and the range of organisations who participate in delivering interactive sessions. Feedback on previous events had been received with 100% of teachers involved in the event enjoying it and praising the organisation and delivery of the event and it was noted that the Life Choices and Youth Court scenes had been the favourite event of the majority of teachers.

An analysis of student feedback had shown that 94% of students had enjoyed the event with over half electing the Alcohol and Substance Misuse and Youth Court scenes as their favourite. Almost half of the young people considered anti-social behaviour to be a very or fairly big problem in their local area. The majority of young people attending the event had suggested the increased provision of youth activities, more work in schools and events like ASBAD as good ways of tackling anti-social behaviour in Hartlepool. In terms of event outcomes, more than 95% of the young people at the event stated they had a greater understanding of anti-social behaviour and its impact after attending the event.

It was proposed that given the continued success of ASBAD, a further event will be delivered in February 2017, venue to be confirmed, with feedback from attendees at previous events informing how the event should be delivered.

The Assistant Director, Children's Services highlighted that consideration should be given to include raising awareness of e-safety as this was a key area of risk given the universal usage of social media by young people and there was a large proportion of young people at risk of exploitation through online communications.

**Decision**

- (1) The contents of the report were noted.
- (2) The final format of the ASBAD event for 2017 be agreed by the Chair of the Safer Hartlepool Partnership.

**27. Any Other Items which the Chairman Considers are Urgent**

None.

The meeting concluded at 2.45pm.

CHAIR

# FINANCE AND POLICY COMMITTEE

10<sup>th</sup> February 2017



**Report of:** Chief Executive

**Subject:** COUNCIL PLAN 2017/18 – 2019/20

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## 1. TYPE OF DECISION/APPLICABLE CATEGORY

Budget and Policy Framework.

## 2. PURPOSE OF REPORT

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

## 3. BACKGROUND

- 3.1 A comprehensive report - "Council Plan and Overall Medium Term Financial Strategy" was considered by the Finance and Policy Committee on 2<sup>nd</sup> December 2016.
- 3.2 The report stated that despite the impact of continuing austerity and cuts in Government funding the Council needs to remain ambitious for the town. This ambition is based upon achieving our key strategic objectives which will be focused around:
- Growing our Economy, Jobs and Skills
  - Regenerating our town;
  - Developing and promoting Hartlepool as a great place to live;
  - Developing new services for people and communities;
  - Building better beginnings and better futures for our children and young people;
  - Providing effective leadership based upon innovation and efficiency.

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



- 3.3 The previous report indicated that further work and consultation would be undertaken to develop the Council Plan prior to the final plan being approved by Council in March 2017. This report provides the detailed proposals for the Council Plan and seeks the Committee's view on the proposed key deliverables, milestones and performance measures it includes.

#### 4. PROPOSALS

- 4.1 Since the report to Committee on the 2<sup>nd</sup> December 2016 work has been underway to develop the detailed content of the Council Plan. In doing this, and in response to comments made by the Committee at their meeting on 9<sup>th</sup> January 2017 a number of the Key Deliverables have been amended. The final draft Key Deliverables are set out in Appendix 1 (to follow) along with the proposed milestones.
- 4.2 For the Committee's information appendix 2 (to follow) sets out the changes between the Key Deliverables previously reported to Committee and those proposed for inclusion in the final plan.
- 4.3 The proposed performance measures by which progress on delivering the ambition of the Council Plan will be measured are set out in Appendix 3. Within the new Council Plan all performance measures will be targeted however at this stage it is not possible to have these all included as some are new indicators for which we will need to establish a baseline before setting targets.
- 4.4 Finance and Policy Committee are asked to consider the contents of appendix 1 and appendix 3 particularly those relevant to the remit of the Committee.

#### 5. NEXT STEPS

- 5.1 Over the coming weeks the proposed Council Plan 2017/18 – 2019/20 will be taken to each of the other four Policy Committees for consideration, focusing on those elements relevant to the remit of the committee.

Regeneration Services Committee	10 <sup>th</sup> February 2017
Neighbourhood Services Committee	20 <sup>th</sup> February 2017
Children's Services Committee	21 <sup>st</sup> February 2017
Adult Services Committee	2 <sup>nd</sup> March 2017

- 5.2 The final draft of the Council Plan, which will reflect the comments made today and also those made by the above Committees, will then come to Finance and Policy Committee on 6<sup>th</sup> March 2017 for consideration and approval. The Plan will then be taken to full Council on 23<sup>rd</sup> March 2017 for final approval.
- 5.3 The format of the published Council Plan will be different to previous years and the intention is to prepare a more accessible version for the people of

Hartlepool. Through the production of this summary version we hope to respond to the views expressed in the Your Say, Our Future exercise.

## **6. RISK IMPLICATIONS**

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

## **7. FINANCIAL CONSIDERATIONS**

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

## **8. LEGAL CONSIDERATIONS**

- 8.1 No implications.

## **9. CHILD AND FAMILY POVERTY**

- 9.1 The strategic priorities and key deliverables identified in the Council Plan will work to reduce child and family poverty within Hartlepool. Specifically the plan aims to deliver: support for young people into high value sustainable employment and also apprenticeship opportunities; support for unemployed adults and parents into employment; improved educational attainment; affordable homes; and community hubs. Impact Assessment Form attached as Appendix 4.

## **10. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 10.1 The strategic priorities and key deliverables identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool. In relation to the protected groups identified in the Equality Act there are key deliverables focusing specifically on improving outcomes for young people, older people and those with disabilities. Impact Assessment Form attached as Appendix 5.

## **11. STAFF CONSIDERATIONS**

- 11.1 No implications.

## **12. ASSET MANAGEMENT CONSIDERATIONS**

- 12.1 No implications.

## **13. RECOMMENDATIONS**

- 13.1 Finance and Policy Committee is requested to consider and provide a view on the key deliverables, milestones and performance measures that have been identified for inclusion in the Council Plan as set out in appendix 1 and appendix 3, particularly those relevant to the remit of the Committee.
- 13.2 Finance and Policy Committee is requested to note that the draft Council Plan will be taken to each of the other four Policy Committees for consultation. The final draft of the Council Plan, incorporating the comments made today and by the other Policy Committees, will then come to Finance and Policy Committee on 6<sup>th</sup> March for consideration and approval. The Plan will then be taken to full Council on 23<sup>rd</sup> March 2017 for final approval.

## **14. REASONS FOR RECOMMENDATIONS**

- 14.1 Finance and Policy Committee have overall responsibility for Performance Management and are the responsible Committee for a number of service areas contained within the proposed Council Plan.

## **15. BACKGROUND PAPERS**

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

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

## **16. CONTACT OFFICER**

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## Strategic Priority: Growing our Economy, Jobs and Skills

### Key Deliverables

Key Deliverable	Milestones	By when	By who
In partnership with private and public sector operators launch a new tourist marketing and promotion campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme by 2017	Develop a Destination Hartlepool brochure	April 2017	Assistant Director – Economic Growth and Regeneration
	Establish a Destination Hartlepool Board to coordinate town wide activities and events	April 2017	Assistant Director – Economic Growth and Regeneration
	Set up an officer group focused on delivering events and activities which promote Hartlepool as a visitor destination	April 2017	Assistant Director – Economic Growth and Regeneration
	Deliver a communication programme promoting Hartlepool as a key tourist destination	May 2017	Assistant Director – Economic Growth and Regeneration
	Introduce new signage and promotional material to signpost residents, tourists and visitors to events	May 2017	Assistant Director – Economic Growth and Regeneration
	Install Coastal Communities Artwork competition images at Hartlepool Railway Station	May 2017	Assistant Director – Economic Growth and Regeneration
	Introduce new banners along Stockton Street creating a sense of arrival	June 2017	Assistant Director – Economic Growth and Regeneration
	Develop the Destination Hartlepool website	June 2017	Assistant Director – Economic Growth and Regeneration
	Develop a promotional strategy identifying Hartlepool as a key destination, giving Hartlepool a higher profile across the Tees Valley and wider region	July 2017	Assistant Director – Economic Growth and Regeneration
	Implement a co-ordinated summer events programme including two key festivals	August 2017	Assistant Director – Economic Growth and Regeneration
Key Deliverable	Milestones	By when	By who
In partnership with the National Museum of the Royal Navy (NMRN) establish a world class visitor attraction by 2019	Agree and promote an event and exhibition programme to support the National Museum of the Royal Navy Hartlepool (NMRN)	April 2017	Assistant Director – Economic Growth and Regeneration
	Agree and promote the Trincomalee 2017 Bicentenary celebration programme	April 2017	Assistant Director – Economic Growth and Regeneration

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

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

## 4.1

### Appendix 1

	Progress Local Growth Fund (LGF) funding application to establish CCAD TV & film studios	April 2017	Assistant Director – Economic Growth and Regeneration
	In consultation with CCAD start work on developing a business case	April 2017	Assistant Director – Economic Growth and Regeneration
	Refurbish facility including new cladding to exterior	December 2017	Assistant Director – Economic Growth and Regeneration
	Pilot the CCAD facilities to the market before launch to test the feasibility of the business.	June 2017	Assistant Director – Economic Growth and Regeneration
	Secure funding for film and TV production studio	August 2017	Assistant Director – Economic Growth and Regeneration
	Launch event	May 2018	Assistant Director – Economic Growth and Regeneration
	Promotional visit targeting film makers and production companies	June 2018	Assistant Director – Economic Growth and Regeneration
	Promotional visit targeting film makers and production companies	April 2019	Assistant Director – Economic Growth and Regeneration
<b>Key Deliverable</b>	<b>Milestones</b>	<b>By when</b>	<b>By who</b>
<b>Establish pathways to get young people into high value sustainable employment</b>	Review and evaluate the impact of the existing Youth Employment Initiative (YEI) after its first year	July 2017	Assistant Director – Economic Growth and Regeneration
	Review the impact of the apprenticeship programme in terms of sustainable employment	July 2017	Assistant Director – Economic Growth and Regeneration
	Celebration Event	July 2018	Assistant Director – Economic Growth and Regeneration
	Project evaluation completed	December 2018	Assistant Director – Economic Growth and Regeneration
<b>Key Deliverable</b>	<b>Milestones</b>	<b>By when</b>	<b>By who</b>
<b>Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for</b>	Undertake skills needs analysis on 100 companies to support the development of their workforce	August 2017	Assistant Director – Economic Growth and Regeneration
	Review existing learner provider model	October 2017	Assistant Director – Economic Growth and Regeneration
	Provide education and skills pathways to deliver skills gap	November 2017	Assistant Director – Economic Growth and Regeneration

unemployed adults and parents.	Agree new delivery model	December 2017	Assistant Director – Economic Growth and Regeneration
	Implement and launch new delivery model	March 2018	Assistant Director – Economic Growth and Regeneration

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

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

## Strategic Priority: Regenerating our town

### Key Deliverables

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



Key Deliverable	Milestones	By when	By who
<b>Deliver improvements to Stockton Street by 2018.</b>	Agree Stockton street improvement design scheme	April 2017	Assistant Director – Economic Growth and Regeneration
	RIBA Stage 4 of Design for the construction tender	April 2017	Assistant Director – Economic Growth and Regeneration
	Appoint construction contractors	April 2018	Assistant Director – Economic Growth and Regeneration
	Start on site of works (subject to funding) to include both improvements to Public Realm together with the provision of Gateway entrance features and single phase Crossing on Stockton Street.	June 2018	Assistant Director – Economic Growth and Regeneration
	Complete scheme	December 2018	Assistant Director – Economic Growth and Regeneration
Key Deliverable	Milestones	By when	By who
<b>Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018.</b>	Coastal Community Fund Round 4 Award Announcement	April 2017	Assistant Director – Economic Growth and Regeneration
	Start on site to undertake phase 1 including water play, beach huts, landscaping and leisure facilities and improvements to the coach park on The Front.	July 2017	Assistant Director – Economic Growth and Regeneration
	Completion of phase 2 works to include improvements to the bus station and the surrounding public realm.	February 2018	Assistant Director – Economic Growth and Regeneration
Key Deliverable	Milestones	By when	By who
<b>Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.</b>	Detailed Master-plan for the Waterfront completed	April 2017	Assistant Director – Economic Growth and Regeneration
	Completion of site development brief	April 2017	Assistant Director – Economic Growth and Regeneration
	Demand and tourism study completed	May 2017	Assistant Director – Economic Growth and Regeneration
	Investment Prospectus produced	May 2017	Assistant Director – Economic Growth and Regeneration
	Develop concept for a visitor attraction for past, present and future	May 2017	Assistant Director – Economic Growth and Regeneration

## 4.1

### Appendix 1

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

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

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

### Key Deliverables

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

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

	The Council to continue delivering the Empty Homes strategy; bringing vacant homes back into use.	April 2017 Ongoing Annual	Assistant Director – Economic Growth and Regeneration
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Key Deliverable	Milestones	By when	By who
Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites	Schemes identified and Programme agreed by Members	April 2017	Director of Regeneration & Neighbourhoods
	Phase 1 schemes completed	March 2018	Assistant Director – Environment & Neighbourhood Services
	Phase 2 schemes completed	March 2019	Assistant Director – Environment & Neighbourhood Services

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

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

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

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

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

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

## Strategic Priority: Developing new services for people and communities

### Key Deliverables

Key Deliverable	Milestones	By when	By who
Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities	Complete review of existing public involvement and participation arrangements	April 2017	Assistant Director (Corporate Services)
	Finance and Policy Committee to agree new approach to public involvement and participation through Your Say, Our Future	June 2017	Assistant Director (Corporate Services)
	Implement new approach to public involvement and participation	July 2017	Assistant Director (Corporate Services)
	Launch new Community Engagement and Cohesion Strategy	October 2017	Assistant Director – Environment & Neighbourhood Services
	Launch campaign to encourage young people to register to vote	January 2018	Chief Solicitor and Monitoring Officer
	Work with the Joseph Rowntree Foundation to implement the Stronger Neighbourhoods Project.	March 2018	Assistant Director – Environment & Neighbourhood Services
	Review approach to public involvement and participation	July 2018	Assistant Director (Corporate Services)
Key Deliverable	Milestones	By when	By who
Implement a new approach to supporting the development of the community and voluntary sector by 2017.	Agree consultation plan in relation to potential VCS model	April 2017	Assistant Director – Environment & Neighbourhood Services
	Complete consultation on VCS model and report on options	August 2017	Assistant Director – Environment & Neighbourhood Services
	Delivery model for securing a strong voluntary and community sector infrastructure agreed by Council	October 2017	Assistant Director – Environment & Neighbourhood Services
	New Voluntary and Community Sector support and development model launched	November 2017	Assistant Director – Environment & Neighbourhood Services



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

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

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

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



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

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

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

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

### Key Deliverables

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

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

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

<b>ordinate investment in and deliver youth provision within neighbourhoods by 2019.</b>	Employment of Young People Foundation staff	September 2017	Assistant Director Children's Services
	Development and implementation of fundraising plan.	September 2017	Assistant Director Children's Services
	Work with businesses/charities to attract and sustain investment	January 2018	Assistant Director Children's Services
<b>Key Deliverable</b>	<b>Milestones</b>	<b>By when</b>	<b>By who</b>
<b>Launch a programme to improve the emotional wellbeing of children and young people by 2017.</b>	Launch phase 1 (cluster based) of support offer for children with social, emotional and mental health needs	September 2017	Assistant Director Education and Skills
	Develop and implement joint commissioning framework	March 2018	Assistant Director Children's Services / Assistant Director Education and Skills
	Implement Workforce Development Programme.	March 2018	Assistant Director Children's Services / Assistant Director Education and Skills
	Launch phase 2 (town wide) of support offer for children with social, emotional and mental health needs	September 2018	Assistant Director Education and Skills
	Work with pilot schools to implement emotional wellbeing programmes and evaluate effectiveness	December 2018	Assistant Director Children's Services / Assistant Director Education and Skills

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

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

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

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

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

## Strategic Priority: Providing effective leadership based upon innovation and efficiency

### Key Deliverables

Key Deliverable	Milestones	By when	By who
Implement new ways of communicating the change that is happening in Hartlepool both within and outside of the Borough	Complete the review of existing communication arrangements (supported by LGA review)	April 2017	Assistant Director (Corporate Services)
	Agree communication arrangements including potential new ways of communicating, local and national promotion and an annual communications plan for 2017/18 based on the milestones identified in the Council Plan	June 2017	Assistant Director (Corporate Services)
	Implement new ways of communicating and the annual communication plan including raising our profile nationally	July 2017	Assistant Director (Corporate Services)
	Agree annual communications plan for 2018/19 based on the milestones identified in the Council Plan	March 2018	Assistant Director (Corporate Services)
Key Deliverable	Milestones	By when	By who
Strengthen arrangements to enable elected members to fulfil their role as democratically elected community champions	Development seminar programme agreed for Elected Members for 2017/18 municipal year	May 2017	Assistant Director (Corporate Services)
	Development seminar programme for Elected Members reviewed	February 2018	Assistant Director (Corporate Services)
	Elected Members development programme and new Elected Member induction programme agreed for 2018/19 municipal year	May 2018	Assistant Director (Corporate Services)
Key Deliverable	Milestones	By when	By who
Increase availability and take up of	Launch SMS text reminder and payment link service for Council Tax arrears	June 2017	Assistant Director (Finance & Customer Services)

<b>digitally delivered services</b>	Launch promotion campaign to increase the take up of digital services including electronic Council Tax and Business Rate bills	October 2017	Assistant Director (Finance & Customer Services)
	Phase 1 implementation of Firm Step (customer service technology) completed making more council transactions available online	March 2018	Assistant Director (Finance & Customer Services)
	E-forms for Revenues & Benefits (including change of address, direct debit requests and single person discount applications) live on Council website	March 2018	Assistant Director (Finance & Customer Services)
<b>Key Deliverable</b>	<b>Milestones</b>	<b>By when</b>	<b>By who</b>
<b>Introduce a new workforce and leadership and management development programme to unlock the potential of our staff to play a key role in finding alternative ways of delivering efficiencies and increasing income.</b>	Complete review of existing training arrangements for staff and identify new requirements	May 2017	Assistant Director (Corporate Services)
	Develop and agree new Workforce and Leadership and Management Development programme	June 2017	Assistant Director (Corporate Services)
	Corporate Management Team agree new programme and officers required to attend individual training modules and commence phased roll out of new programme	August 2017	Assistant Director (Corporate Services)
	Agree new formal appraisal process for Council employees	September 2017	Assistant Director (Corporate Services)
	Review effectiveness of the Workforce and Leadership and Management Development programme and agree 2018/19 programme and participants	March 2018	Assistant Director (Corporate Services)
<b>Key Deliverable</b>	<b>Milestones</b>	<b>By when</b>	<b>By who</b>
<b>Develop the apprenticeship opportunities provided by the Council</b>	Finance and Policy Committee approve apprenticeship programme following the review of new Apprenticeship levy system and impact on the Council's existing apprenticeship programme	June 2017	Assistant Director (Corporate Services)
	Recruitment of apprentices	July 2017	Assistant Director (Corporate Services)
	Apprentices commence	September 2017	Assistant Director (Corporate Services)



**Summary of changes to the proposed Key Deliverables since last considered by Finance & Policy Committee****Growing our Economy, Jobs and Skills – Key Deliverables**

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



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

**Regenerating our town – Key Deliverables**

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

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

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

**Developing new services for people and communities – Key Deliverables**

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

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

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

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

**Providing effective leadership based upon innovation and efficiency – Key Deliverables**

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

## Strategic Priority: Growing our Economy, Jobs and Skills

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



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

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

Increase the number of allotment plots	Assistant Director – Environment & Neighbourhood Services	Baseline to be provided	TBC	TBC
Increase the number of tenanted allotment plots	Assistant Director – Environment & Neighbourhood Services	Baseline to be provided	TBC	TBC

## Strategic Priority: Developing new services for people and communities

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

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

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

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

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Proportion schools judged by Ofsted as good or outstanding	Assistant Director Education and Skills	33 / 38 = 87%	35 / 38 = 92%	38 / 38 = 100%
Proportion of fixed term exclusions in primary schools	Assistant Director Education and Skills	0.10%	0.10%	0.10%
Proportion of permanent exclusions in primary schools	Assistant Director Education and Skills	0%	0%	0%
Proportion of fixed term exclusions in secondary schools	Assistant Director Education and Skills	5.5%	5.3%	5.0%
Proportion of permanent exclusions in secondary schools	Assistant Director Education and Skills	0.2%	0.1%	0.0%
Proportion of children reaching a Good Level of Development at the end of reception	Assistant Director Education and Skills	71%	72%	73%
Proportion of children reaching the required standard in the Year 1 Phonics Screening Check	Assistant Director Education and Skills	87%	89%	90%
Proportion of children attaining at least the expected standard in combined reading, writing and mathematics (CRWM) at the end of Key Stage 2 (KS2)	Assistant Director Education and Skills	55%	57%	60%
Gap between disadvantaged children and national non-disadvantaged children in the KS2 CRWM standard	Assistant Director Education and Skills	20% pts	18% pts	15% pts
Key Stage 2 progress score greater than or equal to zero for reading	Assistant Director Education and Skills	53%	55%	58%
Key Stage 2 progress score greater than or equal to zero for writing	Assistant Director Education and Skills	85%	67%	69%
Key Stage 2 progress score greater than or equal to zero for mathematics	Assistant Director Education and Skills	55%	57%	59%
Proportion of students attaining 5+A*-C (new Grade 5 and above) grades including in English and mathematics	Assistant Director Education and Skills	50%	52%	55%
Gap between disadvantaged students and national non-disadvantaged students in the 5+A*-CEM standard	Assistant Director Education and Skills	30% pts	25% pts	20% pts
Proportion of students attaining the English Baccalaureate (EBacc)	Assistant Director Education and Skills	17%	20%	25%

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

## Strategic Priority: Providing effective leadership based upon innovation and efficiency

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

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

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



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

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

## Equality Impact Assessment Form

Department	Division	Section	Owner/Officer
All	N/A	N/A	Catherine Grimwood
<b>Service, policy, practice being reviewed/changed or planned</b>	Council Plan 2017/18 – 2019/20		
<b>Why are you making the change?</b>	New Council Plan required as previous version only runs until end of March 2017.		
<b>How might this impact (positively/negatively) on people who share protected characteristics?</b>			
<i>Please tick</i>		<b>POSITIVELY</b>	<b>NEGATIVELY</b>
<b>Age</b>		✓	
There is focus in the Council plan on getting young unemployed people into work or apprenticeships. There is a focus on improving skills and employment pathways for unemployed adults and parents. There is also a focus on improving health and care support for older people.			
<b>Disability</b>		✓	
There is a focus in the Council Plan on improving health and care support and housing options for people with disabilities. There is also a focus on improving arrangements for those with Special Education Needs (SEND).			
<b>Gender Re-assignment</b>			
Not directly			
<b>Race</b>			
Not directly			
<b>Religion</b>			
Not directly			
<b>Gender</b>			
Not directly			
<b>Sexual Orientation</b>			
Not directly			
<b>Marriage &amp; Civil Partnership</b>			
Not directly			
<b>Pregnancy &amp; Maternity</b>			
Not directly			
<b>Has there been consultation /is consultation planned with people who will be affected by this policy? How has this affected your decision making?</b>		The priorities identified in the proposed Council Plan have been informed by the Council's Your Say, Our Future exercise that took place over summer 2016. Some of the proposals within the Council Plan may be subject to specific consultation prior to implementation.	
<b>As a result of your decision how can you mitigate negative/maximise positive outcomes and foster good relationships?</b>		The aim of the Council Plan overall is to improve outcomes across a range of themes across Hartlepool. Changes to individual services which are included within the Council Plan will be subject to their own Equality Impact Assessments.	
<b>Describe how you will address and monitor the impact</b>		<b>1. No Impact - No Major Change</b> Overall there should be a positive impact across Hartlepool including all equality groups.	
		<b>2. Adjust/Change Policy</b>	
		<b>3. Adverse Impact but Continue as is</b>	
		<b>4. Stop/Remove Policy/Proposal</b>	
Initial Assessment	31/1/17	Reviewed	
Completed	31/1/17	Published	

# FINANCE AND POLICY COMMITTEE

Friday 10<sup>th</sup> February 2017



**Report of:** Director of Child and Adult Services

**Subject:** 'HOLIDAY HUNGER' PILOT SCHEME EVALUATION REPORT

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## 1. TYPE OF DECISION/APPLICABLE CATEGORY

For decision non key

## 2. PURPOSE OF REPORT

- 2.1 To provide Members with the key findings from the 2016 'Holiday Hunger' pilot scheme, delivered over the 6-week school summer holidays (the full evaluation report is attached at appendix A).
- 2.2 Based on the findings from the evaluation process, the report also sets out some future proposals and next steps, if members agree that another holiday provision scheme should be provided in 2017.

