

FINANCE AND POLICY COMMITTEE

AGENDA



Monday 30 October, 2017

at 10.00 am

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

MEMBERS: FINANCE AND POLICY COMMITTEE

Councillors C Akers-Belcher, Clark, Cranney, Fleming, Hunter, James, Lindridge, Loynes, Moore, Thomas and Vacancy.

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 18 September, 2017.
- 3.2 To receive the minutes of the meeting of the Health and Wellbeing Board held on 26 June, 2017.
- 3.3 To receive the minutes of the meeting of the Safer Hartlepool Partnership held on 11 August, 2017.

4. BUDGET AND POLICY FRAMEWORK ITEMS

- 4.1 Community Safety Plan (2017 – 2020) – *Director of Regeneration and Neighbourhoods*

5. KEY DECISIONS

- 5.1 Integrated Working – Community Safety – *Director of Regeneration and Neighbourhoods*
- 5.2 Housing Revenue Account - Business Plan and Asset Management Plan – *Director of Regeneration and Neighbourhoods and Director of Finance and Policy*



6. OTHER ITEMS REQUIRING DECISION

- 6.1 Care Leavers Exemption from Council Tax – *Director of Finance and Policy and Director of Children's and Joint Commissioning Services*
- 6.2 Housing Restructure – *Director of Regeneration and Neighbourhoods*
- 6.3 Land at Spencer Grove – *Director of Regeneration and Neighbourhoods (to follow)*

7. ITEMS FOR INFORMATION

- 7.1 Apprenticeship Programme 2017/2018 – *Assistant Director, Corporate Services*

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

9. LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006

EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006

10. EXEMPT ITEMS FOR DECISION

- 10.1 Borough Hall - Capital Works – *Director of Regeneration and Neighbourhoods* (para. 3)

FOR INFORMATION

Future meeting dates –

Monday 20 November, 2017 at 10.00 am
Monday 8 January, 2018 at 10.00 am
Monday 12 February, 2018 at 10.00 am
Monday 12 March, 2018 at 10.00 am



FINANCE AND POLICY COMMITTEE MINUTES AND DECISION RECORD

18 SEPTEMBER, 2017

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

Present:

Councillor Christopher Akers Belcher (In the Chair)

Councillors: Alan Clark, Kevin Cranney, Tim Fleming, Marjorie James,
Jim Lindridge, Brenda Loynes, Shane Moore and Stephen Thomas.

Officers: Gill Alexander, Chief Executive
Peter Devlin, Chief Solicitor
Hayley Martin, Head of Legal Services, Place
Chris Little, Director of Finance and Policy
Dr Paul Edmondson-Jones, Interim Director of Public Health
Sally Robinson, Director of Children's and Joint Commissioning Services
Jill Harrison, Director of Adults and Community Based Services
Denise Ogden, Director of Regeneration and Neighbourhoods
David Hart, Strategic Procurement Manager
Joan Stevens, Scrutiny Manager
Alastair Rae, Public Relations Manager
David Cosgrove, Democratic Services Team

45. Apologies for Absence

Councillor Dave Hunter.

46. Declarations of Interest

Councillors Christopher Akers-Belcher and Stephen Thomas declared personal and prejudicial interests in Minute No. 57 'Consolidated Departmental Annual Procurement Report'.

47. Minutes of the meeting held on 9 August, 2017

Confirmed.

48. Minutes of the meeting of the Tees Valley Combined Authority held on 13 June 2017

Received.

49. MTFS Update and Savings Programme 2018/19 and 2019/20 for Finance and Policy Committee *(Chief Executive)*

Type of decision

Budget and Policy Framework.

Purpose of report

The purpose of the report was to update the MTFS and to enable Members to consider proposals to achieve further savings in 2018/19 and 2019/20.

Issue(s) for consideration

The Director of Finance and Policy reported on the up-to-date position in relation to the Medium Term Financial Strategy (MTFS) and indicated that the Council faced a gross budget deficit for the next two years of £11.072m. Planned increases in Council Tax in line with the Government's Council Tax referendum limits, plus forecast housing growth and use on one off reserves significantly reduced this deficit. However, even taking into account of these issues and the savings proposals approved in February 2017 for implementation in 2018/19 and 2019/20 this did not address the deficits in full and savings of £2.320m were still to be identified.

The Director highlighted that the MTFS forecasts were currently based on the Government's 1% pay cap remaining in place for 2018/19 and 2019/20. If actual pay awards were greater than 1%, which in light of recent announcements may be the case, and the Government did not provide additional funding to meet those costs, the budget deficit would increase, with each additional 1% equating to an increase in the budget deficit of approximately £400,000.

The report highlighted the many issues and uncertainties that would impact on future budgets, not just for Hartlepool but nationally. The Director specifically drew Members attention to the issues relating to Looked After Children (LAC). Whilst the issues in Adults Social Care had been recognised by central government, those in LAC, while being a national issue, had not. The Local Government Association (LGA) had recognised this as a major concern and was making local authorities case to government but no additional funding had been identified, or the issue recognised, at this time.

The Director reported that further work had been completed over the summer to identify additional corporate and departmental budget savings for 2018/19 and 2019/20. These additional savings would enable a balanced budget to be set for 2018/19 and reduced the current forecast 2019/20 deficit to £1.363m. The revised 2019/20 deficit excluded the impact of ongoing LAC budget pressures and if this issue was not

addressed through a combination of managing demand and / or the Government providing additional funding the 2019/20 deficit may increase by £2.5m i.e. a total forecast deficit of approximately £3.9m. The Director reiterated the potential impact of the 1% pay cap being abolished and the impact on the deficit if additional Government funding is not provided.

The Director reported that in relation to the specific departmental savings those were being reported to individual Policy Committees during September. The details of the proposed savings alongside any comments from the individual Policy Committees on those additional proposals would then be reported to Finance and Policy Committee within the final MTFS report which would consider and seek approval to the budget proposals to be referred to Council.

In relation to the Finance and Policy Committee's specific budgets, the Director reported that as identified in the MTFS report earlier in the year, the savings required from the Chief Executive's department were £300,000 in 2018/19 and £235,000 in 2019/20. In relation to the 2018/19 approved savings, work was progressing to implement the proposals and Members were advised that the savings would be achieved by implementing the following proposals:

- Removal of vacant posts/changes in operational arrangements - £171,000. The savings would be achieved by restructuring across the department (£141,000) and the removal of overtime budgets (£30,000).
- Running costs - £59,000. Cash freeze of non pay budgets and review of non pay budgets to reflect historic spend.
- Income budgets - £70,000. Re-alignment of income budgets to reflect historic trends.

Further work would be required to implement the 2019/20 approved savings and details would be reported to Members next year on how these savings will be achieved.

The report also included details of the savings identified in February relating to the Finance and Policy Committee Budgets within Regeneration and Neighbourhoods, Public Health General Fund, and the Housing Benefit Administration Grant 2018/19.

Specifically in relation to the Housing Benefit Administration Grant, the Director stated that there would be more significant changes in this service area and the level of Government funding in 2019/20 owing to the impact of the roll-out of Universal Credit by the Government. This change would remove responsibility for administering Housing Benefit for working age households, although responsibility would remain with the Council for Housing Benefit for 3,100 pensioners. In addition, the Council will remain responsible for administering Local Council Tax Support for approximately 8,100 working age and 5,500 pensioner households.

To address the impact of these changes and ensure the Council continued to support vulnerable households the Council would need review the arrangements for managing residual Housing Benefit responsibilities for pensioners and LCTS for both working age and pensioner households, with a reduced level of funding for administrative responsibilities. This review would also need to include other support services provided to these groups, such as User Property and Finance, to ensure the Council maximises support to vulnerable groups. Further information would be reported to the Committee when it was provided by the Government. The Director commented that Hartlepool had benefitted as being an early roll-out area for Universal Credit as the changes were incremental and more easily managed. Other areas may face a 'cliff edge' of change as the government was suggesting increasing the pace of the roll-out of Universal Credit. The Chair questioned if it would be possible to receive a further report on the detailed impact of the changes in line with the budget report before the end of the year. The Director of Finance and Policy commented that much would depend on the date of the announcement of the 2018/19 Housing Benefit Administration Grant which was not usually before late December. The Director indicated that it was likely that an up-date would be reported to Members during 2018 to enable Members to consider and approve changes necessary for 2019/20. The report set out details of the Capital Strategy and the Director indicated that Members review the funding previously allocated for the purchase and demolition of the Longscar building, of £600,000. Following the outcome of the Compulsory Purchase Order (CPO) process the owners had not yet brought forward proposals for developing this site, despite the representations they made at the CPO hearing. The Council, therefore, needed to determine if this funding either:

- remains earmarked for the potential purchase and demolition of the Longscar building, which would require agreement of a purchase price at a level which provided sufficient residual funding to demolish this building; or
- accept that this element of the Seaton redevelopment cannot proceed and the funding should be transferred to the overall Regeneration Capital budget for the town.

It was understood that the owners had until the end of November to undertake action but Members considered that in the likely event that an agreement to purchase the building could not be achieved, the monies should return overall Regeneration Budget (Option 2 as set out in the recommendations in the report). Members indicated that this is a Council decision and will form part of the 2018/19 MTFS proposals.

The Director reported that an assessment of the staffing impact had been completed of the 2018/19 savings proposals approved in February 2017 and including the revisions to these proposals and the additional 2018/19 proposals. This had identified that 24 posts were proposed to be deleted from 1st April 2018 as part of the recommended savings proposals.

This included 14 posts which could be managed through a combination of

managing vacancies, or approving voluntary redundancies where this could be accommodated within operational requirements. At this stage it was anticipated that the remaining 10 posts may unfortunately result in compulsory redundancies. These figures exclude the potential impact of any cuts to specific grants regimes.

However, as was the case in previous years, the Corporate Management Team would seek to maximise staffing reductions which could be achieved by managing vacancies and accepting requests for voluntary redundancies, to reduce the number of compulsory redundancies. This approach would also seek to maximise redeployment opportunities.

Members expressed concern at the ongoing staff morale not only of those being made redundant but also those remaining who would likely be called upon to continue to deliver the same levels of service with fewer resources. The Director and Chief Executive commented that this was an issue of major concern and one which was being actively monitored throughout the process.

Decision

1. That the content of the report be noted;
2. That of the options proposed in relation to the use of the resources previously allocated for the Longscar redevelopment, Option 2 – the transfer of the funding to the overall Regeneration Capital budget for the town should be recommended to full Council, as part of the overall MTFS proposals.
3. That a further detailed report on the position of the Housing Benefit Administration Grant be submitted to the Committee at the earliest possible opportunity during 2018 once an announcement had been made by central government and the implications and options had been assessed.

50. Community Engagement and Cohesion Strategy

(Director of Regeneration and Neighbourhoods and Director of Finance and Policy)

Type of decision

Budget and Policy Framework.

Purpose of report

The purpose of the report was to present the draft Community Engagement and Cohesion Strategy to Members for them to agree it as a draft for consultation.

Issue(s) for consideration

The Director of Regeneration and Neighbourhoods reported that in Hartlepool 'we' had a strong tradition of working with our communities to improve and develop services. As an organisation the Council recognised the importance of engagement in our work and the need for this to be delivered appropriately throughout our Departments through a single, organisational approach. The importance of cohesion within our communities and our role in supporting and developing this was also recognised.

The Community Engagement and Cohesion Strategy was a new strategy being developed by the Council during 2017/18. The purpose and remit of the strategy and also the timetable for development was agreed by the Committee at its meeting on 10th July 2017. A draft of the strategy had been developed and subject to Members comments would be issued for a period of public consultation. The strategy had been informed by the views expressed last summer through Your Say, Our Future and the recent Voluntary and Community Sector Survey. It had also been developed to reflect what works well in Hartlepool and elsewhere and to build upon the strong foundations that were already in place in the town.

The strategy had been prepared in the style of a plan on a page. This was intended to ensure that the strategy is simple and easy to understand and can be used as an easy reference document. An action plan would sit alongside the strategy to set out what specifically we will do to ensure that the vision of the strategy is delivered. Drafts of the strategy and the action plan were submitted as appendices to the report.

Members commented that as many avenues as possible needed to be open for the public to respond to the draft strategy.

Decision

That the draft Community Engagement and Cohesion Strategy be approved for consultation.

51. Health and Wellbeing Strategy (2018 - 2025) (*Interim Director of Public Health*)**Type of decision**

Budget and Policy Framework.

Purpose of report

The purpose of the report was to present the draft joint Hartlepool Health and Wellbeing Strategy (JHWS) for comment.

Issue(s) for consideration

The Interim Director of Public Health reported that the Health and Social Care Act 2012 required the Local Authority, with partner agencies including the NHS, to develop a joint Health and Wellbeing Strategy based on the Joint Strategic Needs Assessment (JSNA). The Health and Wellbeing Strategy (2013-2018) was developed in 2012-2013 in order to comply with this statutory requirement. The Health and Wellbeing Board (HWB) at its meeting on the 13 March 2017 had approved the refresh of the Strategy and the creation of a detailed Project Plan / Timetable to enable completion of the refresh process. A further meeting of the HWB, on the 26 June 2017, approved the following priority areas as the focus for the Strategy and consultation process:

- Starting Well – maternal health, children and young people;
- Working Well – workplace health, getting into work, poverty;
- Ageing Well – isolation, dementia, long term conditions, older people; and
- Living Well – lifestyle issues, mental health, prevention.

Following the public consultation, a further priority area has been identified and included as 'Dying well'.

Full details of the timetable for the development of the strategy were set out in the report together with the detailed feedback received from the initial stages of consultation including the feedback received on a ward by ward basis.

Respondents to the consultation undertaken to date identified access to hospital services, jobs and mental health as the highest priority topics for action under living well. The round table discussion with partners of the HWB also identified cross cutting themes that would ensure new ways of working.

These themes are:

- Build up the local workforce to 'make every contact count';
- Use local intelligence to target actions and reduce inequalities;
- Build the voluntary and community sector offer as an asset;
- Target media campaigns through the use of market segmentation; and
- Work with academic institutions to utilise action research and embed continuous improvement.

Further consultation sessions had been arranged with BME and children and young people groups in September. Presentations would also be undertaken at the two forthcoming Community Forums. The report also included in the appendices a Child and Family Poverty Impact Assessment and a Equality Impact Assessment.

Members were concerned at, what they perceived to be, the low numbers of respondents to the initial consultation. Members also were concerned

that while accepting the document was still in its development and subject to constant change, the comments of health partners could ‘steer’ the draft strategy away from what was submitted. The Interim Director stated that health partners had been involved in the round table development undertaken by the Health and Wellbeing Board. The strategy would go on for comments and feedback from other agency partners but would still come back to this committee for final approval and reference to Council. The Chair suggested that this be at the February meeting to allow time for consideration of the revised draft strategy.

Decision

1. That the results of the recent consultation exercise be noted; and
2. That the draft Joint Health and Wellbeing Strategy (JHWS) be approved for formal consultation in October 2017.
3. That the final draft Strategy be brought to Finance and Policy Meeting in February 2018 for formal approval prior to submission to Full Council.

52. Sale of Land at Hart *(Director of Regeneration and Neighbourhoods)*

Type of decision

Key Decision (test (i)/(ii)) Forward Plan Reference No. RN 13/09.

Purpose of report

To seek approval for the sale of land at Hart Village.