## 3. BACKGROUND

- 3.1 A report was presented to Finance and Policy Committee on 14<sup>th</sup> March 2016 outlining the development of the Child and Family Poverty Strategy 2016 onwards. The report outlined options for Members to consider in relation to maximising the impact of the available reserve, which included the 'delivery of 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.'
- 3.2 Committee approved the recommendations as outlined in the report and during the discussion on the issue of holiday hunger the Chair noted as follows: '... it was essential that the Council undertook the pilot previously agreed on school holiday hunger to assess the real need in the community.'

- 3.3 As a result, officers in Child and Adult Services, Public Health and Regeneration and Neighbourhoods met to develop a cost effective holiday hunger pilot scheme which aimed to maximise the available resources within the Child and Family Poverty reserve, build community capacity and be potentially sustainable in the long term. These proposals were presented to Committee on 20 June 2016 and subsequently agreed.
- 3.4 The agreed pilot scheme consisted of the following aspects:
- £13,000 towards 480 food parcels, distributed from three locations (North – West View ARC, Central – Chatham Road Children’s Centre, South – Owton Manor Community Centre) in partnership with the Trussell Trust;
  - The creation of a ring fenced non-recurrent resource of £25,000 from the Child and Family Poverty reserve, for voluntary and community sector organisations to bid to deliver a holiday hunger initiative;
  - That use of the fund is targeted towards organisations that are supporting children and young people through the provision of healthy meals and snacks during the school summer holiday; and
  - That the limit per organisation bidding be £3,000.
- 3.5 The key findings from the pilot scheme are summarised below and presented in more detail in the attached evaluation report (appendix A). The proposals and next steps arising from the report are summarised in section 5 below.

#### **4. KEY FINDINGS**

- 4.1 Demand for the food parcel scheme was greater than predicted – the initial 480 parcels created were collected by week 5 of the scheme, despite offering half-size parcels later in the scheme so supplies lasted longer.
- 4.2 In total, 582 food parcels were distributed over the school summer holiday period from Monday 25 July to Friday 2 September. Households accessed less than two parcels on average, with no household collecting more than 6 parcels over the six week period.
- 4.3 The 582 parcels were spread across 339 households in total. Further analysis shows that the total throughput of beneficiaries from the scheme was 901 adults and 1330 children.
- 4.4 Following the evaluation and through qualitative interviews with staff and partners, there is a concern that the food parcel scheme in its current format is not sustainable or practical in the long term. It is too time-intensive for support staff and those coordinating the scheme, having an impact on the delivery of core services. Being a universal scheme, it also may not reach those most in need; therefore a more targeted approach would be required.
- 4.5 There is also a danger that the scheme may create a false demand, as families and individuals may access the scheme simply because it is free rather than a genuine need, but this would require further investigation. It is

worth noting that existing services such as the Food Bank and Council Crisis Fund do not see an increase in demand over the summer months.

- 4.6 Conversely, the community ring fenced resource showed good evidence of longer term outcomes and sustainability and supported 17 community voluntary summer activity schemes in total, through the provision of healthy meals and snacks.
- 4.7 It may be worth consideration that the increased support for CVS schemes may have some impact on attendance and therefore income for HBC-led summer activity schemes which do not provide lunch or snacks e.g. the HBC Sport and Recreation summer activity scheme had a low take-up this year.

## **5. PROPOSALS**

- 5.1 Hartlepool Borough Council made an expression of interest to the North East Child Poverty Commission, which is looking to fund and evaluate a holiday provision scheme in 2017 across four local areas in the region. Unfortunately, a large number of applications were received from across the region and Hartlepool was not selected for shortlisting.
- 5.3 Despite the disappointing outcome of the regional funding bid, it is proposed that Members agree to provide another ring fenced non-recurrent community resource for Summer 2017 through the Child and Family Poverty Reserve. It is recommended that another £25k is made available, plus the £4k underspend from the 2016 budget. It is also proposed that the £13k, which funded the food parcel scheme, is allocated to the non-recurrent resource, making a total of £42k available for community voluntary sector groups to bid for. This could include the option for community and voluntary sector organisations to provide food parcels as part of their grant scheme bids.
- 5.4 Due to the limited funds and volume of bids received in 2016, a number of promising projects needed to be scaled back and limited to food costs only. It is therefore proposed that the funding criteria for the community resource be reviewed, to reflect the bids received around the development and provision of healthy cookery courses and nutritional support for families, rather than just healthy food and snack provision.

## **6. RISK IMPLICATIONS**

- 6.1 There is a risk that without a (targeted) holiday provision scheme, health inequalities in the town may widen. Families normally entitled to free school meals in the most deprived areas of Hartlepool may become malnourished over the school holiday period, often resorting to very poor quality food high in fat, salt and sugar, which contributes to poor nutritional outcomes and rising obesity levels. Children who are malnourished over the school

holidays have also been shown to be unprepared for returning to the educational environment compared to their peers<sup>1</sup>.

## 7. FINANCIAL CONSIDERATIONS

- 7.1 There will be a financial commitment required if Members choose to approve the proposed extension of the ringfenced community grant scheme.
- 7.2 Non recurring funding of £500,000 has previously been earmarked for Child and Family Poverty initiatives and the following table shows commitments against this funding, which includes the proposals detailed in the report

	£'000
<b>Funding Available</b>	500
16/17 Financial Support & Advice Service	(110)
Holiday Hunger Fund	(25)
Holiday Hunger Food Parcels inc Transport	(14)
Underspend from Holiday Hunger Fund	4
Hartlepool Foodbank Contribution (Council 15/12/16)	(10)
<b>Forecast Balance Remaining 31/03/17</b>	<b>345</b>
less Summer 17 Proposals (as outlined in this Report)	(42)
less 17/18 Commitments for Financial Support & Advice Service	(110)
less 18/19 Commitments for Financial Support & Advice Service	(110)
<b>Uncommitted Balance</b>	<b>83</b>
* Funding committed pending outcome of Savings Proposals via Community Hubs in 19/20	

## 8. LEGAL CONSIDERATIONS

- 8.1 There are no legal considerations arising from this report.

## 9. CHILD AND FAMILY POVERTY (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE.)

- 9.1 See attached proforma.

## 10. EQUALITY AND DIVERSITY CONSIDERATIONS

<sup>1</sup> A Lost Education: The reality of hunger in the classroom (Kellogg's/YouGov, 2013)

- 10.1 Poverty can affect anyone however research shows us that specific groups of people are more susceptible than others. Their needs must therefore be considered. Groups at risk include:

- Young working age people 18-25
- Lone parents
- Large families
- Children born into families in poverty
- Those who are disabled and/ or suffer from illness (including mental illness)
- Those with low educational attainment
- Those who are unemployed
- Those who find difficulty in managing their finances
- Those from minority ethnic backgrounds

## **11. STAFF CONSIDERATIONS**

- 11.1 The proposals and recommendations have been made in order to minimise the amount of staff time to coordinate the scheme. The food parcel distribution scheme was very time intensive for the staff involved.

## **12. ASSET MANAGEMENT CONSIDERATIONS**

- 12.1 There are no asset management considerations arising from this report.

## **13. RECOMMENDATIONS**

- 13.1 That Members note the findings of the evaluation report (appendix A) and support the proposals below for future delivery of a holiday provision scheme.
- 13.2 It is proposed that Members agree to provide another ring fenced non-recurrent community resource for Summer 2017 through the Child and Family Poverty Reserve. It is recommended that another £25k is made available, plus the £4k underspend from the 2016 budget.
- 13.3 It is further proposed that the £13k, which funded the food parcel scheme, is allocated to the non-recurrent resource, making a total of £42k available for community voluntary sector groups and amend the funding criteria to enable organisations to bid to provide food parcels.

## **14. REASONS FOR RECOMMENDATIONS**



- 14.1 Holiday hunger is a key priority within the Hartlepool Child and Family Poverty Strategy and poverty in general remains a significant issue in Hartlepool.

**15. BACKGROUND PAPERS**

Holiday Hunger pilot scheme evaluation report 2016 – Appendix A

**16. CONTACT OFFICERS**

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

<b>GROUP</b>	<b>POSITIVE IMPACT</b>	<b>NEGATIVE IMPACT</b>	<b>NO IMPACT</b>	<b>REASON &amp; EVIDENCE</b>
Young working people aged 18 - 21	✓			Families will have access to healthy meals and cookery opportunities as part of summer holiday activity schemes
Those who are disabled or suffer from illness / mental illness			✓	
Those with low educational attainment	✓			As above
Those who are unemployed	✓			The project will be targeted towards families with unemployed parents
Those who are underemployed	✓			The project will be targeted towards families on low incomes
Children born into families in poverty	✓			The project will be targeted towards families living in poverty in the most socially deprived areas of Hartlepool
Those who find difficulty in managing their finances	✓			As above
Lone parents	✓			As above
Those from minority ethnic backgrounds	✓			The project will have provision for the asylum seeker and refugee population

**Poverty is measured in different ways. Will the policy / decision have an impact on child and family poverty and in what way?**

<b>Poverty Measure (examples of poverty measures appended overleaf)</b>	<b>POSITIVE IMPACT</b>	<b>NEGATIVE IMPACT</b>	<b>NO IMPACT</b>	<b>REASON &amp; EVIDENCE</b>
Education indicators	✓			Research suggests children who are well nourished in holiday periods will be more prepared for their return to educational settings. There will

				also be educational opportunities around cooking skills.
Health indicators	✓			It is hoped that providing healthy food options as part of summer holiday activity schemes will prevent families resorting to low quality, unhealthy products.
Overall impact of Policy / Decision				
NO IMPACT / NO CHANGE		ADJUST / CHANGE POLICY / SERVICE		Positive impact
ADVERSE IMPACT BUT CONTINUE		STOP / REMOVE POLICY / SERVICE		Negative impact
Examples of Indicators that impact of Child and Family Poverty.				
Economic				
Children in Low Income Families (%)				
Children in Working Households (%)				
Overall employment rate (%)				
Proportion of young people who are NEET				
Adults with Learning difficulties in employment				
Education				
Free School meals attainment gap (key stage 2 and key stage 4)				
Gap in progression to higher education FSM / Non FSM				
Achievement gap between disadvantaged pupils and all pupils (key stage 2 and key stage 4)				
Housing				
Average time taken to process Housing Benefit / Council tax benefit claims				
Number of affordable homes built				
Health				
Prevalence of underweight children in reception year				
Prevalence of obese children in reception year				
Prevalence of underweight children in year 6				
Prevalence of obese children in reception year 6				
Life expectancy				



## **‘Holiday Hunger’ pilot scheme evaluation report 2016**

**Steven Carter  
Health Improvement Practitioner  
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Hartlepool Borough Council**

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## **1. Acknowledgements**

The author would like to thank the following individuals for providing their support in producing this report:

- Chris Allan, Public Health Speciality Registrar, Hartlepool Borough Council, for his support in quantitative data analysis and conducting qualitative interviews with staff
- Sally Robinson, Director of Child and Adult Services, Hartlepool Borough Council
- Penny Thompson, Head of Service - Children's Hub and Partnerships, Hartlepool Borough Council

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- Lisa Lavender, Abi Knowles, Al Wales and all Trussell Trust staff and volunteers at Hartlepool Food Bank
- Gill Slimings, James Sinclair, Ann Wallis and all staff at Chatham Road Children's Centre
- Val Evens, Katherine Parker, and all staff at West View Advice and Resource Centre
- Lynne Osbourne, Susan Ryback and all staff at Owton Manor Community Centre
- All staff from the participating Community Voluntary Sector organisations that delivered summer activity schemes with support from the community ringfenced resource

Elected members from the community ringfenced resource funding panel:

- Cllr Alan Clark
- Cllr Kevin Cranney
- Cllr Marjorie James
- Cllr Stephen Akers-Belcher

## 1. Background

There are approximately 170 non-school days in the year that Free School Meal (FSM) pupils cannot access their entitlement to a school lunch, which is often the only regular hot meal that is available to them during the week.

There is also recognition of increased pressure on families to feed children over the holiday periods, where stretched household budgets are struggling to make sure children are fed well, particularly in austere times.

Food banks have increased in the UK at an extraordinary rate with no regulation or support from government. Food banks are reporting increases in families trying to access food during non-term-time (Filling the holiday hunger gap, All Party Parliamentary Group on School Food, 2014).

Citizen's Advice Bureau (CAB) data (2013) shows that 29% of food bank referrals are for families with children. In 2013-14, Trussell Trust food banks distributed parcels to feed 913,138 people, an increase from 346,992 in 2012-13 and 128,697 in 2011-12. Of those helped, 36% were children (Trussell Trust, 2014).

Research between the Trussell Trust, FareShare and Tesco in 2013 stated that "School holidays are a particularly difficult time for families, with more than a quarter of parents saying they can't provide food for all the meals their children need". In March 2013, four out of five teachers said pupils were coming to school hungry (Kellogg's 'Hard to Swallow' report, 2013).

Trussell Trust UK has stated "School holidays are especially difficult for low income families whose children usually receive free school meals or support from breakfast clubs. Finances are sometimes stretched so far that parents are forced to go without food in order to feed their children".

Some food banks have started to partner with local charities and agencies to provide additional services during school holidays, such as free meals at holiday clubs for low-income families. Other food banks have opened for additional hours during school holidays to help meet demand, and some food banks have special arrangements with schools liaison officers to look out for the families that they are especially worried about. The experience of food banks, as well as Children's Centres, schools liaison officers and other charities, is that school holidays create problems for families whose incomes struggle to stretch to meet the additional costs of having children at home.

Currently, around 29% of those who receive a school meal in Hartlepool are children who are entitled to a free school meal. This equates to approximately 2148 Primary-

aged children (82% take up of free school meals) and 804 Secondary school children (74% take up). Overall uptake of schools meals in Hartlepool stands at 72% in Primary schools and 63% in Secondary schools.

The All Party Parliamentary Group (APPG) on School Food advocates that addressing hunger in school aged children is a collective responsibility of “children’s service providers”, communities and families and should be a key part of the government’s ongoing commitment to end child poverty by 2020. Local Authorities are required by the Child Poverty Act to assess the needs of children in poverty in their areas and produce strategies to tackle the issues identified. This need will include food poverty and hunger.

Consequently, a report was presented to Hartlepool Borough Council’s Finance and Policy Committee on 14<sup>th</sup> March 2016, outlining the development of the Child and Family Poverty Strategy 2016 onwards. This report updated Members on the changes taking place at a national level in relation to the definition of child poverty, the work underway to produce a new strategy for Hartlepool and proposals for expenditure in relation to the Child and Family Poverty reserve the Council had previously created. The report outlined options for Members to consider in relation to maximising the impact of the available reserve and included the following action:

*‘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.’*

Committee approved the recommendations as outlined in the report and during the discussion on the issue of holiday hunger, the Chair noted as follows:

*‘... it was essential that the Council undertook the pilot previously agreed on school holiday hunger to assess the real need in the community.’*

It was proposed that, following the conclusion of the pilot scheme in summer 2016, an in-house evaluation would be undertaken to assess the level of need in the town, measure the operational effectiveness of the approaches taken to tackle and mitigate the impact of poverty and establish what worked well and what could be done differently should the initiative be delivered in future years. The key findings from this exercise are set out within this report.



**Overall Aim**

To develop and pilot a universal 'holiday hunger' scheme to help Hartlepool Borough Council (HBC) to understand and assess the level of need and demand within the local community.

**2. Methods**

Following the request from Finance and Policy Committee that a scheme be piloted in 2016, officers in the Child and Adult Services, Public Health and Regeneration & Neighbourhoods departments met to develop what was deemed a cost effective and practical proposal within the limited timescales available, which maximised the available resources within the Child and Family Poverty reserve, built community capacity and would be potentially sustainable in the long term.

The proposed holiday hunger pilot scheme was made up of two parts:

- 1) an initiative with the Hartlepool Food Bank to offer an enhanced service over the summer from three community-based locations; and
- 2) the development of a ringfenced non-recurrent resource for local and voluntary organisations to bid for funds to deliver a scheme in their local community.

**2.1 Food Parcel Distribution Scheme**

Working in partnership with the Trussell Trust, who operate the Food Bank in Hartlepool, it was agreed that weekly food parcels provided by the Food Bank would be made available Monday to Friday from three key distribution sites across the town for the 6 week school summer holidays. This was in addition to the regular support available from the Food Bank, operating on Tuesday and Fridays in the town centre. (The main foodbank has a two week shut down in August but the community food parcel scheme continued throughout this period).

It was proposed that distribution sites would be located in the north, central and south areas of the town via either children's centres or community buildings with a high footfall, particularly for the demographic we would want to target i.e. families on benefits or a low income who qualify for free school meals, living in areas of high socioeconomic deprivation. Although it was agreed at Finance & Policy Committee that the scheme would be universally accessible to anyone in need, the publicity and media surrounding the scheme was aimed towards families that were entitled to free school meals. Examples of the promotional materials and media articles published are included at the end of the report.

Officers looked at a range of ward data (table 1) including numbers of children entitled to free school meals, numbers of children aged 0-15, unemployment claimant rate and numbers of young people not in employment, education or training (NEET).

**Table 1 – Local Needs Assessment**

Data	Source	Burn Valley	De Bruce	Fens & Rossmere	Foggy Furze	Hart	Headland & Harbour	Jesmond	Manor House	Rural West	Seaton	Victoria
Total Population Estimates (2013)	NOMIS	9320	8651	7887	9311	8165	6527	9295	9904	8685	8269	6576
Population 0-15 Year Olds Estimate (2013)	NOMIS	1814	1790	1269	1757	1726	1222	1973	2300	1290	1450	1058
Population of 16-19 year olds Estimate	NCCIS	554	434	359	475	443	311	441	567	420	372	292
Unemployment Claimant Rate (2015)	TVU	5.6%	5.2%	2.3%	3.8%	1.1%	6.2%	4.9%	7.3%	1.1%	1.9%	8.1%
Pupils Receiving Free School Meals (Jan 2015)	January 2015 School Census	300	504	89	336	73	327	426	651	37	186	419
% 16 17 18 19 year olds NEET (Jan 2016)	NCCIS	4.79%	4.6%	1.7%	4.79%	2.1%	6.41%	3.35%	6.63%	0%	1.89%	7.64%
Qualifications 5+ GCSE's A-C Including English and Maths (2014)	2015 GCSE pupil file	51.7%	48.3%	67.0%	56.8%	66.0%	24.1%	44.7%	49.3%	56.3%	66.1%	48.9%
Gap between FSM children and the rest at KS4	2015 GCSE pupil file	27.0%	24.8%	24.4%	42.1%	5.1%	10.04%	29.8%	23.5%	46.0%	28.6%	37.1%

After analysing the data, a decision was taken to target the wards of De Bruce, Jesmond and Manor House and it was decided at Committee that the following sites in these wards would be trialled:

- De Bruce (North) – West View Advice & Resource Centre (WVARC), Miers Avenue, TS24 9JQ
- Jesmond (Central) – Chatham Children's Centre (CCC), Chatham Road, TS24 8QG
- Manor House (South) – Owton Manor Community Centre (OMCC), Wynyard Road, TS25 3LQ

It was decided that HBC would work in partnership with the Trussell Trust Food Bank to add value to the scheme by providing recipe information and advice on how to prepare healthy, well balanced meals based on the contents. Parcels also included information on access to other Council services such as the free swims programme, crisis fund and other financial services such as welfare support and the school uniform recycling scheme.

Weekly food parcels consisted of staples such as rice, pasta, soup, tinned vegetables & fruit and tinned meat & fish equating to £25-30 worth of food. The total cost for the food parcel initiative was £13,000 over the six week period; additional costs relating to packaging, stationary and printing as well as extra staff time was

absorbed by the Foodbank. Delivery and transport was also arranged via HBC but required additional staff manpower at the food bank warehouse and distribution sites due to the weight of the food parcels (around 16kg each due to being non-perishable dried and tinned produce – see table 2 below).