Issue(s) for consideration

The Director of Regeneration and Neighbourhoods reported that the Council currently owns a total of approximately 218 acres of agricultural land situated to both the east and west of Hart village. Part of this land had been identified in the Draft Local Plan for low density residential development. The land, which extended to approximately 7.8 acres (3.16ha). In order to realise the value of this land and to generate a significant capital receipt, it had recently been marketed for sale by way of informal tender based on a development brief prepared by the planning department.

The brief initially identified the density of the development to be 30 units and tenders were sought on this basis. Subsequently, it had been agreed that the density could be increased to circa 45 and as such further tenders had been submitted on this basis from interested developers.

The tenders received, an assessment of the proposals and a

recommendation to accept tender number 6 were detailed in Confidential Appendix 2 to the report. The appendix contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information).

The Director stated that it was proposed to accept tender no. 6 and to proceed with a joint venture arrangement. There were varying forms of joint venture, and while there were risks associated with them, in this instance a relatively straightforward arrangement was proposed; the main terms of which were set out in Confidential Appendix 2. It was considered that while the capital income from the sale of the land would take longer to be delivered, the likelihood of greater income once development was completed mitigated the risks.

Members referred to recent approvals for the lease of land for agricultural purposes at Hart and the Director stated that this was part of the Council's other land holdings in this area. A Member referred to a recent application considered by the Planning Committee for the development of one house which had been recommended for refusal by officers; would this site gain planning approval. The Director stated that the application referred to had been recommended for refusal as it was outside the development envelope of the village and not included in the emerging local plan. That application had been subsequently approved by Members. This land was included in the developing local plan for low density housing but approval would still be a matter for the Planning Committee. Members of the Planning Committee present acknowledged their responsibilities in not voicing opinions of pre-determination in regards to the subsequent application.

Decision

That approval be given to the acceptance of Tender No. 6 as detailed in Confidential Appendix 2 to the report, (The appendix contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information) subject to the Director of Regeneration and Neighbourhoods and the Chief Solicitor finalising the details of the joint venture agreement with the Chair of Finance and Policy Committee.

53. The EU General Data Protection Regulation (GDPR) (*Chief Solicitor*)

Type of decision

Non-key decision.

Purpose of report

This report outlined the changes that the Council would need to undertake in order to achieve compliance in implementing the General Data Protection Regulations (GDPR).

Issue(s) for consideration

The Chief Solicitor reported that on the 4th May 2016, the GDPR (Regulation 2016/679) was published in the Official Journal of the European Union. A period of 20 days was required to elapse following this publication and consequently the GDPR came into force on the 25th May, 2016. It would have application from the 25th May, 2018, not least to allow public authorities and other organisations that have as its core activities the control and processing of personal data, the necessary time to prepare for the GDPR coming into force.

The GDPR will replace the current legislation relating to Data Protection and will be directly applicable in all member states without the need for implementing national legislation. Although, following the vote to leave the European Union, the United Kingdom will obviously still continue to be a member of the European Union in May 2018 and subject to EU law, including the GDPR. A feature of this Directive is the expanding territorial reach in so far as the GDPR captures data controllers and processes outside the European Union whose processing activities relate to the offering of goods or services (even for free) to, or monitoring the behaviour (within the EU) of, EU data subjects. Consequently, it is recognised by the Information Commissioners Office (ICO) that the UK will need to mirror the GDPR following “Brexit” as any unpermitted deviation from the regulations will deem the UK to be an ‘inadequate’ country for data protection purposes and EU member states will not be then able to trade within the UK.

The report gave an overview of the main aspects of the GDPR including the need to appoint a Data Protection Officer. Article 37 of the GDPR required public authorities to appoint a Data Protection Officer. It was envisaged that the officer who fulfils this statutory role, would initially manage and implement the reforms associated with the GDPR by the implementation date of the 25th May 2018. Thereafter, the DPO will have a specific role in relation to data protection compliance and processing activities across the Council. Given her background in information governance law, it was suggested that the Head of Legal Services (Place) undertakes this role. In addition, soundings were being taken from neighbouring local authorities to see whether resources could be pooled to address this significant initiative and its successful implementation.

The Chief Solicitor drew Members attention to one specific new legal duty on public authorities which related to the reporting of certain types of data breaches to the relevant supervisory authority namely the ICO and in some cases to the individuals affected. Significantly, this should be done without undue delay and where feasible within 72 hours of awareness. A reason

for justification must be provided if this timeframe is not met. However, of note there is a general obligation currently upon public bodies to notify the ICO of “serious” data breaches. Notification does not need to be made if the breach is unlikely to result in a risk to the rights and freedoms of individuals. Hence, notification is likely to be where there’s “high risk” to rights and freedoms. A failure to comply with this feature of the GDPR indicates fines as significant, being categorised as either Level 1 fines (potentially 10 million euros or 2% of worldwide annual turnover -whichever is the greatest) and 20 million euros or 4% of total worldwide annual turnover (whichever is the greatest)) being Level 2 fines. These levels of fine had the potential to bankrupt local authorities and it was an issue of major concern to all local authorities.

The Chief Solicitor stated that there would be appropriate training instigated for employees once all the relevant policies and procedures had been revised appropriately and Members suggested that this should be extended to include all Councillors. The Chief Solicitor also mentioned that the Government had now published the Data Protection Bill, which sought to amend existing data protection legislation and to implement the reforms under the GDPR. The Chief Solicitor indicated that it would be beneficial if Council were to be informed over the proposed appointment of a Data Protection Officer, which was highlighted in the Data Protection Bill and this could be done through the Chief Executive’s Business Report, most probably to the October meeting of Council.

Decision

1. That the contents of the report and the implications of the General Data Protection Regulations be noted.
2. That the Council appoints the Head of Legal Services (Place) as Data Protection Officer with responsibility of the implementation of the GDPR and Data Protection compliance within the Council.
3. That the Data Protection Officer, in unison with the Council’s Information Governance Group, explore the implementation of the GDPR with a full review of the existing policies and procedures with associated budgetary considerations, IT capability and associated governance and communication implications for the Council.

54. Review of Policy and Procedures *(Assistant Director, Corporate Services)*

Type of decision

Non-key decision.

Purpose of report

The purpose of the report was to provide an update on the policy and

procedure reviews and present the refreshed Grievance and Discipline policy and procedures for Finance and Policy Committee comment and approval.

Issue(s) for consideration

The Director of Finance and Policy reported that a review programme for Human Resources (HR) policies and procedures was in place as requested by Members. The Bullying and Harassment, Grievance and Disciplinary policies were identified as priority areas for review.

The following documents had been reviewed collaboratively by HR and the Trade Unions and were submitted with the report:

- Discipline Policy and Procedure; (Appendix 1)
- Discipline Guidance; (Appendix 2) and
- Grievance Policy and Procedure. (Appendix 3).

It had been necessary to delay the reporting of the Bullying and Harassment Policy to ensure the review captured all the necessary changes. A refreshed document would be presented to Committee at the meeting in October 2017. Trade Union colleagues were currently considering the Suspension Guidance, Investigation Plan and Grievance Form and these would also be presented at the October meeting for consideration and approval.

A review of the Code of Conduct was also underway, following recognition at Constitution Working Group that a refresh was required. 'Single Table' have been consulted and a revised document would be considered by Constitution Working Group in October prior to full Council approval.

Formalised performance reporting of Discipline, Grievance and Bullying and Harassment was captured as part of the refreshed quarterly performance reporting and forms a part of the suite of indicators that measure corporate health.

A Member highlighted some concern in relation to the time a first written warning within the Disciplinary Policy Procedures could remain in place. The document suggested a year with up to two years in exceptional cases. The Member considered that one year was sufficient for such a warning to remain in place as should improvement in the employee's performance not be forthcoming, further stages of the process could be implemented.

Members also commented that within the procedures for hearing both disciplinary and grievance appeals, employees and/or their trade union representative needed to have an opportunity to react (a right of reply through further questions and/or comment) to any responses that the management representatives had given to Members, should they have concern/issue with those responses. The draft procedures appeared to preclude such an opportunity.

Members also sought assurance that the procedures around the instigation of covert surveillance within the Disciplinary Policy Guidance were robust so as to ensure there was no inappropriate or unnecessary monitoring. Covert surveillance should only be implemented where the circumstances warranted such intervention and there was robust management of such surveillance.

Decision

1. That subject to the additional comments/amendments made above and agreed by Members, the draft documents be approved.
2. That the progress that has been made to date on the preparation of the remaining policies and procedures be noted.

55. Council Plan 2017 – 2020 - Quarter 1 Performance Report (*Chief Executive*)

Type of decision

Non Key Decision.

Purpose of report

To update Finance and Policy Committee of the progress made against the Council Plan 2017-2020 at the end of quarter 1, 2017/18 and to seek Members' approval to a number of changes/updates to the plan.

Issue(s) for consideration

The Director of Finance and Policy reported that the Council Plan 2017-20 was agreed by Council in March 2017 setting out what 'we' will do to achieve our ambitious vision for Hartlepool. Within the plan the Council had identified six strategic priorities that would most quickly accelerate delivery of our ambition and shape a sustainable financial future of the Council.

The summary of progress at the end of quarter 1, 2017/18 was included as Appendix 1 to the report. Members were requested to note the key achievements made this quarter as set out by strategic priority on pages 1 to 3 of the appendix.

Members were asked to note that of the performance indicators that had data available this quarter, 8 were identified as areas for improvement/will not hit target as set out on pages 11 to 13 of Appendix 1 to the report. Members were asked to review the information provided and specifically:

- note the change to the methodology for calculating youth unemployment and unemployment rates and agree for new targets to be set following the 2017/18 baseline year;

- note the change to the national definition for delayed transfers of care and the new annual target set for this indicator by the Department of Health as part of the Better Care Fund (BCF) planning process.

Decision

1. That the overall progress made on the Council Plan 2017-20 at the end of Quarter 1 2017/18 as set out in the report and the key achievements as set out in pages 1 to 3 of appendix 1 to the report be noted;
2. That the notes provided on the 19 milestones that had missed or will miss their due dates be noted and the proposed date changes as set out in pages 4 to 10 of appendix 1 to the report be approved;
3. That the notes provided on the 8 performance indicators that had been identified as areas for improvement be noted and the proposed changes to targets as set out on pages 11 to 13 of appendix 1 to the report be approved.

56. Strategic Financial Management Report - as at 31st July 2017 *(Corporate Management Team)*

Type of decision

Non Key Decision.

Purpose of report

The purposes of the report were to inform Members of:

- (i) the 2017/18 Forecast General Fund Outturn;
- (ii) Corporate Income Collection Performance; and
- (iii) 2017/18 Capital Programme Monitoring.

Issue(s) for consideration

The Director of Finance and Policy reported that the availability and reporting of accurate and up to date financial information was increasingly important as future budget cuts are implemented and one-off resources are used up. This Committee would continue to receive regular reports which would provide a comprehensive analysis of departmental and corporate forecast outturns, including an explanation of the significant budget variances. This would enable the Committee to approve a strategy for addressing the financial issues and challenges facing the Council.

To enable a wider number of Members to understand the financial position of the Council and their service specific areas each Policy Committee would receive a separate report providing:

- a brief summary of the overall financial position of the Council as reported to the Finance and Policy Committee;
- the specific budget areas for their Committee; and
- the total departmental budget where this was split across more than one Committee. This information would ensure Members can see the whole position for the departmental budget.

The Director commented that an assessment of the forecast 2017/18 outturn had been completed and an over spend of between £0.420m and £0.920m was anticipated. Further details were provided in Appendix A to the report, which also included details of the actual 2016/17 outturn. The 2017/18 outturn had been prepared to reflect expenditure incurred to date and forecast to be incurred in the rest of the financial year. As Members would be aware from previous years, significant elements of the Council's budget were demand led and affected by expenditure over the winter months, including care costs in relation to older people and winter maintenance. The outturn forecasts would be closely monitored and regular updates would be reported to this Committee.

As had been referred to earlier in the meeting, the Director of Finance and Policy highlighted that majority of the forecast overspend related to continuing costs in relation to Looked after Children (LAC), including the cost of care proceedings. As reported in the January 2017 MTFS these pressures arose in 2016/17 and it was recognised that these pressures would continue into 2017/18 and 2018/19.

These issues were not unique to Hartlepool and a report from the Local Government Association (LGA), published on 9th August 2017, highlighted that in 2016/17 75% of councils over spent on children's services. The LGA report also indicated that by 2020 they were forecasting a national funding gap for children's services of £2 billion. To address the financial impact of these pressures the MTFS was predicated on using the one-off LAC Reserve with the aim of providing a longer lead time to hopefully manage demand to reduce costs back down to the level of the recurring budget. The outturn forecast reflected the planned use of £1.4m of the LAC Reserve in 2017/18, with the remaining £0.7m being allocated to support these pressures in 2018/19.

The Director highlighted that the range in the outturn forecast of £500,000 reflects uncertainty regarding the achievement of income targets in Regeneration and Neighbourhoods Services and additional waste disposal costs. These issues had arisen during 2016/17, although they were offset by one off grant income in other areas, which resulted in an overall under spend for the Department. The Department would seek to address these issues during 2017/18. However, if this was not possible the Council would need to manage the higher deficit figure. In addition, the Department would be addressing these issues on a permanent basis within the 2018/19 budget proposals by identifying additional savings.

Detailed financial information on the projected outturn for individual

Departments by Committee was provided in Appendices B to E of the report.

The Director stated that in 2016/17 the Council managed a significant overspend on departmental budgets from an under spend on corporate budgets. The corporate budget under spend was not available as these savings (predominantly a £2m recurring Minimum Revenue Provision saving) were built into the 2017/18 base budget as recurring savings. Therefore, there was significantly less financial flexibility within the base budget to manage over spends in departmental budgets.

In order to address the forecast 2017/18 over spend of between £0.420m and £0.920m the following options were being explored and further details would be reported to a future meeting:

- identification of 'discretionary spending' which could be stopped, or delayed;
- a reserves review to potentially release one off funding;
- the capitalisation of existing revenue spending.

The report also included details of the progress against the Capital Receipts Target and the Capital Programme monitoring report. The Committee was also informed that the Council has been successful in securing funding of £0.300m from the Department for Transports National Productivity Investment Fund to support the connectivity aspects of the Innovation and Skills Quarter (ISQ) programme scheme. The Chair stated that as had been previously discussed at the joint meeting which approved the overall scheme, the additional National Productivity Investment Fund monies should initially be held as a contingency for the highways works as there was still the potential for unknown issues to arise during the works.

Decision

1. That the report be noted.
2. That the forecast 2017/18 General Fund Revenue budget overspend of between £0.420m and £0.920m and the details of the options being explored to address the forecast overspend be noted and reported to a future meeting.
3. That the latest budget for the ISQ programme be approved and the proposal to earmark the £0.300m Council funding now available as a contingency on the overall ISQ programme until potential financial risks of delivering the scheme have been eliminated, also be approved.
4. That progress on the delivery of overall scheme be monitored closely and that Members be advised as soon as it is prudent for this funding to be returned to the Regeneration Fund.

57. Local Government (Access to Information) (Variation Order) 2006

Under Section 100(A)(4) of the Local Government Act 1972, the press and public were excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

Minute 58 Consolidated Departmental Annual Procurement Report (Director of Finance and Policy) – 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).