**Table 2 – Typical food parcel contents**

Item	Number of units	Individual weight (g)	Total weight (g)
6 tins of beans/spaghetti,	6	400	2400
6 tins of tomatoes,	6	400	2400
6 tins of meat,	6	400	2400
6 tins of vegetables,	6	400	2400
6 tins of soup,	6	400	2400
3 tins of fruit,	3	400	1200
1 kilo of pasta,	1	1000	1000
1 kilo of rice,	1	1000	1000
5 tins of tuna,	5	120	600
Totals	40	4520	15800
<b>Total weight of food box, excluding container (kg)</b>			<b>15.8</b>

Predicting demand was an issue (being a universal scheme) and overall quantities of food were decided more as a result of the funding available than the anticipated take-up. 480 food parcels (approx 80 per week) were prepared by the food bank in total, spread across the three venues. Food parcel take up was closely monitored at each venue each week to best manage demand and adjust the transport and delivery arrangements as necessary. Due to storage and transport logistics, half the food parcels (240) were delivered initially, spread across the three sites, with the remaining half distributed as required when venues started to run low on supplies.

Take-up by the community was higher than anticipated and the 480 parcels had all been allocated by the beginning of week 5 of the scheme. Midway through the scheme, a decision was taken to start halving the food parcels for families who had already accessed one or two full-size food parcels in previous weeks, in order to prevent supplies running out any sooner. This allowed the scheme to run until week 5 but was then postponed until a decision was taken around producing additional parcels. Due to resources, capacity and time constraints, the Food Bank were unable to make up additional parcels to cover the remainder of the holidays, however the Council's Catering Team obtained additional food from the local wholesaler and HBC staff supported making extra parcels so the scheme could continue to run in week 6 until the end of the school holidays.

Analysis of the impact of the food parcel distribution scheme, take up at each site and demographic breakdown is provided in section 3 of the report.

## 2.2 Ringfenced non-recurrent resource (grant scheme)

To complement the food parcel scheme, it was also proposed that a ringfenced non-recurrent resource be created totalling £25,000, which would be open to all voluntary and community sectors organisations in Hartlepool to bid to deliver a holiday hunger initiative in the summer holidays. The resource was targeted towards supporting children and young people through the provision of healthy meals and snacks during school summer holiday activity schemes delivered by community and voluntary groups. The maximum amount any single organisation could bid for was £3,000.

Criteria and guidance for applications to the grant scheme was developed (appendix A) and circulated to all VCS groups via the local Voluntary Development Agency, Financial Inclusion Partnership and other community networks. The scheme attracted 19 individual applications from community groups, all of which were fully or partly approved by the judging panel of Elected Members (table 3).

**Table 3 – Summary of 2016 holiday hunger grants approved**

Organisation	Project title	Location	Funding requested	Total funds awarded
Wharton Trust	Saving Food this Summer	Wharton Annexe, Wharton Terrace, TS24 8RS	£2430	£347
OFCa	Healthy Eating Learning Project	Jutland Road Community Hub, Hartlepool, TS25 1LS	£2160	£2160
Rifty Youth Project	Summer Club	The Rift House Community Building, Masefield Road, TS25 4JY	£3000	£3000
St Aidan's Church	Summer Sports Camp	St Aidan's Church, Loyalty Road, TS25 5BA	£1000	£500
West View Project	Summer Play scheme	West View Project, Miers Avenue, TS24 9JQ	£2262.50	£1963
Kilmarnock Road Family Resource Centre	Summer Play scheme	Kilmarnock Road Family Resource Centre, 44 Kilmarnock Road, TS25 3NU	£1275	£1275
Asylum Seeker and Refugee Group	Summer Programme	St Joseph's Church Hall, St Paul's Rd, Hartlepool, TS26 9EY	£475	£475
Harbour Outreach	Summer Holidays Healthy Eating and Activity Programme	Various	£1780	£900
Belle Vue Community & Sports Centre	Summer activity programme	Kendal Road, TS25 1QU	£1920	£600
Hartlepool Carers	Young Carers Summer Activities	19A Lothian Road, TS24 8BH	£126.64	£127
Salaam Centre	Summer Activity Project	St Paul's Hall, Murray Street, Hartlepool, TS26 8PD	£3000	£1800
Patch Family Support	Summer Activity and Healthy Eating Programme	81 Dimensional House, Hartlepool, TS24 7QT	£2450	£990
Lifeline	HART School Holiday	Lifeline Project, 44 Victoria	£3000	£1440

	Programme	Road, Hartlepool, TS26 8DD		
Changing Futures North East	Abbey Street Project Summer Activity Programme	Changing Futures North East, 3 Abbey Street, Hartlepool, TS24 0JR	£650	£650
Stonham Housing Association	Little Chef, Big Chef	Stonham Community Services, 92-96 Grange Road, Hartlepool, TS26 8JQ	£1000	Project not delivered within the timescales – funding returned
Central Correctors	Summer Holidays Fun Food	Central Correctors, 13 Bridgepool Close, Hartlepool, TS24 0UL	£2774	£1940
Positive Parenting Group	Summer Fun Club	St Hild's C of E School, King Oswy Drive, Hartlepool, TS24 9PB	£1382.47	£1330
Be Crafty	Be Crafty Kid's Club	Unit 18, The Arches, Park Road, Hartlepool, TS24 7PW	£3000	£1080
West View Advice and Resource Centre	Spending Power Family Workshops	Miers Avenue, Hartlepool, TS24 9JQ	£615	Grant offer rejected by organisation
<b>TOTAL</b>			<b>£34,301</b>	<b>£20,577</b>

There was an additional £100 printing costs attached to the scheme therefore the total amount allocated was £20,677, leaving £4,323 in reserve.

Each project completed an evaluation and monitoring form and a summary of the outcomes is provided in section 3.

### 3. Results

Outcomes of the holiday hunger pilot scheme were measured using a range of methods:

#### Food parcel distribution scheme:

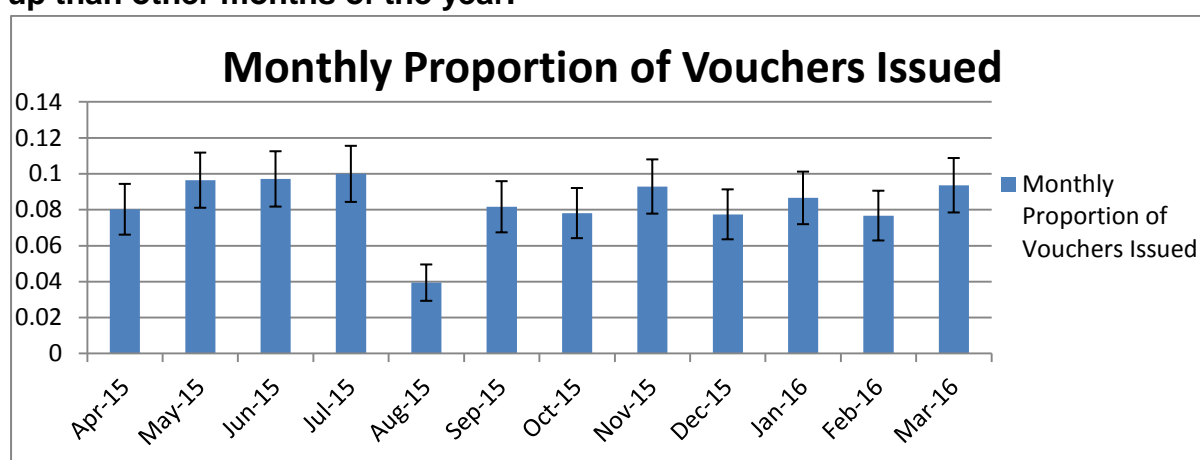
- Quantitative analysis of the take up and distribution of food parcels
- An online feedback survey for all staff involved
- Face-to-face qualitative interviews with key staff

#### Ringfenced non-recurrent grant scheme:

- Quantitative and qualitative evaluation and monitoring forms for each project
- Feedback from service users

Information was cross-referenced against previous data, such as figures from HBC and the Trussell Trust around take up of emergency food parcels via the foodbank and crisis fund in 2015/16 (chart 1):

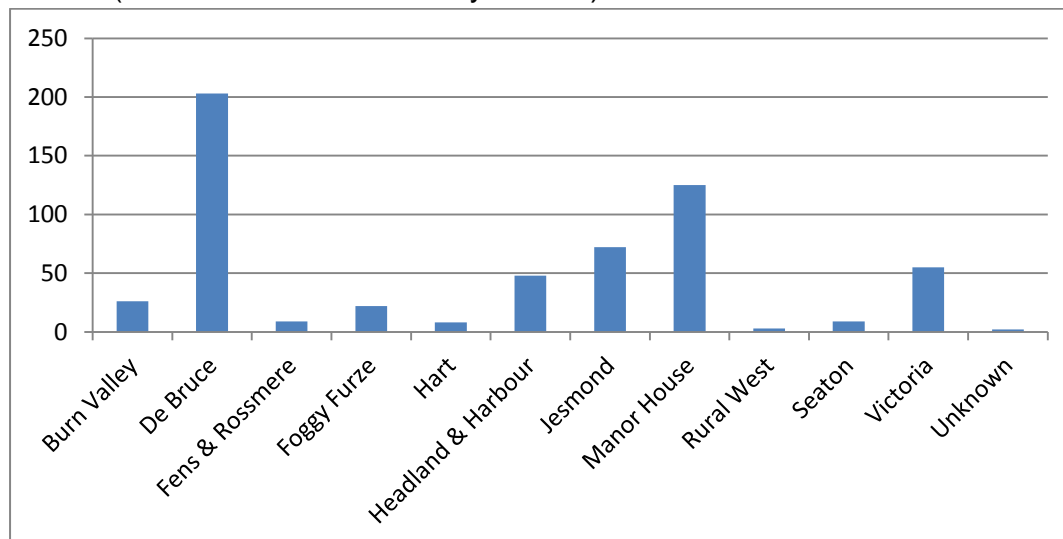
**Chart 1 – Analysis of food bank and HBC crisis fund emergency food parcel take up in 2015/16 suggests August has a statistically significantly lower take up than other months of the year.**



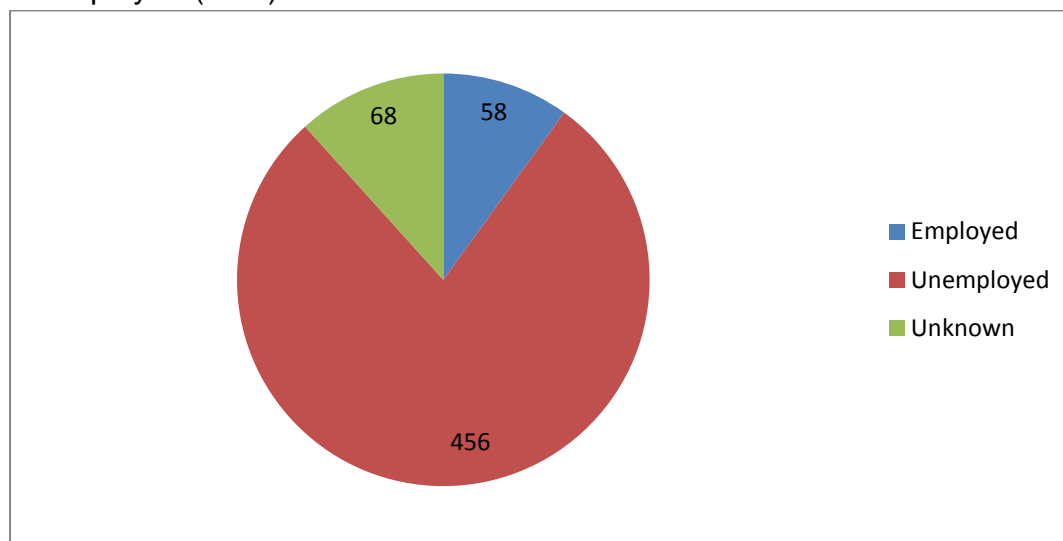
#### 3.1 Analysis from the food parcel distribution scheme

In total, **582** food parcels were distributed over the school summer holiday period from Monday 25 July to Friday 2 September. Families were able to collect one food parcel per week hence each household could collect 6 food parcels in total if required, however analysis shows that households accessed **1.7** parcels on average, with no household collecting more than 6 parcels over the six week period. The 582 parcels were spread across **339** households in total. Further analysis shows that the total throughput of beneficiaries from the scheme was **901 adults and 1330 children**.

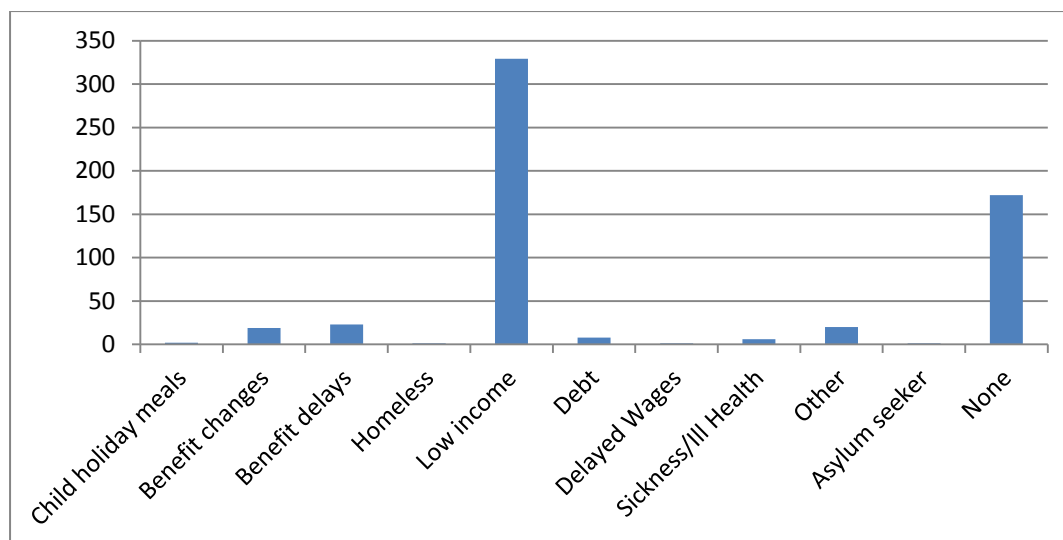
**Chart 2** shows that the three main areas people collecting food parcels reside in correlate with the locations of the distribution sites: De Bruce (West View Advice and Resource Centre), Jesmond (Chatham Road Children's Centre) and Manor House (Owton Manor Community Centre):



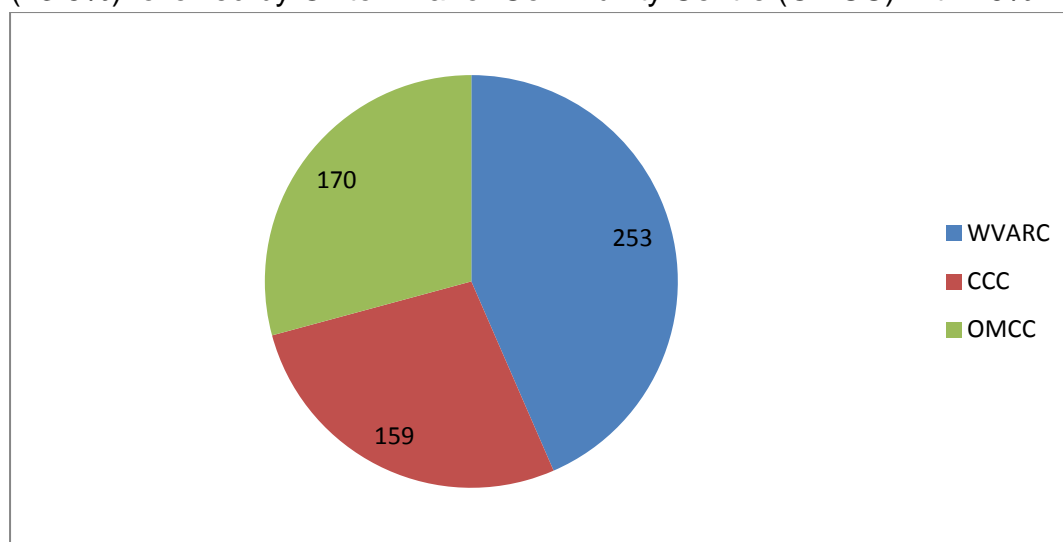
**Chart 3** demonstrates that the majority of people collecting food parcels were unemployed (78%):



The primary reason/cause for people accessing food parcels was stated as 'child holiday meals' (569 out of 582 parcels or 98%), however **chart 4** below highlights the secondary reasons for accessing food parcels. Over 300 parcels were collected where 'low income' was cited as the secondary reason/cause for referral (56.5%):



**Chart 5** below shows the breakdown of food parcel distribution across the three sites. West View Advice and Resource Centre (WVARC) was the most popular site (43.5%) followed by Owton Manor Community Centre (OMCC) with 29%:



### 3.2 Findings from staff survey and qualitative interviews

All staff involved in the delivery, coordination and support of the scheme were invited to take part in an online survey to gauge the positive and negative aspects of the project and what could be improved. This attracted 17 responses from staff employed by HBC, Trussell Trust (Hartlepool Food Bank) and the three distribution sites.

The key findings from the staff survey are highlighted below:

- The majority of staff (75%) spent 24 hours of work time or less supporting the scheme.



- 80% would be happy to support a similar scheme in the future.
- Over 87% of staff said their overall experience was 'very positive' or 'somewhat positive'.
- 94% of staff received sufficient support and communication while the scheme was running.
- Almost two thirds of staff felt the volume of food parcels and time available to meet the demand was insufficient / unmanageable, the main reason being lack of manpower and running out of food.
- Positive aspects included good organisation, healthy recipes and information provided, simple voucher system and easiness for families accessing support.
- Negative issues were the lack of eligibility criteria or targeted approach, weight of the food parcels and logistics of carrying (for staff and families), timing and coordination to prevent running out of supplies and collection times to prevent impacting on core services.
- 86% of staff felt a future scheme should target certain groups, namely families with children receiving FSM, unemployed people with children and families on a low income. Others felt the decision should be made by people working with families i.e. social workers, family support workers and schools.
- Over 70% felt that providing proof of benefits and having a shared database of customer details across all sites would be helpful.
- Despite the size and weight of the weekly food parcels, 57% of staff felt the quantity of food provided was 'about right' for most families. 36% said there was too much. It was suggested having half-size parcels with more going to larger families each week if needed.
- 86% felt the variety of food was a good balance nutritionally. Links were made with local allotment schemes to enable access for more fresh produce but a system was unable to be established in the timescales.
- 77% felt there was a need for a holiday provision programme in Hartlepool with comments for future to centre on cooking skills and nutritional support for identified families rather than just food collection.

Respondents were also given the option to take part in a one-to-one interview to discuss any issues in more detail. 7 staff took up this opportunity. Interviews explored the detailed logistics of the scheme and the operational impact on other services plus more deep-rooted issues around food poverty and the need for holiday provision in Hartlepool.

A summary of the key issues and discussion themes are summarised below:

#### Relationships and partnerships:

- The referral process from children's centres to the Food Bank was considered to work well, with good relationships between the agencies. However, there

was a feeling that the project may have impacted on relationships between Food Bank and the centres.

- Reputational risk and governance: partner organisations associated with consequences that were outside of their control, i.e. when boxes ran out and media reports came out. It was not clear whose responsibility that was.

#### Resources and capacity:

- Ethical issue of placing an arbitrary cap on the available resources, without specific criteria.
- Concerns around compromising the core business (opportunity costs) of commissioned services whose core offer is not aligned with the holiday hunger scheme.
- Concerns were that if a family presented on more than one occasion during the six weeks, this would further cut down the available resource. For example, if every family presented six times, then this would have meant that only 80 families could be supported with the original supplies.

#### Community and social impact:

- Treating the symptoms rather than the underlying causes. Not just about hunger, it's about debt, benefit sanctions, etc.
- Ongoing risk that Holiday Hunger provision may "give a false sense of security as to your stock", for organisations (Food Bank) and potentially individuals?

#### Access and accessibility:

- Food Bank is not an open service, which may affect demand.
- Location/settings are important, to give people space and time to explore and address the underlying issues:
- Location again, and ensuring that services are situated in the areas with greatest need:

#### Needs assessment:

- Foodbank provision may not be a good measure of need.
- There is something about reaching the service-naïve that Holiday Hunger was able to do, related to the indirect benefit. "A lot of the people coming in, we didn't know, they weren't known to us all well." "So in a way, it was in part, and unintentionally an incentivisation scheme to attract service-naïve members of the community..."
- Underlying issue of low income, and benefit freezes whilst indirect tax and RPI continues to increase, but that the provision of food may have been the only answer (except perhaps the other basic resources, gas and electricity, water, shelter, clothing)... But what may have helped would have been wrap-around services.

- Something also about community cohesion and changing the culture of self-reliance as a form of stoical suffering: "the way that sort of word of mouth on the scheme got round, I think that definitely helped people, you know, they were having a chat with people in the street, and they'd be able to say you know, "I've got one of them boxes, why don't you go round if you're struggling?" I think it definitely brought the community together that way..."

#### Data collection and analysis:

- Low income and combination with debt as a cause of poverty:

#### Operational issues:

- The usual process for Food Bank is to have a gateway, a referral service who undertakes the initial needs assessment, so it isn't the charity itself that makes the decision. This is possibly important for independence and the sense of neutrality. The independence of Food Bank is protected by the assessment process and voucher system, and it also means that people do not have to be re-screened. The gateway process was not used in the Holiday Hunger scheme, and the lack of assessment criteria could have lead to inequalities.
- Moral argument for extending variants of the scheme: "There could be an argument for doing it in the winter because your gas bills are higher and you've got less money to spend on food."
- Suggestion for changing contents of parcel: "maybe the only difference I would make is, maybes some sort of breakfast cereal"
- Something about involving children and /or targeting children and young people: "it's the kids you're targeting. You're wanting to make sure that the kids are fed during the holidays." and the way to reach them: "it's got to be aimed at the families"
- From an operational point of view, the council may easily be able to identify those who would qualify for free school meals if they administer the system, and if they use the same eligibility criteria for other programmes, as in Leeds: "In Leeds, one form is used to apply for free school meals, council tax support and rent allowance."
- "The weight of the goods per week was far too heavy for staff to distribute and families to carry."

#### Eligibility:

- If FSM are chosen as the eligibility criterion, need to differentiate from universal offer at Reception Years 1 and 2. Also a suggestion that those in receipt of council tax or housing benefit support could be the ones targeted "because then you're capturing everybody with low income".
- More about tightening communication and data systems.
- No proof of eligibility had to be shown by clients. "In future to ensure the most vulnerable were in receipt of the help I would recommend a voucher system"

(as already in place for collection direct from the Foodbank) given out prior to summer holidays by schools, social workers & Family Support Worker's to families who they know are most in need."