58. Consolidated Departmental Annual Procurement Report

(Director of Finance and Policy) 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)

Type of decision

Non Key Decision.

Purpose of report

To provide the Finance and Policy Committee with an overview of Departmental Annual Procurement Reports which will be submitted to individual service committees in October.

Issue(s) for consideration

The Director of Finance and Policy reported the Council delivers a range of services through a combination of direct provision by the Council's own staff, contracts with the private and voluntary sector and partnership agreements with strategic partners. Each Department had produced an annual procurement report which would be presented to their respective committees. These reports provided information on existing contracts and enable Members to provide input to the strategic direction for the future delivery of these services.

The reports included appendices which set out the financial information relating to individual contracts. These appendices contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial or business affairs of

any particular person (including the authority holding that information).

In order to facilitate a discussion which considered the information within the exempt sections of the individual reports, the motion to move into closed session was put and agreed.

Decision

Details of the Committee's decisions are set out in the exempt section of the minutes.

The meeting returned to open session.

59. Any Other Items which the Chairman Considers are Urgent

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

Children's Services Committee 12 September, 2017 – Minute No. 31
"Savings Programme 2018-19 and 2019-20 – Children's Services" -
Children's 5 to 19 activities

The Chair of the Children's Services Committee raised an issue that had been discussed at the Children's Services Committee on 12 September relating to Children's 5-19 Activities. The Chair of the Children's Services Committee stated that he had proposed at the meeting that the Finance and Policy Committee consider extending the funding for this service for a period of 6 months from 1 April 2017 as a matter of urgent business at the meeting on 18 September 2017. The proposal was that this could be funded from the Family Poverty Reserve at a cost of £64,000. It was expected that at the end of this 6 months, the Young People's Foundation would be established and have secured ways to draw down funding for the provision of sustainable youth services for the future. The Children's Services Committee were supportive of this proposal but stressed that the Foundation must be in a position to fund services in the longer term.

The Chair questioned the remaining finance available in the Family Poverty Reserve as it had previously been agreed that the fund would provide the necessary temporary contingency support to the Northern Lights Foundation until such time as the funding anticipated from the Tees Valley Combined Authority had been confirmed. The Director of Finance and Policy confirmed that the decision to underwrite the funding for the Northern Lights Foundation had not yet been made by the Combined Authority. The Director indicated that he believed that the Family Poverty Reserve held sufficient finance to support the £64,000 proposed to support the Children's 5-19 Activities service.

The Chair indicated that subject to clarification of the funds available within the Family Poverty Reserve, he supported the proposal to support the Children's 5-19 Activities service for a further six months from April 2018.

Decision

That the continuation of the Children's 5-19 Activities service be supported for a further six months from April 2018 to a maximum amount of £64,000 subject to confirmation of the remaining value of the Family Poverty Reserve.

The meeting concluded at 12.25 pm.

P J DEVLIN

CHIEF SOLICITOR

PUBLICATION DATE: 29 SEPTEMBER 2017

HEALTH AND WELLBEING BOARD

MINUTES AND DECISION RECORD

26 June 2017

The meeting commenced at 10 a.m. in the Civic Centre, Hartlepool

Present:

Councillor C Akers-Belcher, Leader of Council (In the Chair)

Prescribed Members:

Elected Members, Hartlepool Borough Council – Councillors Buchan, Clark and Thomas

Representatives of Hartlepool and Stockton-on-Tees Clinical Commissioning Group – Dr Timlin and Lisa Tempest (as non –voting substitute for Alison Wilson)

Interim Director of Public Health, Hartlepool Borough Council – Dr Paul Edmondson-Jones

Director of Child and Adult Services, Hartlepool Borough Council – Sally Robinson

Representatives of Healthwatch – Margaret Wrenn

Other Members:

Representative of the NHS England – Dr Butler

Representative of Tees Esk and Wear Valley NHS Trust –David Brown

Representative of Cleveland Police – Jason Harwin

Representative of Headteachers – Julie Thomas

Also in attendance:-

Pam Lee, Senior Screening & Immunisations Manager, NHS England North (Cumbria and North East)

Judy Gray, Hartlepool Healthwatch

Mr Hobbs

Hartlepool Borough Council Officers:

Esther Mireku, Acting Consultant in Public Health

Joan Stevens, Statutory Scrutiny Officer

Amanda Whitaker, Democratic Services Team

Prior to the commencement of business, the Chair welcomed new members to the Board and Board Members introduced themselves.

1. **Apologies for Absence**

Representatives of Hartlepool and Stockton-on-Tees Clinical Commissioning Group – Alison Wilson
Director of Regeneration and Neighbourhoods, Hartlepool Borough Council – Denise Ogden
Representative of Healthwatch - Ruby Marshall
Chair of Audit and Governance Committee – Councillor Ray Martin-Wells
(minute 4 refers)

2. **Declarations of interest by Members**

Councillors Christopher Akers-Belcher and Thomas reaffirmed their declaration of interests as employees of Hartlepool Healthwatch

3. **Minutes**

- (i) The minutes of the meeting held on 13 March 2017 were confirmed.

There were no matters arising from the minutes

- (ii) The minutes of the meeting of the Children's Strategic Partnership held on 14 March 2017 were received.

4. **Health and Wellbeing Board Referral – Reporting Arrangements for Delayed Transfers of Care** *(Chair of Audit and Governance Committee)*

In the absence of the Chair of the Audit and Governance Committee who had submitted his apologies for the meeting, the Statutory Scrutiny Officer reported back to the Health and Wellbeing Board the outcome of its referral to the Audit and Governance Committee.

The Board was advised that the Audit and Governance Committee at its meeting on the 23 March 2017, had welcomed indications that good progress had been made in relation to Delayed Transfers of Care, as outlined in the report. It was also noted that returns would continue to be reviewed on a monthly basis, with Hartlepool Borough Council monitoring all delays that were attributed to social care, to ensure that all possible actions were taken to facilitate timely and safe discharges from hospital. On this basis, it had been agreed that no further action was required by the Committee at this time.

The Chair of the Adults Services Committee updated the Board on the improving situation in terms of nursing bed provision in the town.

The Chair of the Board referred to the intended continuing review of delayed transfers of care and requested that the outcome of the monitoring be reported to the Board. The Statutory Scrutiny Officer agreed to report that

information to the Board.

Decision

The report was noted and the Statutory Scrutiny Manager agreed to submit further reports to the Board on the outcome of the Audit and Governance Committee's monitoring of delayed transfers of care.

5. **Update of Screening and Immunisation Programmes across Hartlepool** (*Interim Director of Public Health*)

The Interim Director of Public Health introduced a report which updated the Board on uptake of the Public Health screening and immunisation programme across Hartlepool, including responsibilities under the Health and Social Care Act 2012. Given the Board's previous decision to undertake a more in depth consideration of immunisation and screening, a representative from NHS England had been invited to the meeting of the Board, which had been held on 5th December, 2016, to provide a presentation in relation to immunisation in Hartlepool.

At this Board meeting, a detailed presentation was received by Pam Lee, Senior Screening & Immunisations Manager, NHS England North (Cumbria and North East). The presentation addressed the following issues:-

- Screening – what, why and how?
- Cancer – Breast, Bowel, Cervical
- Abdominal Aortic Aneurysm
- Diabetic Eye
- Ante Natal and New-born

It was noted that the National Screening Committee determined programmes to be delivered based on burden of disease and mortality and that there was a quality assurance process for all programmes. The presentation set the context in terms of cases of each of the above areas and advised the Board of what was being done in each identified area.

In terms of what Hartlepool Health & Well Being Board could do, the presentation highlighted the following areas with particular reference to the role of Partners in increasing the uptake of working age adults attending Diabetic eye screening:-

- Focus on prevention – smoking/alcohol/obesity
- Community development work – why don't people engage with the programmes?
- Work with CCG to reduce practice variation

The Interim Director of Public Health explained that one of his responsibilities was to provide assurance in terms of screening and referred to the roles of

other Partners. Following the presentation, Board Members debated issues arising from the presentation including the areas upon which to focus. The representative of Cleveland Police offered the services of the Police in terms of local community work and a debate took place regarding issues associated with child obesity.

Board Members appreciated the depth of information which had been collated by NHS England and recognised that although data was not patient identifiable, it could be helpful if data was provided according to locality of the three community hub areas. The Senior Screening & Immunisations Manager responded, to a request for information to be available on a ward basis, that she would work with the Interim Director of Public Health and to also share lessons learnt from Middlesbrough initiatives where there had been an increase in screening uptake.

Concern was expressed at the apparent downward trend in screening of individuals with learning disabilities. Views were sought from the Senior Screening and Immunisations Manager with reference to users mental health services and that possibly some work needed to be progressed addressing those concerns. The Board was advised that a lot of work had been done to flag people with learning disabilities and work was ongoing with Mental Health Trusts. The representative of the Tees Esk and Wear Valley NHS Trust assured the Board that his Trust was picking up that agenda.

Following a request for clarification from the Chair of the Board in relation to breast cancer screening, the Senior Screening and Immunisations Manager agreed to feedback to the Interim Director of Public Health in relation to the increased uptake in breast cancer screening in Stockton.

The Interim Director of Public Health highlighted that the Health and Wellbeing Strategy (2013 - 2018) Refresh was to be considered later in the meeting, which included a key priority area of 'working well'.

Decision

- (i) The Board noted the current uptake of the screening and immunisations programme for Hartlepool; and
- (ii) Board Members agreed to provide local systems leadership advice to improve uptake of screening and immunisation programmes across Hartlepool.
- (iii) That the issues raised at the meeting be addressed in the Health and Wellbeing Strategy (2013 - 2018) Refresh

6. Better Care Fund: 2016/17 Q3 and Q4 Returns *(Director of Child and Adult Services)*

The report provided the background to the National Conditions and performance measures associated with the Better Care Fund. Performance reports were submitted to NHS England on a quarterly basis. The deadline for submission of the Q3 return (covering the period October – December 2016) was 3 March 2017, and the deadline for the Q4 submission (covering January – March 2017) was 31 May 2017. The Q3 and Q4 returns had confirmed that all national conditions continued to be achieved, and provided analysis of performance data which was summarised in the report. Further detail was provided within the report on performance measures.

Decision

The Board noted the 2016/17 Q3 and Q4 returns, which were submitted on behalf of the Health and Wellbeing Board using delegated authority as agreed previously by the Board.

7. Pharmaceutical Needs Assessment (PNA) Review *(Interim Director of Public Health)*

The Board had published its first PNA on the 25 March 2015, in accordance with statutory requirements. The National Health Service (Pharmaceutical and Local Pharmaceutical Services) Regulations 2013 set out the legislative basis for the updating of PNA's, including the duty of Health and Wellbeing Boards (HWB's) to 'publish a statement of its revised assessment within 3 years of its previous publication of a PNA'. The HWB is required to keep the PNA up to date by maintaining the map of pharmaceutical services, assessing any on-going changes which might impact pharmaceutical need or require publication of a Supplementary Statement, and by publishing a full revised assessment before the 25 March 2018. Details of actions required to maintain the current PNA and the planning process for the publication of a fully reviewed PNA were outlined in the report.

Decision

- i) The Board acknowledged the content of the report including the outline plan and timetable towards the review of the PNA of the Hartlepool HWB, commencing immediately.
- ii) The Board delegated authority to the current/or acting Director of Public Health (DPH), in conjunction with the Chair of the HWB, for approval of the draft PNA 2018 for release to formal 60 day consultation.

- iii) The Board approved the continued delegation of authority to the current, or acting, Director of Public Health (DPH), in conjunction with the Chair of the Board, for elements of the maintenance and use of the PNA, and for the DPH to approve, as required:
- Publication of minor errata/ service updates as on-going notifications that fall short of formal Supplementary Statements to the PNA (for example changes of ownership, minor relocations of pharmacies, minor adjustments to opening hours and service contracts that do not impact on need);
 - Any response on behalf of the Hartlepool HWB to NHS England (42 day) consultation on applications to provide new or amended pharmaceutical services, based on the PNA; and
 - Any initial determination with respect to the potential for either a Supplementary Statement or need for full review. Publication of Supplementary Statements to be ratified by the HWB at suitable periodic intervals (e.g., annually) as required.
- iv) In accordance with the NHS Pharmaceutical Services regulations, now that the Board is in the course of making its revised assessment for 2018, the Board will monitor any changes to availability for pharmaceutical services in its area in the intervening period. The Board will publish a Supplementary Statement on any changes (to availability) where (if) it is satisfied that immediate modification of its pharmaceutical Needs Assessment (2015) is essential in order to prevent significant detriment to the provision of pharmaceutical services in the town.
- v) Agenda items related to consultation, review, maintenance (including Supplementary Statements) and future publication of the Hartlepool PNA be received as required at future Board meetings.

8. Health and Wellbeing Strategy (2013 - 2018) – Refresh (Interim Director of Public Health)

The report sought approval of the Project Plan / Timetable for the refresh of the Health and Wellbeing Strategy (2013 – 2018) and the priorities identified for inclusion as the basis for the refreshed Strategy. The Health and Social Care Act 2012 required the Local Authority, with partner agencies including the NHS, to develop a joint Health and Wellbeing Strategy based on the Joint Strategic Needs Assessment (JSNA). The Health and Wellbeing Strategy

(2013-2018) had been developed in 2012-2013 in order to comply with this statutory requirement. In complying with the requirements of the Health and Social Care Act 2012, and in order to ensure that the Strategy is fit for purpose and effectively reflects local priorities, the Board had approved the refresh of the Strategy at its meeting on the 13 March 2017. Approval was also given for the creation of a detailed Project Plan / Timetable to enable completion of the refresh process in line with the required deadline.

Board Members were advised that the Health and Wellbeing Strategy (2013-2018) was based upon the principles of the Marmot Report (2010) and focused on protecting and improving the health of the population through a range of evidence based interventions. In taking forward the development of the 2018 – 2023 Strategy, it was proposed that:-

- i) The refreshed Strategy focus on the four key priority areas (as detailed below) and that these, alongside the identification of major issues in relation to each, form the basis for an extensive consultation process:
 - Starting Well – maternal health, children and young people;
 - Working Well – workplace health, getting into work, poverty;
 - Ageing Well – isolation, dementia, long term conditions, older people;
 - Living Well – lifestyle issues, mental health, prevention;

The Project Plan, to complete the refresh, was set out in the report. The Statutory Scrutiny Manager highlighted an additional public consultation on priorities, to inform the Strategy, on 14th July, commencing at 10 a.m. in West View Advice and Resource Centre.

The Chair of the Board referred to earlier discussions relating to uptake of the Public Health screening programme and that in terms of what is 'working well', engagement should include key contacts in schools, businesses and GPs.

The Interim Director of Public Health responded to concerns expressed by a member of the public at what was considered to be an escalating trend of children with learning disabilities which were alleged to be linked to immunisation. The Interim Director highlighted that Public Health England was responsible for the evidence base for all screening and immunisation programmes. It was reported that the overwhelming evidence supported vaccinations being safe. The Chair of the Board advised Members that the member of the public had written a letter, which was to be considered under Any Other Business.