- "I don't feel the reasons for requiring the food have been met responsively. I feel a visit or phone call that week to support budget management would have helped families cope more in the long term than a short term 'plugging the gap'. The old 'give a man a fish' analogy."

#### Asylum seekers

- A number of food parcels were collected by Asylum Seekers or staff running local drop-ins, where the food was portioned out among families and individuals each week. "A number of Asylum Seekers brought in personal letters from the Home Office in relation to the eligibility to be in the UK. There would have been no need for this if a voucher system was in place & it would also help get over the language barrier. If the scheme continues next year I would recommend a centre for asylum seekers only (via existing drop-ins)."

#### Positive impacts:

- A beneficial consequence of the news stories was that it bolstered charitable donations from the community. "After the story had gone out, there were emails saying how can we help..." Links to community spirit/social capital in Hartlepool, whereby if the people knew that there was a real need for food, they may respond.
- One of the indirect benefits of the scheme was to reveal underlying issues, and provide an opportunity to address them. "And a lot of them, like that person that come in for the food because their benefit had been sanctioned, wouldn't have come in for advice about their benefit being sanctioned because they just accepted it."

### **3.3 Outcomes from the ring fenced community grant scheme**

Of the 19 applications received within the timescales, the non-recurrent resource supported 17 community voluntary sector summer activity schemes in total, through the provision of healthy meals and snacks for children attending. No applications were rejected outright, although one group rejected the offer of grant funding as it was too low to deliver all aspects of the project effectively, and another group failed to deliver the project within the given timescales (i.e. within the school summer holiday period) and opted to return the funding.

As a result, the total amount awarded across the 17 schemes was £20,577 plus £100 printing costs, leaving £4,323 in reserves. (A breakdown of the individual amounts allocated to each group is provided in section 2.2).

All 17 schemes demonstrated positive outcomes and indicated a willingness to repeat or develop projects further if additional funding and support was available in the future. A number of services did need to scale down or redesign their plans due to receiving less funding than requested, but only two groups out of the 19 were unable to deliver their projects.

### Quantitative outcomes:

Organisation	Total number of sessions delivered throughout school holidays	Number of individual children benefiting from the project	Number of parents attending sessions	Total number of meals / snacks provided throughout duration of project
Wharton Trust	63	83	24	3,150
OFCa	22	51	9	815
Rifty Youth Project	30	212	18	950
St Aidan's Church	4	83	120	1,008
West View Project	30	84	0	1,336
Kilmarnock Road Family Resource Centre	17	34	0	425
Asylum Seeker and Refugee Group	5	49	62	168
Harbour Outreach	21	41	21	861
Belle Vue Community & Sports Centre	29	65	0	788
Hartlepool Carers	12	27	0	648
Salaam Centre	30	98	34	1,800
Patch Family Support	13	135	89	263
Lifeline	6	59	11	94
Changing Futures North East	21	34	11	566
Central Correctors	54	1,433	13	5,832
Positive Parenting Group	20	138	108	893
Be Crafty	84	63	0	1,176
<b>TOTALS</b>	<b>461</b>	<b>2,689</b>	<b>520</b>	<b>20,773</b>

Self-reported data from the organisations that received funds shows that over 2,600 individual children and over 500 parents benefited from food provision at the 17

summer activity schemes across Hartlepool, with many repeat attendees week by week due to the volume of sessions delivered each day (461 in total). A rough estimate of the total throughput at all projects was over 20,000 children, which correlates closely with the quantity of self-reported number of meals and snacks provided in total by each project.

### **Qualitative outcomes:**

Each organisation was asked to report on any key qualitative outcomes including:

- Progress against the original aims and objectives of the bid;
- Any key achievements;
- Any problems and how these were tackled;
- How organisations are continuing to raise awareness of food poverty and the importance of a healthy diet and good nutrition;
- What efforts have been made to sustain or expand the project to meet the needs of the community in the future;
- Any plans in place for the ongoing development of the project to support future school holiday periods; and
- How could the project have been improved and could it have benefited from further funding towards other aspects of the project

A summary of the key outcomes reported by each organisation is provided below:

#### **1. Wharton Trust**

We delivered all the meals and snacks as predicted. Moreover we did it by using the funding to supplement our existing relationships with FareShare and Sainsbury's. We have now taken on an additional Sainsbury's pick up and now have a relationship with Tesco. As a result of having so much food coming into the organisation we are now sharing it with a number of other organisations across Hartlepool. Moreover, we are launching a 'Be a Real Superhero – Eat Better' campaign next week.

We continue to work with FareShare to stop food going to landfill and therefore being able to offer decent quality food for local residents. We now have a lesson every Monday to try and assist local residents in identifying how to cook better for less. We could have bought a whole load of ambient food for the £600 and made it last longer. We didn't, we used it to fill in the gaps which we didn't get from our existing sources. If we'd done that, we'd have been able to make the impact last longer – but it went against the spirit of Holiday Hunger.

We still believe that there is a need to pay a tutor to help local residents recognise the potential of food and that so much is wasted for the wrong reasons. It's a shame that it was focussed so much on just providing food and not changing and challenging the behaviour which can contribute to food poverty for some people.

## 2. OFCA

We provided more meals than originally anticipated with more young people attending the centre sessions than originally anticipated (this is I expect a direct result of the meals provided), and additional days, because of the extended school holiday period this year.

Ensuring young people were provided with health meals throughout the holidays, in the past we have found that some young people who attend the out of school activities are sent with no food and we have covered the cost ourselves to ensure they do not go hungry.

We run activities around food one a month at our youth provision, and we continue to run the aces project from the farm site 1 evening and every Saturday to help young people understand where food comes from.

Partnership working with Waverley allotment project, and we ran a meals on wheels service to vulnerable members of the community. We are also in the process of signing up to FareShare, which will allow us to provide additional meals to vulnerable members of the community as well as food baskets to identified households.

I think the project was a fantastic idea, throughout years of providing summer clubs, it has always been an issue of certain young people never coming along with food because of home circumstances, this project has allowed us to provide meals without specifically labelling them to other young people.

## 3. Rifty Youth Project

The project has been successful in bringing the community together and ensuring young people are having balanced healthy meals and snacks. One parent stated, “I can not begin to think what I would have managed over the summer, The Rifty took the pressure away and was a real godsend.”

Another parent said, “Being on your own is difficult but can be even harder over the summer holidays, The Rifty gave structure to my kids and it helped that it was free and they had a meal”. The project worked with families to cook and also encouraged all young people to take up baking and cooking at some level.

We worked with 6 families on budgeting around cooking a healthy meal. One volunteer stated it was very rewarding to work over the summer to provide meals. Another volunteer said the social aspect of food was very well delivered. The project got young people sat round a table talking while having a meal. It was noticed that one young person aged 11 years of age could not use a knife and fork. This gave us the opportunity to work with young people.

The fund was very much appreciated from the local authority, however if this is to run in the future, then more lead in time is needed. This would allow planning to take place.

We have set up a working group to look at health inequalities and issues such as food and fuel poverty. We will continue to progress with finding local solutions to such problems.

The success of the project was based around positive activities that took place. Maybe future funding could offer a small budget to offer activities to make project more successful.

#### 4. St Aidan's Church

This is the second year that St Aidan's Church has run a holiday hunger event for school children during the summer holiday. Numbers were increased this year, with many of last year's participants returning, and new children also taking part.

The project aimed to feed children (without charge) who may otherwise be hungry during the holiday time, due to not receiving their usual free school meals. At St Aidan's Primary, 48% of children receive free school meals. This means, it is probable that this holiday club fed at least 40 children (48% of the actual number who attended) who would be at an increased chance of going hungry this summer. (The actual amount is probably higher, because we worked with the school inclusion manager to ensure that the most at-risk children received and returned registration forms for the club).

The greatest achievements of the project came from the repeat attendance of the children, the empty plates (and lack of food waste), the enjoyment they expressed, and the gratitude of the parents.

The main thing that would prevent us from delivering this same project again next Summer would be a lack of external funding. St Aidan's church has a small fund for activities with children and this has been completely spent in resourcing this summer's holiday club. External funding also came from Durham Diocese and a donor from the local community. Without each of these organisations (or others) replenishing the funds during the coming year, it will not be possible for the Church to run the holiday club again. Additional funding will be investigated and funding applications will be submitted in the coming months in order to try and overcome this problem.

We fully intend to run a similar FREE event, at the same time, next summer. This will take place for 4 days, with free healthy food being offered twice each day. The school are keen for this to happen. Many of the resources that we bought for this year's club are reusable, so this allows for future programmes to be planned.

#### 5. West View Project

We worked with 105 children throughout the summer months, throughout this time the children were involved in planning the meals we cooked, given choices of packed lunches they had and of all the children all them tried at least one food they hadn't before. The initial application estimated we would work with 60 children, we exceeded this and the feedback from the children and their parents was excellent. They parents felt that the scheme was ran very smoothly and the fact that the food option was open to every child prevented any stigma. We have already been asked if this will happen during every school holiday!



The main achievements was exceeding on the amount of children we worked with throughout the programme, the number of meals provide also exceeded what we thought we would provide. The children and young people thoroughly enjoyed taking part in the preparation of the meals a particular favourite was homemade chicken nuggets. Seeing children enjoying their meals and choosing to have salad in their sandwich was an achievement as from past experience the children wouldn't bring a sandwich with salad in from home.

We continue to offer a low cost meals service for children accessing our youth clubs on an evening. We also sign post parents who may be struggling to appropriate services and continue to support our service using the FareShare scheme.

It was much appreciated by our children and parents:

"I can't believe how well fed they have been, their packed lunches have sounded lovely and they have been able to choose things they like."

"As a working single parent it has really helped me by saving me time on a morning"

"My kids have loved the choices and being involved in helping to make what they have ate"

#### 6. Kilmarnock Road Family Resource Centre

Having regular contact with the children helped to reinforce a healthy lifestyle message which is the area in which we feel the scheme had the biggest impact.

At the start of the project 7 children knew how many of portions of fruit and vegetables they should have each day, by the end of the project 24 children understood how many portions they should have.

At the start of the project only 3 children said they had at least 3 portions of fruit and vegetable each day whereas by the end of the project 15 children said they had eaten at least 3 portions in the previous weeks.

All children participated in at least 60 minutes of physical activity each day, in reality the time spent being active each day of the Play scheme was much greater than this. Activities included tag rugby, climbing wall, games, street dance, Wi-Fit.

We have been working with the Community Café to make changes to the food which they offer at the Junior Youth Club and encouraging them to move away for fried foods to more healthy alternatives.

We are looking at the possibility of delivering a Family Cooking Session to demonstrate how quick and cheap it can be to provide a healthy home cooked meal. More work could have been done to work with the whole family unit around installing healthy food choices and increasing physical activity using the enthusiasm of the children to inspire the rest of the family to make changes. As mentioned above, cookery classes could be an option.

The injection of funds into the Play scheme made a significant difference to the lives of the children across the five weeks of the project. Parents were extremely grateful for the provision of food and we know from conversations with the children that for some the packed lunch meant they had a meal which the family may not have been able to provide.

### 7. Asylum Seeker and refugee group

Families benefitted from a variety of fresh fruit and vegetables which they looked forward to receiving and this contributed to the family's ability to provide healthy meals for their families.

We continue to work in partnership with HBC and welcome information and advice from all service areas that may benefit our users.

The group were satisfied with the amount of funding they received which allowed them to enhance service provision over the school holidays for all of their families. Each week we tried to ensure that we purchased different varieties of fruit and vegetables which our families may not have tried before. Our families appreciated the help this gave to them.

Also during the children's sports sessions the children looked forward to a treat at the end of their physical activity.

### 8. Harbour Outreach

The project met the aims and objectives of what it set out to do. The families who participated in the programme fed back that they enjoyed it. The families gained new experiences not only tasting and cooking new things but they got to experience this with their own children and rebuild relationships that had been lost due to domestic abuse. They took time out to spend quality time with their children and this new knowledge has been taken into their new lives together. Not only have they learned about, shopping on a budget, cooking, healthy eating and culture they have learned how to spend quality time with their children and use free facilities to have fun such as parks and beaches in their area.

Educating families on healthy eating –Some families had different ideas on what was healthy this project has helped families understand healthy choices and ways of cooking makes a difference to healthy eating.

Supporting families to rebuild their relationships – Families come to Harbour and sometimes parenting is damaged and boundaries are blurred. This project has helped parents improve relationships with their children and the families involved have supported each other through the holiday period.

Enjoying the summer holidays – Families have reported feeling worried about the summer holiday period and how they were going to manage. This project has helped families enjoy their time together and have fun.

Since we applied for the grant we have nominated better health at work advocates. We have held a health event for staff to raise awareness of a number of issues in relation to emotional and physical health. Staff can then use their knowledge to support families they are working with. We have posters and leaflets around the project promoting healthy eating and foodbank information.

As part of the support plan for the families when entering the service we are looking at healthy eating and cooking. We are incorporating food activities in to the planned children sessions due to the feedback and success of the summer programme.

The project worked really well and the families engaged well and got to experience different things. This project has changed the way we look at our sessions in the

future. We are now supporting families to look at different ways of, shopping, eating and engaging in activities as a family.

#### 9. Hartlepool Carers

Everyone involved really enjoyed this part of our project in the summer. It eased staff minds that young people had had something healthy and filling to eat as they returned home for the day.

Our younger group gained in important life skills as they chose and made from scratch their own sandwiches. Many of our 5-8 year olds learned to spread butter and cut up sandwiches (supervised) for the first time. We feel that this has benefitted our young carers confidence and competence and can only help them in the future. All were made aware of hygiene issues before eating and gained from this as well.

All shared out the food and helped others prepare food if they struggled. Some helped clean up at the end of the food and learned these important life skills as well. Sometimes spare apples, oranges and bread were left and we gave these out to young people whose families we are aware were struggling financially.

We have realised our young people are capable of making some items of food themselves (even our younger members) and from now on when we make toast in our after school sessions we leave them to choose what toppings they want and to put them on themselves. We have greater trust in our young carers to do things for themselves.

All young people have really enjoyed making their own sandwiches and having choices. If this project ever became available again we would love to take part.

#### 10. Salaam Community Centre

The project over achieved on the total number of children and young adults that we expected to access the project. The first week was quiet, however, by the second and third weeks the number of children reached 98 which was much more than we expected. Children that we had never seen before were turning up really excited for the snacks and meals, they were asking “what’s on the menu tomorrow”. There was definitely a lot of positive talk and enthusiasm about the project. Some children were extremely shy and would attend with their parents but at the same time it was nice for Salaam Centre staff to interact with them and be able to offer advice services if required. Other positive factors included parents informing us that their children don’t normally eat fruit and vegetables at home but did so at the Salaam Community Centre just because other children were eating them. Pasta, noodles and chicken kebabs were a favourite with the children, these dishes provided a mix of east/west approach which the children enjoyed as they are rarely cooked in Asian households. This has also been an educational exercise for parents, as they have learnt alternative healthier cooking dishes and methods and understand how to incorporate more fruit and vegetables in their dishes so that the children will eat them.

Our Indian cookery projects have been the talk of the town as we create our own dishes blending east and west traditions that people enjoy, we received constant good feedback for this. We believe that the project promoted itself eventually through word of mouth and through existing groups and activities at the Salaam Community Centre. The project has been a huge success with the local community and this is reflected in the feedback that we still continue to receive from the local community.

The problems for the Salaam Community Centre project has been the compromise in a lower grant award, I believe that this project was aimed more at local authority funded schools and play schemes that already had funding in place for staffing and venue costs so it was easier to accept money just for food to cook and provide additional meals and snacks, however as the Salaam Centre did not have money to cover such existing activities it was difficult to take out staff time for shopping, cooking and monitoring such a project without additional funding. When such a project is started it always leaves the community expecting things to continue but feel let down when it cannot or when there is a gap due to funding.

This project has definitely been a learning curve for the community as well as an enjoyable experience for the Salaam Community Centre as it's different to other projects that we normally deliver. Parents continue to engage with the centre and we have received requests to deliver more similar projects. Families have received recipes for the healthy dishes that we created and will hopefully continue to use them as they found the course educational. The project was marketed through social media, word of mouth and by telephone to the local community as well as in person. We will definitely look into funding for such future projects.

The local community have shown great interest in the project and we are still keen develop more healthy eating courses in the future. We are currently looking to develop and sell healthy snacks to the existing children and young adults project as an alternative to sweets and snacks which will be cheaper and more filling.

### 11. Patch Family Support

On evaluation, parents and children attending the cooking course told us, that because they attended the course, they:-

“Learnt how to cook”, “be more independent with cooking and following instructions”, “they learnt how to make a healthy pizza, use different kitchen equipment”, “increased communication skills”, “we know about hygiene (tying hair back, washing hands, removing jewellery, rolling up sleeves and clean surfaces)”

When asked what they are continuing to do after the course, feedback included: “we still use and understand more recipes”, “continue to try new, healthier foods”, “build on the skills we’ve learnt and make new inventions (recipes) at home”.

Relating to our healthy snack provision, we had the following feedback:

“L tried different fruits, which is great as he is normally a fussy eater” / “E has really enjoyed the snacks and is trying new foods” / “I like eating apples – B” / “I like eating oranges and grapes – H” / “Really good healthy eating” / “Thank you for the healthy ideas Patch”

When asked if families had tried different food, feedback included:

“Cous cous, summer fruit cheesecake” / “been making lots of things I wouldn’t normally do, like curry” / “T is eating more fruit and veg” / “cultural food”

When asked how the food bags helped, people stated: “helped reduce stress” / “budgeting - saved money” / “ate healthier food” and “let children try different food” / “the foodbags helped me a lot by helping me to plan meals better and also by trying new foods” / “The food bags really helped me. We are a large family, 5 kids, and money is tight especially more so when the kids are off school. Having the bags meant we worried less about how much we had for them to eat during the day” / “A big help with getting my children to try new things and healthy food” / “I found food bags a big help over the holidays. We tried new meal ideas because of the different items” / “Food bags were a great help over the school holidays”.

The problem was lack of funding towards staffing the project and for items such as carrier bags. For a service which is already facing challenges with funding, we had to subsidise this project, e.g. staff to buy the food and pack up the food bags, travel expenses, carrier bags for giving out the food etc.

I had asked, before I put the bid in, if I could apply for a small amount of staffing costs and for carriers and was told I could. However, once we had received the funding, it was only for the actual food. The food distribution and activities went very well, but unfortunately, we had to use some reserve funding and staff time.

We have been chosen to be a local Sainsbury (Billingham) partner and they are collecting food for us. We have been a partner of M&S for a number of months and they donate short life food to us to give out to families. Both these partners will mean that we can continue giving out food to families, but obviously, this is much more limited to when we had the Filling the Gap funding also. We also request funding to cover healthy snacks, cooking courses within all of our funding bids. However, as an organisation, funding is very challenging and we currently face closure by end Feb next year if no further funding available. This will effect 10 staff and 1000 service users.

We could have greatly benefitted from funding for staffing the project. A few hours staffing costs a week would have made all the difference. In fact, we nearly had to turn down the offer of the funding when we realised that no funding had been allowed for staffing time and could only go ahead by using our much needed reserves. Also difficult to give out food parcels, without anything to put food in, so a small element of allowing for bags etc would have been very useful. We only were able to go ahead because we are fully aware of the need of our service users, especially during the school holidays, who would not generally use other services, like the foodbank.

## 12. Lifeline

We were only able to deliver one element of the proposal as we were unsuccessful with the full grant application so were unable to deliver on the feed the family for a fiver. The aim of this activity is to support individuals accessing services to cook healthy low budget meals for family. There will be a demonstration of cooking and

participants will then be given the ingredients to take away and therefore enable them to cook at home for their families whilst involving children in this process. The activity will teach parents how to budget and shop wisely which will then enable them to promote healthy eating at home.

Lifeline would run 2 sessions per week and this would be aimed at 8 participants in each session who will be targeted by teams as being those most needing support due to their current economic status.

We attempted to overcome this issue however by providing families that attended the activities with food bag that contained items to make healthy lunches for the week but were unable to deliver this to the number of people we would have liked. Without ongoing funding we are unable to offer the same level of support during school holiday on future activities. HART services will continue to source funding from varying sources in the future to hopefully continue with this form of activity. Substance misuse services will continue to support families during the school holiday and provide healthy activities, however without future funding will be unable to provide food to the extent that we did with the funding received for the summer scheme.

If funding like this was to be made available in the future a family registration might benefit to ensure that families weren't receiving food packs etc from more than one source i.e. families attending lifeline activities and receiving a food bag for the week could have accessed another activity and received food bags. This way we could ensure that more is available and hopefully do not run out of food before the end of the project.

### 13. Central Correctors

We had more children attend group sessions and had no food waste.

I was surprised that some children have never had a Sunday dinner or tried different food. We have had the parents complimenting the food and how much it has helped them out because their budget was so tight.

The only problem really was I did not get to do any art work with the children.

This was a challenge but it was worth it all day long to see the children tuck in to their food and then ask for more. We are looking at the children cooking more and trying new foods good for them to keep cooking when we can.

We always promote healthy eating and cooking we will try to do more when we have the money. We advertised on social media, facebook and word of mouth, leaflets for parents about the free holiday food and packed lunches. If we got the grant again we would have more time to advertise.

We have been in touch with Tesco and they are working with us to do more cooking. It would be good to have the funding continued because the children do not always have a good meal in them and we are the most deprived area in Hartlepool so any help would be brilliant.

Further funding would be much appreciated and would make a big difference to our children and young people. They loved the food and were gutted when it ended.

All our mams and dads from small group where over the moon also one mam said if it was not for you doing the cooking she would not know how she would of managed, and we explained to all parents that the council provided the money to cook the meals. They were so grateful!

#### 14. Positive Parenting Group

The project has met its aims and objectives and offered a choice of cereals, yoghurts, toast, jams and fruit juice with fruit and additional snacks throughout the day. Packed lunches were provided to parents and children who attended the family trips which included fruit and snacks.

Good attendances and great feedback, much of which is attributed to the hard work of the parents who volunteered and ran the club undertaking all the resultant tasks. Some of the local children who came in for breakfast were not necessarily attending the activities that day however were welcomed in.

The project has offered fruit to the children throughout each day however a number of children have refused this. In order to ensure that children aren't hungry the project has given alternative snacks. This is an issue that will be addressed with innovative ways of introducing fruit, healthy snacks etc in future.

The project has held healthy cooking sessions with children and parents as part of the project which have been well attended and further funding would allow us to expand this.