Decision

- (i) That the Board approved the:
 - Priority areas identified as the focus for the refreshed Strategy and consultation process detailed in the report; and
 - Updated Project Plan and Timetable for completion of the refresh as detailed in the report.
- (ii) That the Board consider a final draft of the refreshed Health and Wellbeing Strategy 2018 – 2023 at its meeting on the 4 December 2017, prior to its submission to Full Council on 15th March 2018.

9. Overview and Scrutiny Work Programme - Verbal Update (*Scrutiny Manager*)

Further to the meeting of the Council's Audit and Governance Committee held on 21 June 2017, the Statutory Scrutiny Officer advised the Board that each year Overview and Scrutiny identified, implemented and completed an annual work programme as a means of fulfilling its statutory responsibilities. The Audit and Governance Committee had been asked to consider the development of the 2017/18 Work Programme, identifying potential topics for investigation and indicative timeframes covering both areas of statutory scrutiny.

The Committee considered a range of potential issues for scrutiny in the 2017/18 municipal year and in selecting a topic emphasis was placed on the potential future impact of the Durham, Darlington, Teesside, Hambleton, Richmondshire and Whitby Sustainability and Transformation Plan (STP), the Better Health Programme and the implementation of the 'Hartlepool Matters' Plan.

Following detailed consideration of the information provided, and potential topics, the Committee had agreed that it would undertake one investigation in 2017/18, focusing its attention on Elective Surgery on the UHH site (Hartlepool matters) and high quality Maternity Services (STP) as an issue of significant local concern. This enabling Members to be fully informed as they participate in regional scrutiny of the STP and allowing capacity for scrutiny of other STP related issues, should the need arise.

It was noted that the Committee would be requesting information from Board Members and that a report would be submitted to the Board on the outcome of the investigation.

Decision

The update was noted.

10. Any Other Business

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

11. Letter

As referenced earlier in the meeting, a letter had been tabled at the request of a member of the public which reiterated the concerns which had been expressed earlier in the meeting in relation to the implications of the immunisation programmes.

Meeting concluded at 11.20 p.m.

CHAIR

SAFER HARTLEPOOL PARTNERSHIP MINUTES AND DECISION RECORD

11 August 2017

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

Present:

Councillor: Christopher Akers-Belcher (In the Chair)
Denise Ogden, Director of Regeneration and Neighbourhoods
Clare Clark, Head of Community Safety and Engagement
Chief Superintendent Alastair Simpson, Cleveland Police
Chief Inspector Nigel Burnell, Chair of Youth Offending Board
John Graham, Durham Tees Valley Community Rehabilitation Company
John Bentley, Safe in Tees Valley
Steve Johnson, Cleveland Fire Authority
Kay Glew, Thirteen Group
Jean Golightly, Hartlepool and Stockton on Tees Clinical Commissioning Group

Councillor Alan Clark was in attendance as substitute for Councillor Steve Thomas and Rachelle Kipling was in attendance as substitute for Barry Coppinger

Also present: Councillor Jim Lindridge
Craig Green, Safe in Tees Valley
Steve Knight, Gangmaster and Labour Abuse Authority

Officers: Rachel Parker, Community Safety Team Leader
Denise Wimpenny, Principal Democratic Services Officer

11. Apologies for Absence

Apologies for absence were submitted on behalf of Councillor Steve Thomas and Barry Coppinger, Police and Crime Commissioner for Cleveland.

12. Declarations of Interest

None.

13. Minutes of the meeting held on 16 June 2017

Confirmed.

14. **Police Cadets Presentation** *(Representative from Safe in Tees Valley)*

Issue(s) for consideration

A representative from the Police Cadets Office, Safe in Tees Valley, who was in attendance at the meeting, provided the Partnership with a presentation in relation to the Police Cadets Programme which had been operating in the Tees Valley since 2009. The presentation focussed on the following:-

- Overview of the programme including funding streams
- Background to the development of the programme and syllabus
- Curriculum information and outcomes/achievements of cadets
- Overview of National Programme, its purpose including aims and objectives
- Take up levels across the Tees Valley
- Reliance of volunteers
- Details of types of projects cadets had been involved in during the last year
- Potential opportunities to develop the programme in colleges and training centres

Partnership Members welcomed the initiative and commented on the benefits as a result. A query was raised as to whether there were arrangements in place for statutory services to refer young people to the programme. Members were advised that whilst there were no formal referral arrangements in place, and the programme currently relied on word of mouth referrals, the service would be keen to develop this suggestion and establish communications with various organisations. The Chair commented on the benefits of sharing named contacts for such referrals and suggested that contact details be provided to Partnership Members together with an electronic version of the curriculum to enable service areas to feed into this initiative.

The various methods of promoting the programme were discussed and the need for service providers to work together in a co-ordinated manner was emphasised. The representative acknowledged the need for a more formalised approach in terms of contact arrangements between organisations and agreed to explore these opportunities following the meeting. The representative indicated his intention to communicate with

partner organisations to facilitate such arrangements.

The Chair thanked the representative for an informative presentation.

Decision

- (i) The contents of the presentation and comments of Members were noted.
- (ii) That a formalised referral system to the Police Cadets Programme be explored within the Tees Valley area.
- (iii) That contact information be provided to all Partnership Members together with details of the curriculum to enable services to feed into this initiative.

15. Gangmasters and Labour Abuse Authority (GLAA) Presentation *(Representative from the Gangmaster and Labour Abuse Authority)*

Issue(s) for consideration

A representative from the Gangmasters and Labour Abuse Authority (GLAA) was in attendance at the meeting and provided the Partnership with a presentation in relation to the role and purpose of the GLAA. In support of the presentation, a short video clip was presented which highlighted the problems associated with modern day slavery and human trafficking. The presentation focussed on the following:-

- Background information to the development of the GLAA
- Funding arrangements – funded by Central Government to investigate offences of modern day slavery and human trafficking
- How the GLAA works?
 - carries out intelligence-led inspections, investigates unlicensed gangmasters and those who make arrangements with them and pursues prosecutions related to illegal labour supply through the courts
- Strategic priorities – prevent worker exploitation, protect vulnerable people and tackle unlicensed and criminal activity
- Worker issues within our industry
 - tolerate their situation as it may be more favourable than their home circumstances
 - open to abuse – some are working illegally and this is exploited
 - unaware of rights with little or no grasp of English

- distrust authority figures and reluctant to ask for help
- are subject to threats to them or their families
- How slavery is perpetrated?
- Signs of forced labour – trafficking
- Successes from 2016/17 include:-
 - 779 potential victims of labour exploitation had been identified and given support to remove them from danger
- Future priorities
- Emerging trends/areas of concern
- Most prevalent issues
 - car washes
 - restaurants
 - take-aways
 - nail bars
 - construction
 - traveller communities
 - care sector
- Key findings
 - fivefold increase in victims of modern slavery since 2012
 - improving picture but intelligence remains fragmented
 - efforts being made to identify nature and scale of labour exploitation
 - information is not always consistent and therefore makes meaningful analysis a significant challenge

Partnership Members welcomed the work of the GLAA and debated issues arising from the presentation. The GLAA representative responded to queries raised in relation to progress made to date by the GLAA to protect vulnerable individuals and outlined the powers available to tackle such issues. The representative commented on the challenges faced by the authority in securing a place of safety for vulnerable victims and placed emphasis upon the importance of close working relationships with the Police and National Crime Agency in terms of sharing information to achieve successful convictions.

The Chair made reference to the need to continue to develop multi-agency working as well as the importance of raising awareness regarding issues of this type. The benefits of promoting the organisation as widely as possible were highlighted. Various methods of promoting the organisation were discussed including the referral process and the representative was keen to deliver presentations of this type to other agencies as required.

The Police and Crime Commissioner representative reported on the

ongoing positive work the police was undertaking with the first responders anti-slavery network and arrangements would be made to provide a progress update to a future meeting of the Partnership.

The Chair thanked the representative for an informative presentation.