#### 15. Be Crafty

The main achievements have been to offer the service to more children.

The main problem was staffing levels as popularity increased. We used the second workshop in order not to refuse anyone.

We have always offered free food and drink to children; we will continue to do so for the foreseeable future. We will continue to use social media and radio to reach out to the community that can benefit from what we provide.

We will continue to run a Saturday club and an after school club on a Wednesday.

We will also continue to run the clubs on the school holidays.

Since we are quite new to the funding process it's been a learning curve and an onsite register would be implemented in the future. As we have our book where we take details of children that are left in our care, but we don't hold information of the children passing through with parents or carers.

#### 16. Belle Vue Community, Sports and Youth Centre

Every child that attended the Play Scheme over the Summer Holidays was given a meal each day ensuring a significant decrease of hunger over the holidays. The parents of the children that were registered on the project could make certain that a lunch for their children was provided on a daily basis, helping them to budget for the Summer Holidays which for some was extended to seven weeks this summer.

Although the project enabled us to feed a huge number of children we did however face some poor attendance on several days throughout the summer. Staff members

overcame these issues by sourcing other children to fill their spaces on a daily basis. I feel that the number of children that accessed the project would suggest that we overcame these problems faced. Activity based interventions are more popular and therefore would reach more children.

We have extended our café opening hours to link with our youth club opening times and use food donated by local supermarkets to keep costs low. However our youth club's funding is in doubt from 2017.

#### 17. Changing Futures North East

Funding used to purchase food and drinks to provide meals and snacks to all children, young people and their families who attended our sessions. Also used to enable cooking sessions and Healthy Eating Sessions to be delivered.

Children and young people were given the opportunity to participate in activities they would otherwise not be able to participate in allowing them to have fun, stay safe and build relationships with existing and new peers. This was achieved through being able to feed the children and young people, helping them to maintain energy and high concentration levels throughout the day. Parents saved money by not having to provide the additional meals to their children which allowed them some expendable income to spend on other much needed things.

The main problem we encountered was having enough staff to cook and prepare food. We overcame this by enlisting the help of volunteers from bank of existing volunteers.

We have joined the local community food 'fareshare' scheme and also had donated a new kitchen to be installed which will allow us to be more creative in our meal preparation in the future.

It could have benefitted from having the funding to be able to install the kitchen prior to the summer holidays which would have allowed for a more varied selection of meals.



## **4. Conclusions and recommendations**

### **4.1 Food parcel scheme**

Despite the generally positive comments from staff around the overall organisation and coordination of the food parcel scheme, it was felt that the model and approach taken was not sustainable or effective in the long term. Having a universal scheme with no eligibility criteria impacted upon the capacity to support the neediest families.

Demand for the food parcel scheme was greater than predicted – the initial 480 parcels created were collected by week 5 of the scheme, despite offering half-size parcels later in the scheme so supplies lasted longer. As a result, additional resources and staff capacity were required at very short notice to produce additional food parcels and extend the scheme to the end of the school holidays.

In total, 582 food parcels were distributed over the school summer holiday period from Monday 25 July to Friday 2 September. Households accessed less than two parcels on average, with no household collecting more than 6 parcels over the six week period. The 582 parcels were spread across 339 households in total. Further analysis shows that the total throughput of beneficiaries from the scheme was 901 adults and 1330 children.

It was widely agreed that any future holiday hunger schemes should be targeted towards families and individuals identified by the staff providing support i.e. social workers, family support workers, schools etc. Developing an eligibility criteria would also reduce the chances of people presenting using false information or accessing multiple sites.

Practically, there were concerns around the size and weight of the food parcels and that smaller, more frequent packages would be more practical for most families, particularly for those without transport.

There were also concerns that the distribution points were not spread out enough in the North and Central areas, and a location in the town centre would have been better accessed, although this may have impacted on the Food Bank itself.

Time was also an issue from the outset and ideally a full community consultation would have taken place prior to the development of the scheme to inform the pilot approach and gauge demand within the community.

### **4.2 Ring fenced non-recurrent resource**

Conversely, the community ring fenced resource showed good evidence of longer term outcomes and sustainability and supported 17 community voluntary summer activity schemes in total, through the provision of healthy meals and snacks.

Data from the evaluation and monitoring forms demonstrated that the funding was extremely well received by the CVS groups and the community accessing the schemes, added value to existing programmes and provided a much needed service to children and families. The majority of programmes have highlighted ways in which their initiatives could be developed further and made more sustainable with further support, and indicated a willingness to deliver a similar or enhanced scheme in the future.

It may be worth consideration that the increased support for the CVS schemes could have had some impact on attendance for HBC-led summer activity schemes which do not provide lunch or snacks e.g. the HBC Sport & Recreation summer activity scheme had a low take-up this year.

### **4.3 Proposals and next steps**

There is a risk that without a (targeted) holiday provision scheme, health inequalities in the town may widen. Families normally entitled to free school meals in the most deprived areas of Hartlepool may become malnourished over the school holiday period, often resorting to very poor quality food high in fat, salt and sugar, which contributes to poor nutritional outcomes and rising obesity levels. Children who are malnourished over the school holidays have also been shown to be unprepared for returning to the educational environment compared to their peers<sup>1</sup>.

Following the evaluation and through qualitative interviews with staff and partners, there is a concern that the food parcel scheme in its current format is not sustainable or practical in the long term. It is too time-intensive for support staff and those coordinating the scheme, having an impact on the delivery of core services. Being a universal scheme, it may not reach those most in need; therefore a more targeted approach to food parcel distribution would be required.

There is also a danger that the scheme may have created a false demand, as families and individuals may access the scheme simply because it is free and easy to access rather than being in genuine need, but this would require further investigation. It is worth noting that existing services such as the Food Bank and Council Crisis Fund do not see an increase in demand over the summer months.

Due to the limited funds and volume of bids received in 2016, a number of promising projects needed to be scaled back and limited to food costs only. It is therefore

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<sup>1</sup> A Lost Education: The reality of hunger in the classroom (Kellogg's/YouGov, 2013)

proposed that the grant scheme be made available again in 2017 and funding criteria for the community resource be reviewed, to reflect the bids received around the development and provision of healthy cookery courses and nutritional support for families, rather than just healthy food and snack provision as part of existing summer holiday schemes.

It is proposed that Members agree to provide another ring fenced non-recurrent community resource for Summer 2017 through the Child and Family Poverty Reserve. It is recommended that another £25k is made available, plus the £4k underspend from the 2016 budget. If additional funds are available, it is also proposed that the £13k, which funded the food parcel scheme, is allocated to the non-recurrent resource, making a total of £42k available for community voluntary sector groups to bid for.

## **Appendices**

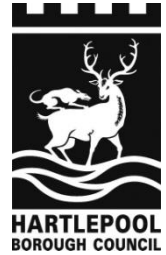
Appendix 1 – Ring fenced non-recurrent community resource criteria and application documentation

Appendix 2 – Staff evaluation survey results

Appendix 3 – Notes from qualitative interviews with operational staff

# FINANCE AND POLICY COMMITTEE

10<sup>th</sup> FEBRUARY 2017



**Report of:** Director of Regeneration and Neighbourhoods and  
Director of Child and Adults

**Subject:** LEASE IN OF SATELLITE ACCOMMODATION

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## 1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non Key

## 2. PURPOSE OF REPORT

2.1 To seek approval to lease a residential property as “satellite” accommodation in relation to Exmoor Grove Children’s Home.

## 3. BACKGROUND

- 3.1 In March 2016 Children’s Services Committee approved proposals by the Director of Child and Adult Services for the development of a satellite provision to Exmoor Grove Children’s Home. Exmoor Grove is a children’s home that provides care and accommodation for children with learning disabilities. It is regulated by Ofsted. The reasons for the requirement were described in the report and are set out 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 1) information relating to an individual and (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**
- 3.2 A suitable house in the area, owned by Thirteen, has been identified and terms have been agreed for a lease of the property as 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, (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**

- 3.3 In view of the urgency of the requirement, occupation of the property on a short term basis has been agreed with Thirteen to enable adaptation works and redecoration to be arranged and carried out pending formalisation of the lease. Due to the change of use to a children's home, Building Regulation consent is required. Planning permission is not required in this instance as there will not be a material change for planning purposes in the use of the property.
- 3.4 Rather than leasing the property, the option of an exchange for a property owned by the Council as part of the empty property scheme has been explored. Unfortunately, Thirteen were unable to agree based on the properties that were offered. Furthermore, there would also be issues to resolve for the empty property scheme including potential grant claw-back, financial implications and the need to obtain Homes and Communities Agency consent.

#### 4. PROPOSALS

- 4.1 It is proposed to take a lease of the property 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, (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 risk considerations of this proposal were outlined in the report to Children's Services Committee on 8<sup>th</sup> March 2016 and are set out 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 1) information relating to an individual and (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**

#### 6. FINANCIAL CONSIDERATIONS

- 6.1 The particular financial considerations of this proposal were outlined in the report to Children's Services Committee on 8<sup>th</sup> March 2016 and are set out 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 1) information relating to an individual and (para 3) information relating to the financial or**

**business affairs of any particular person (including the authority holding that information).**

**7. LEGAL CONSIDERATIONS**

- 7.1 The property requires Building Regulation consent for the change of use.
- 7.2 The Chief Solicitor will be instructed to act for the Council in the agreement of the lease.

**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 Children in residence at the property will be supervised at all times and the property is being adapted to suit the requirements of the use, and there should not therefore be any instances of crime, disorder or anti-social behaviour associated with it.

**11. STAFF CONSIDERATIONS**

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

**12. ASSET MANAGEMENT CONSIDERATIONS**

- 12.1 The use of the satellite accommodation will enable a more effective use of Exmoor Grove Children's Home as well as an improved service.

**13. RECOMMENDATIONS**

- 13.1 Members are recommended to approve the agreement of the lease with Thirteen as 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, (para 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 lease terms are considered to reflect current market rental value.
- 14.2 Approval has been given by Children's Services Committee to the proposal to use this form of "satellite" accommodation to resolve the issues discussed in the Children's Services Committee report of 8<sup>th</sup> March 2016.

**15. BACKGROUND PAPERS**

- 15.1 Report to Children's Services Committee 8<sup>th</sup> March 2016.

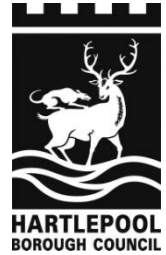
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# FINANCE AND POLICY COMMITTEE

10<sup>th</sup> FEBRUARY 2017



**Report of:** Director of Regeneration and Neighbourhoods

**Subject:** LAND AT FERRY ROAD

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## 1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non Key decision.

## 2. PURPOSE OF REPORT

2.1 To seek approval to agree the rent review due under the lease and also to serve notices to quit on the landlord and sub tenant.

## 3. BACKGROUND

3.1 In April 2009 the Council took a lease of land at Ferry Road shown hatched on the plan at **APPENDIX 1** from PD Ports for a term of 10 years at an initial rent of £13,140 per annum. The site was in turn sub let to Middleton Cabin Owners Ltd (MCO) for the same term but at a rent of £4,000 per annum. The property was originally leased to provide a replacement site for Middleton Cabin Owners (MCO), who were displaced to enable the redevelopment of Navigation Point in the 1990's. At that time the Cabinet Members considered it appropriate to subsidise the rent by £9,140 p.a. to enable the transition and this continues to be funded from the coastal defence annual revenue budget.

3.2 The rent payable under the lease from PD Ports is subject to review, the review date being April 2014. Although the review date has passed under the terms of the lease the review can still be implemented and any increase backdated. Following negotiations with PD Port's surveyor, the review has been carried out and the proposal is 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, (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that**



**information)** which also sets out the main terms of both the lease and sub lease.

- 3.3 The increase in the rental level, whilst partially offset by the same percentage increase in the rent receivable from MCO Ltd, increases the net annual cost to the Council. Due to the Council's overall financial position and priorities, it is proposed to terminate the sub lease and head lease. This can be done under the lease terms on 12 months' notice in both cases.
- 3.4 A meeting has been held with the chairman of MCO and they acknowledge the Council's position. They do not however consider that MCO would be able to meet the full rental cost themselves. Alternative arrangements are being considered including the offer of assistance to identify additional forms of funding, investigating potential alternate sites within Council ownership and MCO will also contact PD Ports with a view to negotiating a subsidised level of rent.

#### 4. PROPOSALS

- 4.1 It is proposed to formally agree the rent review at the level 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, (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).**
- 4.2 It is also proposed to serve break notices on the landlord PD Ports and the sub Tenant MCO Ltd. These will take effect 12 months after the date of service.

#### 5. RISK IMPLICATIONS

- 5.1 There are no risk implications in this instance.

#### 6. FINANCIAL CONSIDERATIONS

- 6.1 The impact of the increase in rent is 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, (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information). The increase will be funded from the Coastal Protection annual revenue budget in 2017/18 allowing the 12 month break notice to be served.**

**The proposal will result in an ongoing saving of £9,140 and this will be used to offset budget pressures elsewhere within the Department including costs associated with the Growth of the Town.**

- 6.2 Members are reminded that significant additional Government Grant cuts will be made over the period 2017/18 to 2019/20. By 2019/20 this means Government funding will have been cut for 9 years. In addition, the Government's current policy in relation to Council Tax, including the Social Care precept, is increasing the proportion of the overall budget funded from Council Tax. An update of the Medium Term Financial Strategy was submitted to the Finance and Policy Committee on 9<sup>th</sup> January 2017 and informed Members that the Council faces a gross budget deficit over the next three year of £20.8m. The implementation of corporate savings, forecast Council Tax increases, housing growth and increased Better Care Funding reduces this to £8.8 million over the next three years, which equates to 10% of the 2016/17 budget. Detailed savings proposals totalling approximately £6.6m were approved by Finance and Policy Committee on 9<sup>th</sup> January 2017, which means the Council still needs to make further savings of £2.2m over the next three years. This figure may increase if existing budget pressures cannot be managed by reducing demand for demand led services. Any additional budget pressures that are created will increase the level of budget cuts which will need to be made and will need to be referred to the Finance and Policy Committee for consideration.

## **7. LEGAL CONSIDERATIONS**

- 7.1 There are no significant legal considerations in this instance.

## **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 in this instance.

## **11. STAFF CONSIDERATIONS**

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

**12. ASSET MANAGEMENT CONSIDERATIONS**

- 12.1 The property is currently sublet at a concessionary rate with a full market rent being payable by the Council. The proposed termination of the leases will therefore end the liability and contribute to savings.

**13. RECOMMENDATIONS**

- 13.1 Committee is recommended to approve the rent review and the termination of the leases.

**14. REASONS FOR RECOMMENDATIONS**

- 14.1 The head lease reviewed rent is considered to reflect current market rental value. The sub lease rent will also increase by the same percentage from the current rent.
- 14.2 The termination of the leases will end the ongoing annual cost of providing this facility. MCO will be assisted in matters such as negotiating with PD Ports, investigating the potential for grant assistance and seeking and considering other sites for their operation.

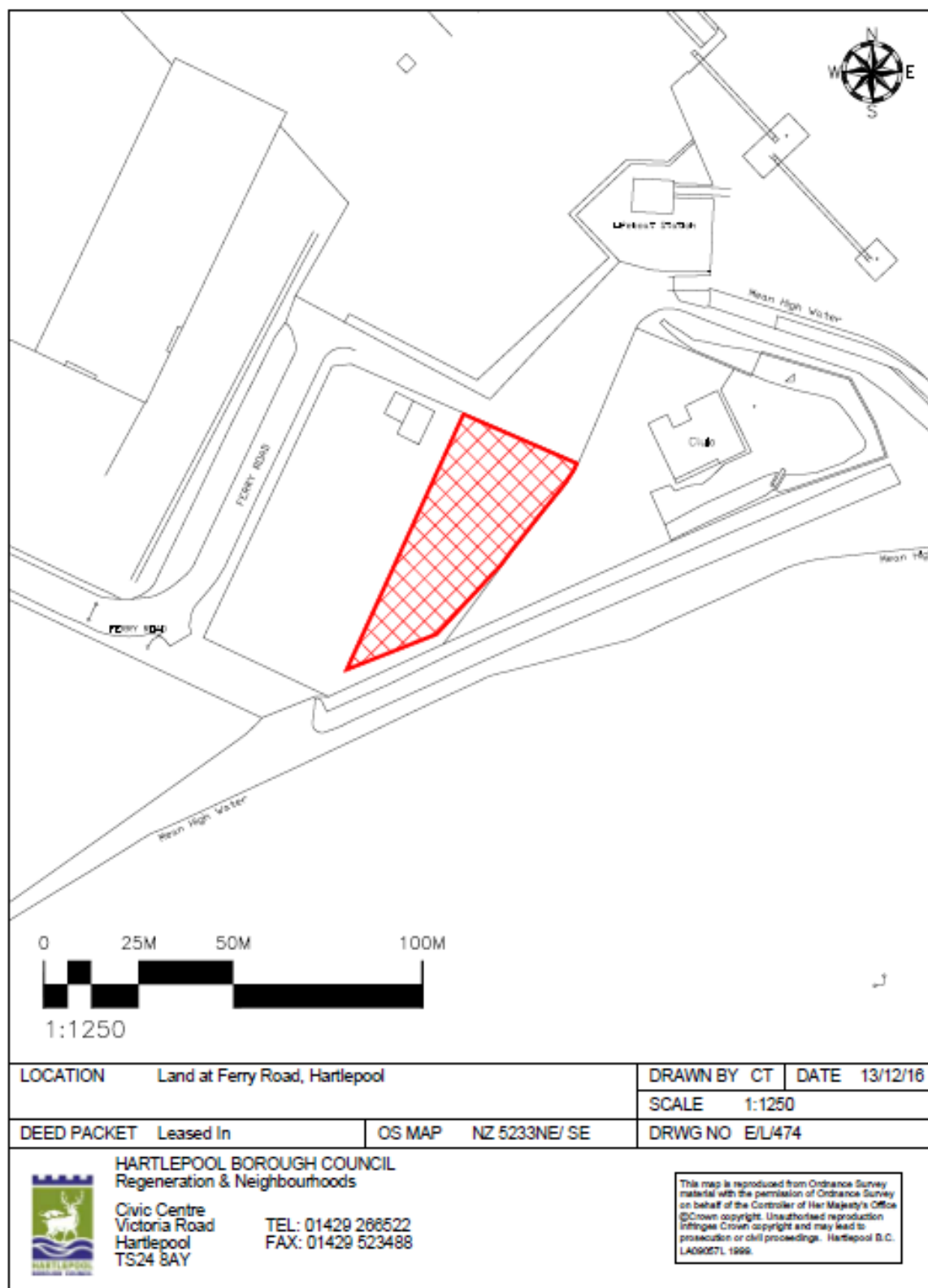
**15. BACKGROUND PAPERS**

- 15.1 Report to Finance and Performance Portfolio Holder August 2009.

**16. CONTACT OFFICERS**

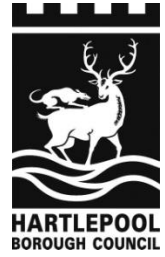
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# FINANCE AND POLICY COMMITTEE

10<sup>th</sup> February 2017



**Report of:** Director of Regeneration and Neighbourhoods

**Subject:** INSPIRATIONS COFFEE HOUSE

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## 1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non Key

## 2. PURPOSE OF REPORT

2.1 The purpose of the report is to:

- Provide members with a financial update with regard to Inspirations Coffee House as raised under Members Questions at full Council on the 10<sup>th</sup> December 2015.
- Note the outline proposals going forward with the future development of the Coffee House.

## 3. BACKGROUND

3.1 Inspirations Coffee House is located within the Facilities Management section, and officially opened in May 2013. This was the first phase in the overall regeneration and remodeling of the old Tanfield Nursery site, the old lodge and the wider redevelopment of the cemetery and crematorium site to provide a better environment and facilities for this sensitive service area.

3.2 The site provides improved free parking and toilet facilities for visitors to the town's largest cemetery, and has reduced the day to day parking on Tanfield Road, which historically was of great concern to local residents.

3.3 The Coffee House employs one full time member of staff, and three part time staff, who are supported by casual staff as / when required.

3.4 The Coffee House also caters for small groups, meetings and events on the first floor of the building, and subsequently this has provided

supplementary income since 2014. However, there are limitations with regard to extending the promotion of this facility, due to the fact it is a small venue with restricted access. Marketing and promotions has formed a crucial way of reaching new customers and retaining our existing customers. Advertising via Hartbeat, the website, posters, leaflets, Outlook, social media and 'word of mouth' has proven to be a critical way to update people of new seasonal menu's, events, general information and promotional offers.

- 3.5 Work with the local college, has also made the coffee house a great training ground, offering opportunities for both apprentices and placements for the towns young people seeking a career in the increasingly popular coffee house industry. Facilities Management currently employ a number of young people who require additional support in attaining and sustaining employment and skills, adding valuable work and life opportunities for young adults with special needs.
- 3.6 The Coffee House uses and supports local food suppliers in the area, some of which are based in Hartlepool, providing regular income to local businesses.
- 3.7 The Coffee House is operated as a trading account which means that it is required to fund all running costs from the income it generates. The financial accounts are therefore analysed on a weekly basis, with regular scrutiny of income and expenditure, which includes staffing costs and food, including running costs – e.g. repairs and maintenance, rates and utilities. Pricing has been reviewed to ensure that the appropriate margins are achieved to fund the running costs associated with the site.
- 3.8 In response to the request at Council on 10<sup>th</sup> December 2015 this report provides financial information for 2013/14 to 2016/17. Submission of this report has been delayed to enable the report to include details of the 2016/17 projected outturn. The report also includes details of the 2015/16 actual outturn, as reflected in the Council's overall audited financial accounts, which were signed off at the end of September 2016 by the external auditors.

#### **4.0 FINANCIAL POSITION**

- 4.1 The Coffee Shop opened in 2013 and the following table shows the actual income and expenditure for the last three financial years and forecast position for the current year. The forecast reflects actual activity to 31<sup>st</sup> December 2016 and forecast activity for the final three months of the year. In relation to the table the following issues are highlighted:
  - In line with the initial business case the turnover and gross profit have increased over the last three years. In relation to the 'best' case forecast outturn this reflects the continued business objective of increasing the gross profit. The 'worst' case forecast is based on a lower actual level of income and gross profit margin;

- Similarly, over the last three years the gross profit margin has increased and the 'best' case outturn assumes this will continue.
- In relation to costs the main expenditure relates to staffing costs and these costs are partly driven by customer numbers. Over the last three years staffing costs equated to approximately 70% of gross income. Action taken in the current year has reduced staffing costs and based on the 'best' case forecast outturn for 2016/17 these costs are forecast to reduce to 63%. However, for the worst case the costs would remain at 70% of gross income. Further information on operating costs is provided in paragraphs 4.2 and 4.3

Table 1 – Inspirations Coffee House Financial Performance Over Years

Category	Actual Position 2013/14*	Actual Position 2014/15	Actual Position 2015/16	Forecast Position 2016/17 (Best Case)	Forecast Position 2016/17 (Worst Case)
Income	(86,000)	(128,000)	(139,000)	(126,000)	(116,000)
Food Purchases	27,000	42,000	45,000	31,000	31,000
<b>Gross Profit</b>	<b>(59,000)</b>	<b>(86,000)</b>	<b>(94,000)</b>	<b>(95,000)</b>	<b>(85,000)</b>
<i>Average Gross Profit Margin</i>	68.6%	67.2%	67.6%	75%	73.3%
<b><u>Other Operating Costs</u></b>					
Staffing Costs	66,000	90,000	99,000	80,000	81,000
Utilities/Rates	8,000	8,000	7,000	8,000	9,000
Other Running Costs	15,000	10,000	13,000	7,000	10,000
<b>Total Operating Costs</b>	<b>89,000</b>	<b>108,000</b>	<b>119,000</b>	<b>95,000</b>	<b>100,000</b>
<b>Net (surplus)/Deficit</b>	<b>30,000</b>	<b>22,000</b>	<b>25,000</b>	<b>Nil</b>	<b>15,000</b>

\*2013/14 was a part year as the coffee shop opened in May 2013.

4.2 The Coffee House is operated as a trading account. The Coffee Shop is a small part of the trading activity undertaken by the Regeneration and Neighbourhoods Department. The trading accounts in total generated income of £17m in 2015/16 which resulted in a surplus of £142,000 which was used to support the General Fund. As the Council and schools are the main clients of Trading Accounts the business objective is to breakeven, rather than achieve a significant profit and the surplus reflects activity on services to other clients. A full review of all Trading Accounts is being undertaken to ensure that they all generate sufficient income to fund the associated running costs and avoid a budget pressure for the Council.

#### 4.3 Staff Costs

Staffing costs are affected by the Council's current Terms and Conditions which include enhanced rates of pay for weekend working. Most private

sector providers in this market would not offer these incentives for staff, and this is estimated to cost the Coffee Shop between £7,000 and £10,000 p.a. Staffing has been problematic on the site with a high level of turnover at times. This is not uncommon in this service area, however it can be seen from the table 1 that staffing costs have been reduced this year.

The Council is, however, working with the Trade Unions to review the Councils current Terms and Conditions. If in the future a ballot proved supportive of the Council's proposals this would reduce staffing costs further.

Work is also ongoing to review opening hours with a view to reduce them further to reflect periods when demand is low.

#### 4.4 Other Running Costs

After staffing costs, the only other running costs to be covered include direct costs associated with the site e.g. gas, electricity, rates, cleaning and equipment. Every effort is made to minimise these costs wherever possible and further reductions have been made in the current year. The running costs for Inspirations are very low when compared to the industry norm for this type of venue.

#### 4.5 Income

Extensive work has been carried out in the last six months to review the profit margins generated by the sale of each item in the coffee shop. Although income had been increasing steadily year on year the cost of food had been increasing meaning that the margin available was not sufficient to fund the staffing and other direct running costs associated with the site.

The business case for the coffee house was based on offering a superior product involving high-quality ingredients which are prepared on site by experienced staff. This is reflected in the current staffing levels and therefore increases the profit margins required. Industry targets state that the gross profit margins for a facility of this nature, (which involves food preparation on site), should be 75%. This means that the cost of food ingredients should make up 25% of the sale price (before VAT) and 75% should be available to cover staffing and other running costs. The industry target for beverages is understandably higher at 85%. Our target for the site therefore is to achieve an average 80% gross profit margin across all of our products.

It can be seen from the table above that the gross profit margin for the coffee shop is increasing as a result of the work carried out to date and in the 'best' case forecast we are expecting to achieve 75% this financial year, which if achieved will lead to a breakeven position.

Work is ongoing to achieve our target of 80%, however it is important to maintain income levels and ensure pricing remains competitive.



## 5. RISK IMPLICATIONS

- 5.1 There is always financial risk associated with Trading Activities. Current performance is improving and the 'best' case forecast is for a break even position to be achieved this year. There is always a risk that income reduces and a loss is reported in year. The position will need to be closely monitored each month involving income targets and careful management of costs.
- 5.2 Future maintenance liabilities need to be considered in relation to the Coffee Shop. There is currently no capacity to fund the replacement of key equipment required to run the service when this reaches the end of its operational life e.g. Coffee Machines, fixtures and fittings etc. Until Inspirations is making a net surplus there is no funding to address these issues. Therefore, there is a risk that unplanned expenditure may increase the deficit if income levels are not increased sufficiently to cover this risk. Work will need to continue to increase income and in the event that a surplus is generated this should be used to establish a sinking fund to provide funding over the longer term.

## 6. CONCLUSION

- 6.1 The Coffee Shop is a small part of the Trading Activity undertaken by the Regeneration and Neighbourhoods Department; overall these activities make an annual surplus of £142,000 as detailed earlier in the report.
- 6.2 The Inspirations Coffee House is part of the Council's Facilities Management section that also delivers school catering, building cleaning, the Council's security contract and public conveniences. All of which are fundamental to the delivery of front line Council services providing employment opportunities for over 600 employees. Current performance is improving and the 'best' case forecast is for a break even position to be achieved this year. The position will continue to be closely monitored alongside all Council trading accounts.
- 6.3 As detailed in section 4 over the last three years income or gross profits have increased and in the current year running costs have reduced. However, in the three years up to 2015/16 there was a net annual deficit, which was funded from surpluses generated on other Trading activities.
- 6.4 The 'best' case forecast for 2016/17 shows a potential breakeven position. However, this is predicated on achieving additional income in the last three months sufficient to achieve the gross profit target. At this stage there is a significant risk that this will not be achieved and 'worst' case the forecast deficit for 2016/17 is £15,000.
- 6.5 In terms of the ongoing financial sustainability it will continue to be extremely difficult to achieve a breakeven position for income and expenditure. In addition, the risk is increasing that additional expenditure may be required to replace operational equipment at the end of its

operational life. Whilst, these costs can be spread over a number of years in accordance with recognised national accounting principles, they would increase the risk that a breakeven position is not achieved.

- 6.6 Based on an assessment of trading issues and forecast equipment replacements it is anticipated that an annual deficit of between £5,000 and £20,000 is likely to continue in 2017/18 and future years. This is dependent upon the ballot on terms and conditions being supported. The range reflects 'best' and 'worst' case estimates for potential equipment replacements.
- 6.7 It will prove difficult to move Inspirations into profit and at best break even. Members need to determine whether the Council should continue trading for the remainder of this financial year and in the meantime undertake a review of all Tanfield Road activity and appraise alternative delivery models taking into account the outcome of the single status ballot. Work would continue to improve the profit margins and design menu options that provide the required margins to run the site. Costs will continue to be reviewed including a review of opening hours which reflect periods when demand is low.
- 6.8 Alternatively, Members may close the facilities.

## **7. LEGAL CONSIDERATIONS**

- 7.1 There are no legal considerations relating to this report

## **8. CHILD AND FAMILY POVERTY**

- 8.1 The outline proposal to target low skilled and unemployed young people would have a positive impact on tackling Child and Family Poverty in the town.

## **9. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 9.1 There are no 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 review of the operations including an appraisal of alternative delivery models may have implications for staff. It is also anticipated that there is a risk of compulsory redundancies as part of the proposals outlined above.

**12. ASSET MANAGEMENT CONSIDERATIONS**

- 12.1 The Coffee Shop is located in a building which is owned by the Council and was previously unused and in disrepair.

**13. RECOMMENDATIONS**

- 13.1 It is recommended that Members note the report and approve one of the following options:
- Option 1 – Continue trading for the remainder of this financial year and in the meantime undertake a review of all Tanfield Road activity and appraise alternative delivery models, taking into account the outcome of the single status ballot.
  - Option 2 – Close the facilities.
- 13.2 If Members adopt option 1 the existing facility will need to be operated by the Council until 30<sup>th</sup> June 2017 to provide time to identify an alternative provider.

**14. REASONS FOR RECOMMENDATIONS**

- 14.1 To enable Members to determine the future of Inspirations.

**15. BACKGROUND PAPERS**

- 15.1 None

**16. CONTACT OFFICER**

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# FINANCE AND POLICY COMMITTEE

10<sup>th</sup> February 2017



**Report of:** Corporate Management Team

**Subject:** STRATEGIC FINANCIAL MANAGEMENT REPORT -  
AS AT 31<sup>st</sup> DECEMBER 2016

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## 1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key Decision.

## 2. PURPOSE OF REPORT

2.1 The purposes of the report are to inform Members of:

- i) 2016/17 Forecast General Fund Outturn;
- ii) Corporate Income Collection Performance;

## 3. BACKGROUND AND FINANCIAL OUTLOOK

3.1 As detailed in the Medium Term Financial Strategy Report (MTFS) submitted to the Committee on 30<sup>th</sup> September 2016 the Government will implement further cuts in funding for Councils up to 2019/20. Over the next 3 years (2017/18 to 2019/20) this means a further grant cut of £9.8m.

3.2 In view of the ongoing financial challenges the Corporate Management Team will continue to adopt robust budget management arrangements during 2016/17 and as detailed in section 5 it is becoming increasingly difficult to manage the annual budget.

## 4. GENERAL FUND BUDGET 2016/17 FORECAST OUTTURN

4.1 An updated assessment of the forecast outturn has been prepared to reflect expenditure incurred to date and forecast to be incurred in the remainder of the financial year. As Members will be aware from previous years, significant elements of the Council's budget are demand led and affected by expenditure over the winter months, including care costs in relation to older people and winter maintenance. The outturn forecasts will be closely monitored by the Corporate Management Team. The forecasts need to be considered in the context of the complexity of managing a gross General Fund budget of £213m and a net budget of £86m.

- 4.2 As detailed in Appendix A the best case forecast outturn for departmental budgets is an over spend of £0.511m and the worst case is an over spend of £1.070m. The range reflects seasonal and demand led factors. In summary these forecasts reflect the following:
- Chief Executive's department - forecast under spend owing to voluntary redundancies and holding posts vacant to achieve 2017/18 savings;
  - Child and Adult Services – Children and Families budgets are forecast to over spend by £2.5m reflecting higher levels of Looked After Children. This overspend has continued during the year, including an increase in the number of high-cost, complex needs children being placed with Independent Foster Agencies and Residential Placements, increases in in-house fostering placements and an increase in Care Proceedings budgets. This overspend is partly offset by a combination of an under spend within Adult Services, Early Intervention Services and use of the LAC reserve. This has still resulted in a net overspend of £1.3m. The department is focused on transforming services to reduce demand for these packages of care, although these changes will take time to implement;
  - Public Health – forecast under spend relates to the Public Health Grant and this is partly offset by forecast overspends relating to income shortfalls across the Sport and Recreation service area, and additional costs of operating the Borough Hall.
  - Regeneration and Neighbourhoods –The worst case favourable variance has reduced from £230,000 to £135,000. The main reasons are increased costs associated with growth of the town pressures on Waste and Environmental Services and further pressures on Car parking income and running costs.
- 4.3 Detailed financial information on the projected outturn for individual Departments is provided in Appendices B to E.
- 4.4 The position in relation to corporate budgets is more positive and a net under spend of £540,000 is forecast. This is after earmarking £1.8m to fund future priorities, including capital investment. Detailed proposals for using this money were included in the 2017/18 Medium Term Financial Strategy report approved by this committee for referral to full Council.
- 4.5 After reflecting the above factors the overall forecast position for departmental and corporate budgets is a best case potential net under spend of £80,000, or a worst case overspend of £479,000, as summarised below.

Forecast over spend / (under spend) 2016/17

	Worst Case £'000	Best Case £'000
2016/17 Forecast Departmental budgets outturn	1,070	511
2016/17 Forecast Corporate budgets outturn	(540)	(540)
Sub Total - 2016/17 Forecast budget outturn	<b>530</b>	<b>(29)</b>
Uncommitted 2015/16 Actual Outturn	(51)	(51)
Net Forecast over spend / (under spend)	<b>479</b>	<b>(80)</b>

#### 4.6 **House Sales income**

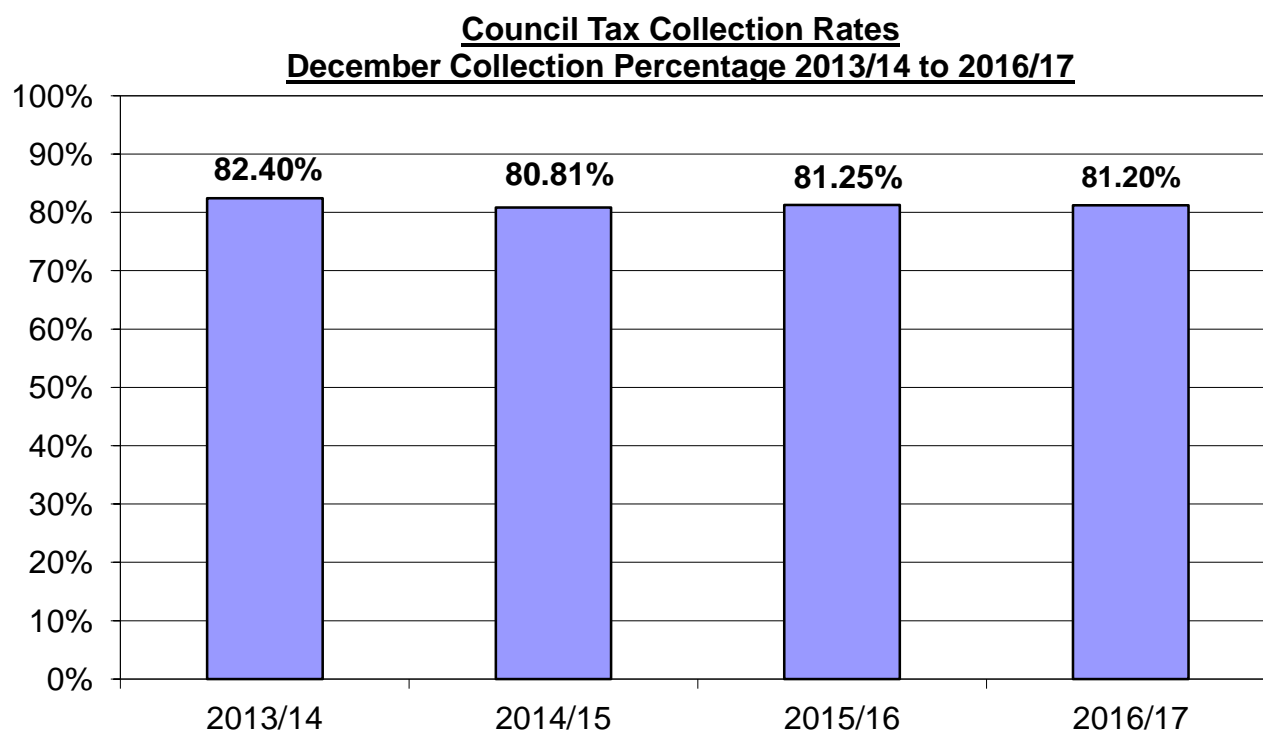
- 4.7 In addition to the Revenue Budget outturn detailed in the previous paragraphs the Council also benefits from the receipt of income from Housing Hartlepool from the sale of former Council houses. This income is dependent on individual house sales and is therefore difficult to forecast accurately as the amount varies from month to month. The total to be received in the first nine months is £120,000 and the amount forecast for the year ended 31<sup>st</sup> March 2017 is £0.160,000, this amount is ring-fenced to be used in the HRA.

### 5. **Corporate Income Collection Performance**

- 5.1 Previous reports advised Members that significant changes were implemented with effect from 1<sup>st</sup> April 2013 to re-localise Business Rates and implement Local Council Tax Support schemes. As a result of these changes approximately 58% (i.e. £50.2m) of the net General Fund budget is funded from a combination of Business Rates and Council Tax collected locally. The following paragraphs provide more information on the impact of these changes and also progress in collecting Sundry debts.

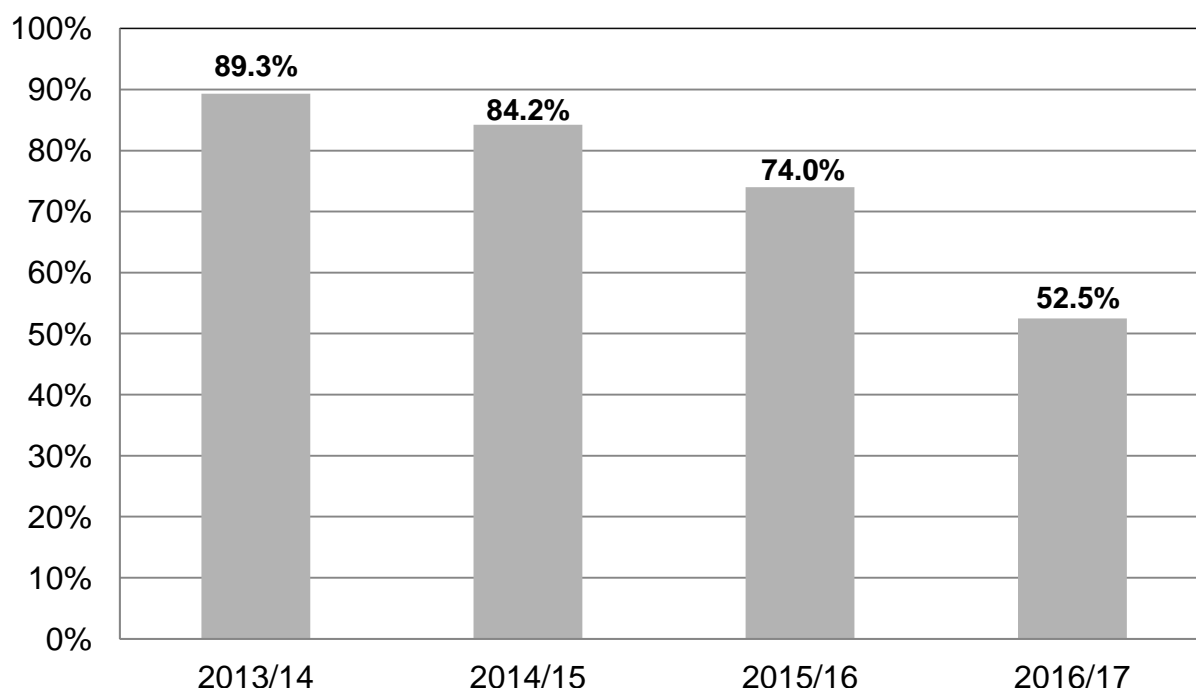
#### 5.2 **Business Rates Income**

- 5.3 The re-localisation of Business Rates is a significant additional financial risk for Local Authorities to manage - 50% of any shortfall arising from either non payment by businesses, or reductions arising from the Valuation Office re-assessing rateable values, falls on individual authorities. A 'safety net' system is in operation, although this only compensates authorities for any shortfalls above 7.5% of the safety net figure. Prior to 2013/14 any shortfall in Business Rates collected was funded at a national level from the overall Business Rates pool.
- 5.4 Collecting Business Rates has always been an important responsibility, and the Council collected 98.5% in 2015/16 (national average 97.6% for unitary and metropolitan councils). The changes associated with localisation of business rates make this an even more important issue for the Council.
- 5.5 At the 31<sup>st</sup> December 2016 the Council had collected 85.88% of the 2016/17 liability, down by 0.6% compared to the same period last year. The timing and value of appeals decisions by the Valuation Office Agency makes comparison of collection performance for Business Rates between financial years difficult. Ongoing monitoring of all 2,790 business rates accounts indicates that by the end of the financial year the in year collection target of 98% should be achieved.
- #### 5.6 **Council Tax**
- 5.7 The overall Council Tax collection rate at 31<sup>st</sup> December 2016 was 81.2% compared to 81.25% for the same period last year, down very slightly by 0.05%, as summarised in the graph on the following page.



- 5.8 Collection performance is impacted by the time lag in recovering Council Tax by Attachment of Benefit, where the rate of deduction is capped at £3.70 per week and only one deduction can be active at any one time. This particularly affects working age households in receipt of Local Council Tax Support (LCTS).
- 5.9 There are 8,400 working age households affected by the Council's LCTS Scheme. The council monitors closely levels of collection from these households which have been impacted by a range of welfare reforms. The graph on the next page shows that collection from these households is positive, albeit there are the forecast time lags in securing collection.

**Council Tax Collection from All Working Age LCTS Households  
as at 31 December 2016**



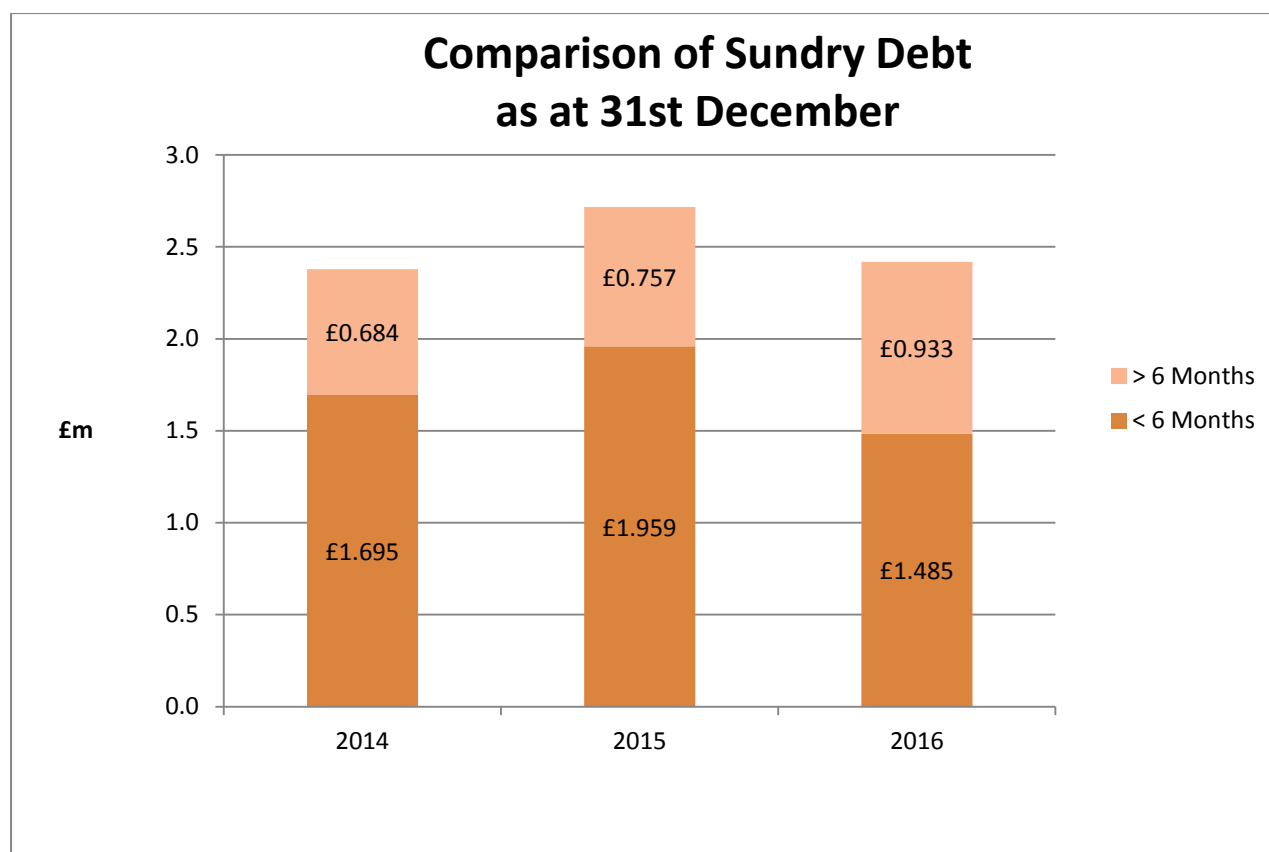
5.10 Collection of Council Tax from all LCTS households continues to be within the financial planning parameters that underpin the Council's LCTS scheme.

**5.11 Sundry Debts**

5.12 The Council also collects significant Sundry Debts income for the payment of services provided by the Council. In total £20.973m of sundry debts were raised in the first nine months of 2016/17. As at 31<sup>st</sup> December 2016, £19.876m (95.59%) of this amount had been collected.

5.13 Robust procedures for collecting the remaining outstanding debt are in place. The following graph shows the comparable positions at 31<sup>st</sup> December for the last three years for long term debt and current debt which has been outstanding for less than six months.





5.14 Debtors totalled £2.418m as at 31<sup>st</sup> December 2016, of which £1.485 (61.4%) relates to current debts (less than 6 months old).

5.15 Included within current debts (less than 6 months old) is debt where the customer has been invoiced for the whole of 2016/17 but payment is to be received in installments throughout the year.

5.16 Debts greater than 6 months old total £0.933m. 98.62% of this amount is under recovery action and 1.38% (£0.013m) is now considered unrecoverable and will be reported to Members for write off at a future meeting. There has been a gradual increase in the value of debt greater than 6 months old over the last year. The main components of this increase relate to residential care debts and academy invoices subject to installment arrangements.

## 6. CONCLUSIONS

6.1 An updated assessment of the forecast 2016/17 budget outturn has been prepared, reflecting expenditure to date and forecast over the remainder of the year. The current forecasts indicate a best case net under spend of £80,000 and a worst case over spend of £479,000. A significant number of these forecasts relate to seasonal services where higher levels of activity and expenditure occur over the winter months. The forecast outturn position will be managed carefully over the remainder of the year.

- 6.2 In the event there is a year-end over spend this will either be funded from the General Fund Reserve or by reducing the resources earmarked for Capital priorities. The position will continue to be monitored and the final outturn report will recommend a strategy to address a year end under spend if this occurs.
- 6.3 In relation to collection of Business Rates and Council Tax, these issues are impacted by the significant changes implemented in April 2013 and the ongoing difficult economic climate. The collection levels at 31<sup>st</sup> December 2016 are broadly in line with previous years and it is also anticipated that year end collection levels will be in line with previous years, reflecting the MTFS planning assumptions.

## **7. RECOMMENDATIONS**

- 7.1 It is recommended that Members note the report.

## **8. REASONS FOR RECOMMENDATIONS**

To update the Finance and Policy Committee on the Council's financial position.

## **9. BACKGROUND PAPERS**

Strategic Financial Management Report – as at 30<sup>th</sup> September 2016 to Finance and Policy Committee 2<sup>nd</sup> December 2016.

## **10. CONTACT OFFICER**

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01429 523003

Table 1 - Forecast Outturn 2016/17

September 16 Forecast			Latest Forecast	
Worst Case - Overspend/ (Underspend) £'000	Best Case - Overspend/ (Underspend) £'000		Worst Case - Overspend/ (Underspend) £'000	Best Case - Overspend/ (Underspend) £'000
		<b>Departmental Budgets</b>		
(395)	(395)	Chief Executive's Dept	(550)	(550)
1,300	920	Child and Adult Services	1,274	944
150	25	Public Health	(45)	(270)
(230)	(425)	Regeneration and Neighbourhoods	(135)	(209)
285	310	Departmental Reserves approved at Quarter 1 Finance and Policy Committee (5/9/16)	285	310
(20)	35	Recommended Departmental reserves as detailed in Table 2	241	286
1,090	470	<b>Sub Total - Departmental Budgets</b>	1,070	511
		<b>Non Departmental issues</b>		
(2,340)	(2,340)	Corporate Budgets as reported in Quarter 1	(2,340)	(2,340)
1,800	1,800	Allocated to fund one off priorities to be determined as part of MTFS	1,800	1,800
(540)	(540)	<b>Sub Total - Corporate Budgets</b>	(540)	(540)
(51)	(51)	Uncommitted 2015/16 Outturn	(51)	(51)
499	(121)	<b>Forecast Uncommitted Outturn</b>	479	(80)

**Table 2 - Recommended Contributions to Reserves**

	Latest Forecast	
	Worst Case	Best Case
	£'000	£'000
<b>Ring-fenced Grant Reserves</b>		
Public Health Grant - the worst case underspent has increased by £215,000 and the best case underspend has increased by £260,000 since the contribution to reserves recommended in the previous Strategic Financial Management Report. Any underspending of this grant is required to be transferred into a ringfenced reserve in line with the grant conditions.	215	260
<b>General Fund Reserves</b>		
Delay in expenditure on Business Object Reporting (Social Care & Early Help) Project resulting in underspend, reserve required from underspend to fund project in 2017/18.	7	7
Additional income generated on Schools Transformation Team and Commissioning to be transferred to reserves to fund future income targets.	19	19
There is an underspend on the Contact Centre budget and a contribution from this is required to assist with the implementation of the Council's new digital solution - Firmstep. It is anticipated that this reserve will be utilised during 2017-18.	25	25
<b>TOTAL</b>	<b>241</b>	<b>286</b>

## REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2016/17 as at 31st December, 2016

Approved 2016/2017 Budget  £'000	Description of Service Area	December		Director's Explanation of Variance
		Projected Outturn Variance - Adverse/ (Favourable) Worst Case  £'000	Projected Outturn Variance - Adverse/ (Favourable) Best Case  £'000	
Finance and Policy Committee				
(163)	Benefits	(115)	(115)	Favourable variance is owing to one vacant post, some posts not being at the top of the grade and some reduced working hours. Finance and Policy Committee on 30th January, 2015 approved a £35k favourable variance on Fraud and Error Reduction Incentive Scheme (FERIS), be earmarked to address 2016-17 DWP Housing Administration grant cuts to mitigate impacts on benefit service standards. There has been a further £23k FERIS grant received in 2016-17, and an additional New Burdens grant for Administration and Existing Reform funding of £47k, which are also requested be earmarked for the same purpose but to address cuts in 2017-18.
(881)	Central Administration Recharges	0	0	
1,001	Corporate Finance	(81)	(81)	The favourable variance is owing to a vacant post, some posts not being at the top of the grade, reduced working hours and a reduction in overtime.
643	Corporate Strategy & Public Consultation	(15)	(15)	The favourable variance is owing to a vacant post, a post not being at the top of the grade and reduced working hours.
(143)	Housing Benefits Subsidy	(155)	(155)	Favourable variance of £55k is owing to additional grant from DWP for Universal Credit, which is requested be earmarked to address 2017-18 DWP Housing Administration grant cuts. The remaining £100k favourable variance is owing to the Housing Benefit Subsidy Grant, which generates £47m in subsidy, and will be monitored again at the Mid Year Review in September which is submitted to DWP.
191	Democratic	0	0	
75	Fraud	(15)	(15)	The favourable variance is owing to supplies and services savings being made in advance for 2017-18.
925	Customer and Support Services	(49)	(49)	The favourable variance is owing to some posts not being at the top of the grade.
452	Human Resources & Health and Safety	(48)	(48)	The favourable variance is owing to a post being vacant for part of the year.
233	Internal Audit	(20)	(20)	The favourable variance is owing to reduced working hours and overtime, reduced mileage and some additional income generation.
410	Legal Services	(26)	(26)	The favourable variance is reduced staffing costs due to a restructure following a member of staff leaving and overachievement of income.
198	Municipal Elections and Registration of Electors	(20)	(20)	The favourable variance is due to combined elections in May. The worst case is if there is a by election before 31 March 2017.
(80)	Other Office Services	0	0	An adverse variance of £50k is owing to a further slow down in Local Land Searches, this is owing to the number of companies using Environmental Information Regulations, which is an ongoing trend. This has been offset by the use of a corporate reserve.
84	Public Relations	0	0	
(107)	Registration Services	10	10	The adverse variance is owing to reduced income generation on both birth and death registration owing to services moving to North Tees Hospital.
886	Revenues	0	0	
(435)	Revenue & Benefits Central	0	0	
70	Scrutiny	(5)	(5)	The favourable variance is due to a return from maternity on reduced hours
659	Shared Services	0	0	
122	Support to Members	0	0	
15	Training & Equality	0	0	
385	Corporate Management Running Expenses	(11)	(11)	The favourable variance is owing to a post not being at the top of the grade.
4,540	Finance and Policy Committee Total (Before Creation of Reserves)	(550)	(550)	

**CHIEF EXECUTIVES**

6.5 Appendix B

Approved 2016/2017 Budget	Description of Service Area	Projected Outturn Variance - Adverse/ (Favourable) Worst Case	Projected Outturn Variance - Adverse/ (Favourable) Best Case	Director's Explanation of Variance
£'000		£'000	£'000	
<b>Creation of Reserves</b>				
0	FERIS Grant Project	23	23	This grant is to fund initiatives over more than one year.
0	New Burdens Grant	47	47	The DWP Housing Administration grant has reduced by almost a third (£367k) since 2012/13. It is therefore requested that the favourable variances on these schemes are earmarked to address a potential grant cut in 2017/18.
0	Universal Credit	55	55	
0	Customer Services ICT System Development	25	25	New reserve to be created to assist with the implementation of the Council's new digital solution - Firmstep. It is anticipated that this reserve will be utilised during 2017-18.
<b>4,540</b>	<b>Chief Executives Total - Net of Reserves</b>	<b>(400)</b>	<b>(400)</b>	

**PLANNED USE OF RESERVES**

The above figures include the 2016/2017 approved budget along with the planned use of Departmental Reserves created in previous years.

The details below provide a breakdown of these reserves

Approved 2016/2017 Budget	Description of Service Area	Planned Usage 2016/2017	Variance Over/ (Under)	Director's Explanation of Variance
£'000		£'000	£'000	
<b>Finance and Policy Committee</b>				
49	Corporate Strategy - ICT System Development	74	25	Reserve to fund transition costs in relation to technology and mobile working, support the development/delivery of the Digital First strategy and any costs attributable to keeping the authority compliant in respect of PSN compliance.
5	Corporate Strategy - Performance Management	5	0	Reserve to support costs for performance management covalent charges over a 3 year period.
0	Corporate Strategy - PSN Compliance & Contingency	16	16	Reserve to fund transition any costs attributable to keeping the authority compliant in respect of PSN compliance.
5	Registrars	0	(5)	Registration software maintenance costs over 3 years slipped into 2017-18.
9	Resource Investment - HR	9	0	Reserve to fund any identified training provision to support the development of the council.
0	Health and Safety - Staffing	25	25	Reserve to support the Health and Safety staffing budget in 2017-18.
36	Legal	36	0	Reserve to support the Legal income budget in 2017-18.
0	Registration and Members	2	2	This reserve is committed for Civic items.
10	Finance - IT Investment Shared Services	30	20	Shared Services Reserve for Project Development Work on E-Series and Webview.
193	Chief Executive's Department Ring Fenced Grants	228	35	Chief Executive Department Ring Fenced Grants including those created in 2016-17 to support the DWP Housing Administration Grant in 2016-17.
<b>307</b>	<b>Total</b>	<b>425</b>	<b>118</b>	

## REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2016/17 as at 31st December, 2016

Approved 2016/2017 Budget  £'000	Description of Service Area	December		Director's Explanation of Variance
		Projected Outturn Variance - Adverse/ (Favourable) Worst Case  £'000	Projected Outturn Variance - Adverse/ (Favourable) Best Case  £'000	
Adult Committee				
0	Carers & Assistive Technology	0	0	
3,435	Commissioning & Adults General	135	135	This reflects increased costs within premises and contracted services including Housing Related Support and historic rates charges.
1,358	Commissioning-Mental Health	190	175	This reflects an increase in the number of service users over the last 12 months and has been identified as an on-going budget pressure.
10,072	Commissioning-Older People	(400)	(470)	Historic budget pressures have been funded from the Better Care Fund (BCF) as part of the programme to reduce care home and hospital admissions. The projected underspend mainly relates to increased income from the CCG for jointly-funded packages however the nature of this budget area means that this increase may not be sustainable in the future. In addition, the winter period may result in additional expenditure so the projection will be closely monitored as the year progresses.
0	Deprivation of Liberty Standards (DoLS) - Pressure	337	337	This relates to the unbudgeted costs arising from the Supreme Court Judgement which has resulted in a 1600% increase in activity. The costs are to be funded from within the overall outturn.
8,168	Commissioning-Working Age Adult	(100)	(225)	There is a significant degree of volatility associated with the learning disability budget including high cost packages of care and the levels of contribution from the CCG, the Transforming Care Agenda and the number and complexity of transitions from children to adult care. Increases in the number of jointly-funded CCG packages of care has helped offset some of the increased costs however as detailed in the 2017/18 Savings Reports on-going pressures remain in this area regarding both transitions and Transforming Care.
216	Complaints & Public Information	0	0	
482	Departmental Running Costs	(130)	(130)	These mainly reflect early achievement of 2017/18 savings from under spends across various supplies and services budgets.
751	Direct Care & Support Team	(240)	(240)	A staffing restructure to enhance Telecare services is currently being finalised therefore this underspend reflects the part year effect of the changes not yet being implemented.
403	LD & Transition Social Work	(15)	(15)	
2,568	Locality & Safeguarding Teams	(275)	(275)	Underspend mainly relates to new posts created within Teams (which have now been filled) and incremental drift with some early achievement of 2017/18 savings. Social Workers and Social Care Officers are on career grades which results in a range of bandings depending on qualifications and experience. Budgets are set prudently to reflect payment at the top of scale and the underspend reflects the fact there have been a number of new workers appointed at the lower end of the scale resulting in a short term saving of up to £10k per worker. A departmental salary abatement target was created as part of the 2016/17 budget savings proposals and this underspend is in addition to this target. The position is not sustainable as workers will move up the salary scales as they gain more experience.
715	Mental Health Services	(40)	(40)	Incremental drift and some underspends against supplies and services budgets.
372	OT & Disability Equipment	70	70	Current usage and expenditure is higher than budgeted.
409	Workforce Planning & Dev	(42)	(42)	The underspend relates to vacant posts which are being deleted as part of the 2017/18 savings proposals.
1,154	Working Age Adult Day Services	0	0	
30,103	Adult Committee Sub Total	(510)	(720)	
0	Release of Departmental Reserve for DoLS	0	0	DoLS costs are to be funded from within the overall outturn to protect the specific DoLS reserve.
30,103	Adult Committee Sub Total (after release of reserves)	(510)	(720)	

## CHILD &amp; ADULT SERVICES

## 6.5 Appendix C

Approved 2016/2017 Budget  £'000	Description of Service Area	Projected Outturn Variance - Adverse/ (Favourable) Worst Case  £'000	Projected Outturn Variance - Adverse/ (Favourable) Best Case  £'000	Director's Explanation of Variance
<b>Children's Committee</b>				
11,841	Children & Families	2,150	2,050	The overspend relates to a combination of historic budget pressures and an increase in LAC. Residential Placements have increased this financial year and were increasing during last financial year so there is the full year effect of these costs. In-House fostering placements have also been increasing and have continued in Quarter 3. Care Proceedings legal costs and the need to increase staffing at Exmoor Grove and the Children's Home owing to the increasing complexity of need and the requirement to maintain staffing ratios have also contributed to the overspend. The overspend shown is net of using an element of the LAC reserve.
3,510	Early Intervention Services	(280)	(290)	The underspend relates to a combination of vacant posts and under spends against supplies and services budgets which, where possible, will be used to contribute towards the 2017/18 savings targets.
4	Play & Care	15	15	Historic shortfall in income - charges have been increased and will be closely monitored throughout the remainder of the year.
428	Youth Offending Service	(75)	(75)	This reflects an underspend against remand costs and staff vacancies.
208	Access to Education	(24)	(40)	In year vacancy savings have resulted in forecast underspend.
120	Central Support Services	5	5	
522	Other School Related Expenditure	0	0	
524	Raising Educational Achievement	41	(9)	Relates to shortfall in buyback income to be funded from reserves.
237	Special Educational Needs	14	14	Additional staffing costs partially offset by additional grant and buyback income, shortfall to be funded by reserves.
16	Strategic Management	(2)	(6)	
0	Release of Reserves to Education Shortfalls	(60)	0	
17,411	<b>Children's Committee Sub Total</b>	<b>1,784</b>	<b>1,664</b>	
47,514	<b>Child and Adult Total - (before Creation of Reserves)</b>	<b>1,274</b>	<b>944</b>	
<b>Use of Reserves</b>				
(725)	Departmental Reserves required to fund shortfall in 2016/17 savings.	0	0	
<b>Creation of Reserves</b>				
0	Data Team Reserve	7	7	Delay in expenditure on Business Object Reporting (Social Care & Early Help) Project, reserve required to fund project in 2017/18.
0	Commissioning Reserve	19	19	Additional income generated on Schools Transformation Team and Commissioning to be transferred to reserves to fund future income targets.
46,789	<b>Child &amp; Adult Total - Net of Reserves</b>	<b>1,300</b>	<b>970</b>	



**CHILD & ADULT SERVICES**  
**PLANNED USE OF RESERVES**

The above figures include the 2016/2017 approved budget along with the planned use of Departmental Reserves created in previous years.  
The details below provide a breakdown of these reserves

Approved 2016/2017 Budget £'000	Description of Service Area	Planned Usage 2016/2017 £'000	Variance Over/ (Under) £'000	Director's Explanation of Variance
<b>Adult Committee</b>				
50	CCG LD Transformation Funding	50	0	
725	Departmental Reserves to Fund 16/17 Savings Shortfall (Also shown in Children's Services Committee as cross-departmental reserve).	725	0	
58	Demand Management - Adults (BCF Demand Review)	58	0	
0	Deprivation of Liberty Safeguards (DoLS)	0	0	Funded from overall outturn position
50	BCF Project Management	50	0	
50	Demand Management - Adults (Modern Apprentices)	50	0	
31	Care Bill Implementation	31	0	
<b>964</b>	<b>Adult Committee Sub Total</b>	<b>964</b>	<b>0</b>	
<b>Children's Committee</b>				
44	Youth Offending Reserve	0	(44)	
361	Better Childhood Programme	361	0	
337	Looked After Children Reserve	350	13	An element of the specific LAC reserve is to be released to contribute towards the increasing costs of LAC and the overspend position.
175	Early Intervention Reserve	175	0	
16	Schools Transformation Team	16	0	
30	Data Team	30	0	
72	School Improvement	72	0	
11	Independent Support/Short Breaks	11	0	
<b>1,046</b>	<b>Children's Committee Sub Total</b>	<b>1,015</b>	<b>(31)</b>	

<b>MEMO:-</b>	<b>Dedicated Schools Grant</b>			
(4,346)	Early Years	0	0	
(8,106)	High Needs	0	0	
(36,300)	Schools	0	0	

## REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2016/17 as at 31st December, 2016

Approved 2016/2017 Budget  £'000	Description of Service Area	December		Director's Explanation of Variance
		Projected Outturn Variance - Adverse/ (Favourable) Worst Case  £'000	Projected Outturn Variance - Adverse/ (Favourable) Best Case  £'000	
Finance and Policy Committee				
Public Health Grant				
1,521	Childrens Public Health	(125)	(125)	The variance relates to contract efficiencies achieved to date on the Young Peoples Health & Wellbeing and 0-5 contract. These savings will be used to support the 17/18 savings programme.
102	Health Check Programme	0	0	
0	Health Protection	0	0	
732	Misc Public Health Services	(5)	(10)	Favourable variance relates to an underspend in year on salary costs.
154	Obesity	0	0	
165	Physical Activity	0	0	
862	Prescribing	(50)	(130)	Favourable variance reflects a lower than anticipated charge from providers for dispensing and supervised consumption.
889	Public Health Advice	5	5	
694	Sexual Health	(50)	(50)	Favourable variance relates to contract efficiencies achieved to date.
253	Smoking & Tobacco	5	0	
2,361	Substance Misuse	(100)	(135)	This is a volatile budget owing to the sometimes uncontrollable nature of expenditure on vulnerable adults supported by this area. The favourable variance reflects the current reduction in placements and an underspend on salary costs.
(7,733)	Public Health Main Grant	0	0	
0	Public Health Grant Subtotal	(320)	(445)	The Public Health Grant is ring fenced and any underspend will be transferred into a ring fenced reserve in line with the grant conditions.
Public Health General Fund				
680	Consumer Services	5	(5)	The worst case variance relates to a potential shortfall in Licensing Income.
680	Public Health General Fund Subtotal	5	(5)	
680	Finance and Policy Committee Sub Total	(315)	(450)	
Regeneration Committee				
Public Health General Fund				
(3)	Environmental Protection	10	10	Adverse variance relates to a shortfall on Rodent Control Income.
(91)	Environmental Standards	60	60	Adverse variance relates to income pressures on Outdoor Markets.
501	Sport, Leisure & Recreation Facilities	200	110	Adverse variance relates to income shortfalls across the Service Area and additional costs associated with health and safety issues identified at the Borough Hall and Carlton Outdoor Centre.
407	Public Health General Fund Subtotal	270	180	
407	Regeneration Committee Sub Total	270	180	
1,087	Public Health Total - before Reserves	(45)	(270)	
Creation of Reserves				
0	Public Health Ring fenced Grant	320	445	The Public Health Grant is ring fenced and any underspend will be transferred into a ring fenced reserve in line with the grant conditions.
1,087	Public Health Total - Net of Reserves	275	175	

**PLANNED USE OF RESERVES**

The above figures include the 2016/2017 approved budget along with the planned use of Departmental Reserves created in previous years.  
The details below provide a breakdown of these reserves

Approved 2016/2017 Budget £'000	Description of Service Area	Planned Usage 2016/2017 £'000	Variance Over/ (Under) £'000	Director's Explanation of Variance
	<b>Regeneration Committee</b>			
25	PCT Reserve - Public Health/ Sport initiative	25	0	
33	PCT Reserve - Business Development	33	0	
40	PCT Reserve - Employee Wellbeing Strategy	40	0	
250	Drugs Action Team Reserve - Tier 4 Support	250	0	
470	Public Health Grant - Child & Adult 17/18 Savings	470	0	
397	Public Health Grant	397	0	
33	Sport and Recreation Reserve	33	0	
<b>1,248</b>	<b>Total</b>	<b>1,248</b>	<b>0</b>	

## REVENUE FINANCIAL MONITORING REPORT FOR FINANCIAL YEAR 2016/17 as at 31st December, 2016

Approved 2016/2017 Budget  £'000	Description of Service Area	December		Director's Explanation of Variance
		Projected Outturn Variance - Adverse/ (Favourable) Worst Case £'000	Projected Outturn Variance - Adverse/ (Favourable) Best Case £'000	
Finance & Policy Committee				
1,089	Community Safety & Engagement	0	0	
87	Strategic Management, Admin & Service Development	0	0	Expecting spend to budget at this stage. The Salary Abatement target is expected to be achieved.
(106)	Logistics	(50)	(50)	The favourable variance relates to an underspend on staffing and a reduction in the equipment replacement costs associated with small plant which is expected this year.
49	Procurement and Reprographics	0	0	Very early to predict on Trading Accounts but expecting to be on budget at this stage.
431	Estates & Asset Management	90	90	The variance projected relates to a shortfall in TOS income generated.
(801)	Building Consultancy	250	250	The variance projected relates to a shortfall in TOS income generated.
885	Facilities Management	20	0	This is a volatile area which includes a number of Trading Activities. An adverse variance is projected on Building Maintenance, Functions Catering and the Garden Centre, and this is partly offset by a favourable variance expected on School Catering.
(157)	Departmental Reserves required to fund shortfall in 2016/17 savings	0	0	
1,477	Finance & Policy Committee Sub Total	310	290	
Regeneration Committee - Core Services				
0	Adult Education	(685)	(685)	Favourable Variance relates to a surplus generated on the European funded schemes which ended last year.
20	Archaeology	0	0	
58	Community Centres	0	0	
617	Cultural Services	50	50	The adverse variance relates to a shortfall in income at the Town Hall Theatre and one-off costs arising across the service area.
990	Libraries	(5)	(5)	The favourable variance relates to an underspend on supplies and services.
(6)	Building Control	120	100	The outturn reflects the volatile nature of external income on this account. The Income Risk Reserve will be used to fund this pressure in 16/17.
0	Building Control - release of Corporate Income Shortfall Reserve as per MTFS	(120)	(100)	See comment above.
254	Planning Services	250	150	The outturn variance relates to a shortfall in planning income. It is difficult to predict when income will be received, as this will depend on when the applications are received. Actual income from domestic applications is lower than anticipated and an estimate has been made on when larger applications are likely to come forward. Based on this information it is anticipated that income will be below target at year end. The shortfall will be funded from the Income Risk Reserve (see below).
0	Planning- release of Income Shortfall Reserve as per MTFS	(250)	(150)	See comment above.
565	Housing Services	(15)	(35)	The favourable variance relates mainly to Selective Licensing income. This income is received in advance and will therefore need to be transferred into a ring fenced reserve to fund the running costs of the scheme over the life of the project.
837	Economic Regeneration	0	0	
(50)	Economic Regeneration - External Funding	0	0	
219	Heritage & Countryside	0	0	
3,504	Regeneration Committee - Core Services Sub Total	(655)	(675)	
Regeneration Committee - Social Housing				
0	Social Housing	0	0	The Council is required to re-opened it's Housing Revenue Account (HRA) and in accordance with the Regulations must now account for Housing separately as a ring fenced account. A monitoring statement will be prepared by the end of the financial year after a full Asset Management Plan (including Condition Survey) has been compiled. Any surplus will be transferred to a HRA reserve in accordance with the accounting regulations.
0	Regeneration Committee - Social Housing Sub Total	0	0	

Approved 2016/2017 Budget  £'000	Description of Service Area	Projected Outturn Variance - Adverse/ (Favourable) Worst Case £'000	Projected Outturn Variance - Adverse/ (Favourable) Best Case £'000	Director's Explanation of Variance
<b>Neighbourhood Committee</b>				
(136)	Cemetery and Crematoria	0	0	This service is expected to have a favourable variance at year end owing to additional income generated from fees and Charges. This variance will be transferred to Capital to fund improvements required to the Chapel. The variance also includes an underspend on Maintenance (£20k) which is expected after the major Capital investment on the Cremators last year. It is proposed to transfer the underspend on Maintenance into a reserve to fund peaks in maintenance in future years.
281	Parks & Countryside	55	55	Adverse variance reflects an increase in vandalism and responsive repairs.
30	Allotments	0	0	
(453)	Car Parking & Enforcement	170	150	The variance mainly relates to a shortfall in income, however there continues to be budget pressures on business rates and other running costs. Income pressures have been addressed as part of the 2017/18 budget.
419	Engineering Services (incl Coastal Protection and Contaminated Land)	(100)	(100)	The favourable variance relates to an underspend on the Coastal Protection annual maintenance budget. Part of the underspend is required to match fund the major Capital investment currently underway on the Headland.
1,728	Grounds Maintenance	(30)	(30)	Variance is owing to a reduction in vehicle costs.
1,948	Highway Maintenance & Insurance	0	0	
(224)	Highways Trading	0	0	Very early to predict on Trading Accounts however it is anticipated that Highways will be within budget at year end. The financial performance on this area is linked to the activity on the maintenance budget above.
502	Highways Traffic & Transp Management	0	0	
1,365	Passenger Transport	(60)	(60)	This variance relates to an underspend on the Home to School Transport budgets which are demand led.
128	Road Safety	0	0	
(53)	ITU - Strategic Management	50	50	The adverse variance relates to income targets set as part of the 14/15 savings programme that have not been achieved. Projects involve collaboration work around transport.
(124)	Vehicle Fleet	(100)	(100)	Variance relates to a temporary saving on vehicle borrowing costs as vehicles are being kept for longer. The review of vehicles may result in some vehicles being withdrawn and others financed over a longer period.
(1)	NDORS (National Driver Offender Rehabilitation) Scheme	0	0	
1,164	Network Infrastructure	0	0	This position assumes that any favourable variance at Outturn will be transferred to Capital to fund the LED project (as per the approved business case).
0	Section 38's	0	0	
0	Traffic Management	0	0	
2,423	Sustainable Transport	(60)	(60)	Favourable variance reflects the negotiated position which is less than the agreed budget.
1,646	Street Cleansing	0	0	
4,605	Waste & Environmental Services	285	271	The adverse variance relates to Growth of the Town cost pressures. Additional waste collection rounds are now required and the variance therefore reflects a permanent budget pressure for the Department. This cost pressure has been addressed as part of the 2017/18 budget preparation which resulted in the Department needing to find additional savings.
15,246	<b>Neighbourhood Committee Sub Total</b>	<b>210</b>	<b>176</b>	
20,227	<b>Regeneration &amp; Neighbourhoods Total before reserves</b>	<b>(135)</b>	<b>(209)</b>	
<b>Creation of Reserves</b>				
0	Selective Licensing Phase 2	15	35	Reserve created to earmark income received in advance to fund staffing costs over the life of the scheme.
0	Maintenance Fund Crematorium	20	20	Reserve created to fund future maintenance costs associated with the Cremators.
20,227	<b>Regeneration and Neighbourhoods Total - Net of Reserves</b>	<b>(100)</b>	<b>(154)</b>	

The above outturn position includes the following DRF contributions:

- a) £20,000 for Wheelie Bins.
- b) £175,000 for major structural repairs, renovation and a new heating system at the Chapel.
- c) £12,000 for the Garden of Remembrance.
- d) £16,000 for the Burn Road Recycling Centre Development.

**PLANNED USE OF RESERVES**

The above figures include the 2016/2017 approved budget along with the planned use of Departmental Reserves created in previous years.  
The details below provide a breakdown of these reserves

Approved 2016/2017 Budget £'000	Description of Service Area	Planned Usage 2016/2017 £'000	Variance Over/ (Under) £'000	Director's Explanation of Variance
<b>Finance &amp; Policy Committee</b>				
109	Community Pool	109	0	
17	Civic Lottery - Ward Member Budgets	17	0	
12	Community Safety Specific Grants	12	0	
157	Departmental Reserves required to fund the 2016/17 savings shortfall.	157	0	
<b>Regeneration Committee</b>				
264	Adult Education	264	0	
33	Business Grants	0	(33)	This variance relates to the profile of expenditure over years.
129	Economic Regeneration Schemes	129	0	
20	Local Plan	30	10	This variance relates to the profile of expenditure over years.
15	Waverley Allotments	15	0	
17	Archaeology	17	0	
126	National Museum of the Royal Navy Hartlepool	126	0	
163	Seaside Grant	163	0	This Reserve has been transferred to the Capital Programme.
29	Selective Licensing/Housing	12	(17)	This variance relates to the profile of expenditure over years.
<b>Neighbourhood Committee</b>				
35	Environmental Apprentices	60	25	This variance relates to the profile of expenditure over years.
50	Winter maintenance	50	0	This reserve may be required to fund the costs associated with a severe Winter.
80	Catering equipment	80	0	
9	Building cleaning	9	0	
15	Bikeability	15	0	
16	Speed Cameras	16	0	
150	Environmental Enhancements	150	0	
<b>1,446</b>	<b>Total</b>	<b>1,431</b>	<b>(15)</b>	

# **FINANCE AND POLICY COMMITTEE**

10 February 2017



**Report of:** Director of Finance and Policy

**Subject:** CORPORATE PROCUREMENT QUARTERLY  
REPORT ON CONTRACTS

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## **1. TYPE OF DECISION/APPLICABLE CATEGORY**

1.1 For information.

## **2. PURPOSE OF REPORT**

- 2.1 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.

## **3. BACKGROUND**

- 3.1 The Council's Contract Procedure Rules require that the following information be presented to the Finance and Policy Committee on a quarterly basis:

Section of Contract Procedure Rules		Information to be reported
Introduction	Para 8 iii & Para 8 vi	Outcome of contract letting procedures
Part G	Para 12 v	
Introduction Part B	Para 8 iii Para 3 v	Basis of award decision if not lowest/highest price payable/receivable
Introduction	Para 8 vi	Contract Name and Reference Number
Part G	Para 12 v	
Introduction	Para 8 vi	Description of Goods/Services being procured
Part G	Para 12 v	
Introduction	Para 8 vi	Department/Service area procuring the goods/services
Part G	Para 12 v	
Introduction	Para 8 vi	Prices (separate to Bidders details to preserve commercial confidentiality)
Part G	Para 12 v	
Part G	Para 12 v	Details of Bidders

- 3.2 In addition to tender related information, details of exemptions granted to the Contract Procedure Rules are also reportable quarterly.

#### 4. INFORMATION FOR REVIEW

##### 4.1 Tender information

The table at **Appendix A** details the required information for each procurement tender awarded since the last quarterly report.

- 4.2 The Committee may within the Contract Procedure Rules request further information or seek further monitoring reports on selected contracts.



- 4.3 In addition the Audit and Governance Committee may request a contract to be monitored under their specific responsibilities relating to the scrutiny of contracts.

- 4.4 Exemption information

**Appendix B** provides details of the required information in relation to Contract Procedure Rules exemptions granted since the last Corporate Procurement Quarterly Report on Contracts.

- 4.5 The table at confidential **Appendix C** includes the commercial information in respect of the tenders received and any confidential information relating to Contract Procedure Rule exemptions or contract extensions.

**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, Appendix C.**

## **5. RISK IMPLICATIONS**

- 5.1 This report is for information only. There are no risk implications attached to this report.

## **6. FINANCIAL CONSIDERATIONS**

- 6.1 This report is for information only. There are no financial considerations attached to this report.

## **7. LEGAL CONSIDERATIONS**

- 7.1 This report is for information only. There are no legal considerations attached to this report.

## **8. CHILD AND FAMILY POVERTY**

- 8.1 This report is for information only. There are no child and family poverty implications attached to this report.

## **9. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 9.1 This report is for information only. There are no equality and diversity considerations attached to this report.

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

- 10.1 This report is for information only. There are no Section 17 considerations attached to this report.

**11. STAFF CONSIDERATIONS**

- 11.1 This report is for information only. There are no staff considerations attached to this report.

**12. ASSET MANAGEMENT CONSIDERATIONS**

- 12.1 This report is for information only. There are no asset management considerations attached to this report.

**13. RECOMMENDATIONS**

- 13.1 That the Committee note and comment on the contents of the report,

**14. REASONS FOR RECOMMENDATIONS**

- 14.1 The Committee is required to review the information supplied to ensure that monitoring in the award of contracts is carried out and evidenced.

**15. BACKGROUND PAPERS**

- 15.1 There are no background papers.

**16. CONTACT OFFICER**

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## Tender Information

## Appendix A

Date of Contract Award	Contract Name and Reference Number	Description of Goods / Services being procured	Duration of Contract (optional extensions in brackets)	Department / Service area procuring the goods / services	Details of Bidders	Location of Bidder	Basis of award decision if not lowest/highest price payable / receivable	Outcome of contract letting procedures	Previous Provider / Location
9/12/2016	825-2016 Customer Relationship Management System	Customer Relationship Management System procurement undertaken using the Crown Commercial Services G-Cloud 7 framework	2 years	Chief Executives	Firmstep	Cambridge	Only suitable provider	Firmstep	Consona
15/11/2016	822-2016 Framework Agreement for 16+ Accommodation and Support Services	Providers need to demonstrate their capacity to source suitable accommodation using available housing in the area, along with their capacity to provide high quality support to the individuals within the home.	2 years (plus a further 2 x 12 month extension)	Childrens	Aspiration Care - The Leaving Care Company Ltd	Aintree, Liverpool	100% Quality (Had to achieve at least 70 % )	Aspirations Care - The Leaving Care Company Ltd	N/A

**Procurements Exempted from Council Contract Procedure Rules****Exemption Information**

Dept	Service Unit	Company Name	Company Based at	Estimated Expenditure	Description	Approval
A&C	Childrens Commissioning	<u>Anne Hayward Associates Ltd</u>	York	£25000 to be split between the 5 Local Authorities	An Independent Consultant to commission for a Special Free School on behalf of 5 Tees Valley authorities.	Mark Patton Approved 19.10.2016. Denise Ogden, Chris Little and Peter Devlin approved 25.10.2016.
R&N	Building Design and Construction	<u>Dawson Render Systems</u>	Hartlepool	£298,000	Supply and installation of internal partition walls, dry lining, suspended ceilings and fire protection works to steel frame at the Havelock - CIL	10.11.2016 Approved by Denise Ogden, Peter Devlin and Chris Little.
C&A	Education/ Transforming Tees	<u>Venn Academy</u>	Eaglescliffe	£10,000	Consultant to provide collaborative work carried out by sub-regional LA'S at CEO Level.	Mark Patton Approved 08.11.2016, Denise Ogden, Peter Devlin & Chris little approved 17.11.2016
C&A	Standards, Engagement & Development Team	<u>Viv Hogg Consultancy</u>	Whitley Bay	£20,000	Training and ongoing practitioner support in relation to the implementation of Signs of Safety throughout working practices which involve organisation cultural change for the Childrens Workforce.	S Robinson Approved 4.11.2016. Approved by Denise Ogden, Chris Little and Peter Devlin 10.11.2016

C&A	Culture and Information	<u>ARC Stockton</u>	Stockton	£65,000	HBC has been working with Stockton ARC in the development of a bid to support a touring theatre project. Due to various complicated administrative requirements we have taken on the role of applicant for the bid and this exemption relates to HBC ultimately placing a contract with Stockton ARC for delivery of the project if successful with the bid	Antony Steinberg 04.11.2016 Denise Ogden, Peter Devlin and Chris Little approved 17.11.2016
C&A	Education/ Transforming Tees	<u>Lead 4 Impact Ltd</u>	Stokesley	£30,000	Consultant to provide collaborative work carried out by sub-regional LA'S at CEO Level.	Mark Patton approved 08.11.2016. Peter Devlin, Chris Little and Denise Ogden approved 21.11.2016
R&N	Estates and Regeneration	<u>Re-Form Landscape Architecture</u>	Leeds	£51,200 – RIBA Stage 4 technical Design with civil engineering and 3D surface model.	RIBA Stage 4 costs for Church Square	D Anderson Approved 17.11.2016. Denise Ogden, Chris Little and Peter Devlin approved 23.11.2016
R&N	Estates and Regeneration	<u>Comprehensive Design Architects</u>	Edinburgh	£10,000	Middleton Grange Leisure Centre Design Work	D Anderson Approved 22.11.2016 Denise Ogden, Peter Devlin and Chris Little approved 28.11.2016

R&N	Highways Traffic and Transport	<u>Spot on Displays Ltd</u>	Stanley	£12,000	The supply of 5 new Hartlepool boundary signs.	Denise Ogden, Chris Little and Peter Devlin Approved 09.12.2106
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# **FINANCE AND POLICY COMMITTEE**

**10<sup>th</sup> February 2017**



**Report of:** Director of Regeneration and Neighbourhoods

**Subject: RABY GARDENS COUNCIL OWNED LAND  
TRANSFER TO THIRTEEN GROUP**

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## **1. TYPE OF DECISION/APPLICABLE CATEGORY**

1.1 Non-key Decision.

## **2. PURPOSE OF REPORT**

2.1 The purpose of the report is to seek urgent permission to transfer Hartlepool Borough Council owned land to Thirteen Group to enable the development of an affordable housing scheme of 64 dwellings, of which 36 are bungalows at Raby Gardens.

## **3. BACKGROUND**

3.1 Planning permission was granted on 19<sup>th</sup> December 2016 for the construction of 64 two and three bed affordable dwellings including 36 bungalows, incorporating demolition of 4 existing properties and associated highways and landscaping works.

3.2 Thirteen Group are seeking to deliver the affordable housing scheme and are due to start development on the site in March 2017.

3.3 The Council has supported Thirteen Group in their desire to deliver the affordable housing scheme which meets an identified current and future housing need in the Borough. The Council's ongoing support was demonstrated at the Council's Regeneration Services Committee on 13<sup>th</sup> January 2017 where it was agreed that the Council would support the use of the Council's reserved powers of Compulsory Purchase should it be necessary to acquire remaining private properties on the Raby Gardens scheme.

3.4 In order to start development Thirteen Group need Hartlepool Borough Council to transfer land in its ownership and this needs to be completed as

soon as practicably possible. Both HBC Estates and Thirteen Group accept that the market value of the Council owned land required is approximately £80,000.

#### **4. PROPOSALS**

- 4.1 In support the of the Thirteen Group affordable housing development it is proposed that the Council transfer the land to Thirteen Group as soon as possible and then subsequently enter into negotiations as soon as is practicably possible for the Council to:
- (a) Take ownership of other land currently in Thirteen Group ownership elsewhere in the Borough of Hartlepool to the cumulative value of £80k, or
  - (b) Take ownership of an affordable unit on the Raby Gardens site or other locations to the Council's satisfaction to the minimum value of £80k.
- 4.2 The land or property exchange will mean that the Council will transfer the required land at Raby Gardens at zero cost but will be compensated for at an equivalent market value via the transfer of Thirteen Group land or properties elsewhere in the Borough to the value of £80k.
- 4.3 This process will allow for the Thirteen Group affordable housing development to start by March 2017 and will also ensure that the Council is adequately compensated for the land transfer.
- 4.4 If permission is given to transfer the land to Thirteen Group, officers will immediately start the negotiations with Thirteen Group to identify suitable land or property in their ownership to the value of £80k. A subsequent report will be brought back to Committee which will set out the land or property which Thirteen Group are offering the Council in compensation. Members can then make a subsequent decision on accepting these assets as an appropriate transfer in due course.

#### **5. RISK IMPLICATIONS**

- 5.1 There are no risk implications relating to this report.

#### **6. FINANCIAL CONSIDERATIONS**

- 6.1 There are no financial implications to this report as the Council will be effectively compensated to the value of the land transferred (£80,000) at market valuation of £80,000 in alternative land/property currently owned by Thirteen Group.



- 6.2 There are no further financial implications as the required Council owned land at Raby Gardens is not included as site contributing to a capital receipt identified in the Medium Term Financial Strategy.

## **7. LEGAL CONSIDERATIONS**

- 7.1 The Chief Solicitor will be instructed to act for the Council in the agreement of the land transfer to Thirteen Group.

## **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 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.

## **13. RECOMMENDATIONS**

- 13.1 Members support the Thirteen Group affordable housing development in transferring the land to Thirteen Group as soon as possible and then subsequently entering into negotiations as soon as is practicably possible for the Council to:
- (a) Take ownership of other land currently in Thirteen Group ownership elsewhere in the Borough of Hartlepool to the cumulative value of £80k, or

- (b) Take ownership of an affordable unit on the Raby Gardens site or other locations to the Council's satisfaction to the minimum value of £80k.

#### **14. REASONS FOR RECOMMENDATIONS**

- 14.1 This process will allow for the Thirteen Group affordable housing development at Raby Gardens to start by March 2017 and will also ensure that the Council is adequately compensated for the land transfer.

#### **15. BACKGROUND PAPERS**

- 15.1 There are no background papers in this instance.

#### **16. CONTACT OFFICER**

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