Decision

- (i) The contents of the presentation and comments of Members were noted.
- (ii) That further discussions be held following the meeting regarding the most appropriate methods of raising awareness and publicising the GLAA.

16. Serious and Organised Crime Audit (*Director of Regeneration and Neighbourhoods*)

Purpose of report

To inform the Partnership of the decision by the Council's Finance and Policy Committee to undertake an audit in relation to serious and organised crime.

Issue(s) for consideration

The Director of Regeneration and Neighbourhoods reported on the belief of the National Crime Agency that Local Authorities, through their procurement, were at particular risk of infiltration from serious and organised crime groups through securing the benefit from public sector contracts.

It was reported that the Finance and Policy Committee had received and agreed a report, a copy of which was attached at Appendix 1, outlining a proposal to undertake an internal audit in relation to serious and organised crime together with an agreement that the Partnership be notified of the decision.

Decision

- (i) The Partnership noted the report of the Finance and Policy Committee, attached at Appendix 1.
- (ii) That the Partnership receive a report on the outcome of the audit once it was finalised.

17. Safer Hartlepool Partnership Performance *(Director of Regeneration and Neighbourhoods)*

Purpose of report

To provide an overview of Safer Hartlepool Partnership performance for Quarter 1 – April 2017 to June 2017 (inclusive).

Issue(s) for consideration

The report provided an overview of the Partnership's performance during Quarter 1, as set out in an appendix to the report. Information as a comparator with performance in the previous year was also provided. In presenting the report, the Community Safety Team Leader highlighted salient positive and negative data.

In the discussion that followed presentation of the report, the Community Safety Team Leader responded to queries raised in relation to crime figures by type.

In relation to the increase in deliberate fires, the representative from the Fire Service advised that statistical information in terms of hotspots by ward would be clarified following the meeting.

In response to clarification sought, the Chief Superintendent outlined the national crime recording standards. Concerns were expressed regarding the increase in substance misuse in the town particularly with young people. The Chair indicated that these concerns had been acknowledged and the Interim Director of Public Health had been asked to undertake a piece of work as to how services could be reconfigured, the outcome of which would be reported to the Health and Wellbeing Board. Arrangements would also be made to share this information with the Safer Hartlepool Partnership.

The representative from Hartlepool and Stockton CCG raised a number of queries in relation to performance data as set out in the report. The Chair requested that the Community Safety Team Leader follow this up with the Partnership representative following the meeting.

Decision

- (i) That the Quarter 1 performance figures and comments of Members be noted and actioned as appropriate.
- (ii) That the Community Safety Team Leader liaise with the Representative of Hartlepool and Stockton on Tees CCG following the meeting in relation to the request for clarification on performance data.

18. Your Say, Our Future – Community Safety (*Chair of the Safer Hartlepool Partnership*)

Issue(s) for consideration

The Chair referred to the previous annual face the public event around community safety and expressed disappointment that the topics of tackling extremism and radicalisation had not resulted in the outcomes anticipated. Reference was made to the success of a recent “Your Say Our Future” event and the Chair was of the view that the Partnership may benefit from adopting a similar approach for the next face the public event. Views were sought on the topics that should be discussed and as to whether it should be themed around a specific subject to ensure public buy-in.

Various views were expressed during which the Chief Superintendent indicated that the concerns of the public were generally around anti-social behaviour, drug abuse, litter and dog fouling. A discussion followed on the various methods of engaging with the public to achieve public buy-in which included the option to organise events in public places or feed into other organised events.

Decision

That the comments of Members be noted and be utilised to formulate proposals to be presented to a future meeting of the Partnership.

19. Any Other Items which the Chairman Considers are Urgent

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

20. Any Other Business – Protecting Victims of Exploitation

A query was raised in relation to the lessons that could be learnt and what practices could be shared from recent convictions regarding trafficking and exploitation issues recently reported in Newcastle. In response, the Chief Superintendent indicated that work had been ongoing for some time with community safety agencies and safeguarding boards to protect victims of exploitation and trafficking. Assurances were provided that structures were in place in Hartlepool to target perpetrators. It was highlighted that the key issue was to develop trusting relationships with victims of such crimes and there was a specific response team to deal with these issues.

Decision

That the information given be noted.

21. Date and Time of Next Meeting

The Chair reported that the next meeting would be held on Friday 15 September 2017 at 10.00 am.

The meeting concluded at 12 noon.

CHAIR

FINANCE AND POLICY COMMITTEE

30th October 2017



Report of: Director of Regeneration and Neighbourhoods

Subject: COMMUNITY SAFETY PLAN (2017 – 2020)

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Budget and Policy Framework.

2. PURPOSE OF REPORT

- 2.1 To consider the Community Safety Plan 2017-2020 (also referred to as the Community Safety Strategy).
- 2.2 To consider referral to Council for adoption of the Community Safety Plan 2017-2020.

2. BACKGROUND

- 2.1 Introduced by the Crime and Disorder Act 1998, Community Safety Partnerships (CSP's) have a statutory responsibility to develop and implement a three year Community Safety Plan setting out how it intends to address crime and disorder, substance misuse and re-offending issues in Hartlepool.
- 2.2 CSP's are made up of representatives from the six 'responsible authorities'. These include the Local Authority, Police, Fire Brigade, National Probation Service, Community Rehabilitation Company and Clinical Commissioning Group. CSP's have a number of statutory duties which include:
- Producing a **Community Safety Strategy** that details how the CSP will tackle the crime, disorder, anti-social behaviour, substance misuse and re-offending priorities in its local area;
 - Producing an annual partnership **strategic assessment** to help identify and better understand local community safety priorities;
 - **Consulting** with local residents and organisations on community safety priorities.

3. DEVELOPMENT OF THE COMMUNITY SAFETY PLAN

- 3.1 The Community Safety Plan 2017-20, **attached at Appendix 1** has been developed based upon the findings of the Safer Hartlepool Partnership Strategic Assessment; public consultation including on-line surveys undertaken in December and June; the Face the Public Event; and through the Council's Community Forums. Consultation has also taken place with key strategic Partnerships such as the Adult and Childrens Safeguarding Boards and the Health and Well Being Board at the Safer Hartlepool Partnership Development Day held in May. In July 2017 the Council's Audit and Governance Committee and Finance and Policy Committee were also consulted on the Plan, with the final draft of the Plan being considered and agreed by the Safer Hartlepool Partnership in September 2017.

4. COMMUNITY SAFETY PLAN 2017-20

- 4.1 The Community Safety Plan outlines the strategic objectives and annual priorities as follows:

Strategic Objectives 2017 - 2020	
Reduce crime and repeat victimisation	Reduce the harm caused by drug and alcohol misuse
Create confident, cohesive and safe communities	Reduce offending and re-offending

Annual Priorities 2017 - 2018	
Re-offending – reduce re-offending through a combination of prevention, diversion and enforcement activity	Acquisitive Crime – reduce acquisitive crime through raising awareness and encouraging preventative activity with a particular focus on domestic burglary
Domestic Violence and Abuse – safeguard individuals and their families from violence and abuse and implement programmes to tackle those identified as 'high risk'	Anti-social Behaviour – reduce anti-social behaviour through a combination of diversionary and educational, and enforcement action and increase restorative interventions
Substance Misuse – reduce the harm caused to individuals, their family and the community, by drug and alcohol misuse and alcohol related violence	Vulnerable Victims – work together to identify and support vulnerable victims and communities experiencing crime and anti-social behaviour

- 4.2 Following approval of the first draft of the Community Safety Plan in June, and subsequent consultation, a number of minor amendments have been made to the Plan such as the inclusion of indicators in relation to deliberate fire setting, and the inclusion of actual figures as opposed to just percentages in relation to crime and anti-social behaviour.

5. PERFORMANCE MONITORING

- 5.1 Progress made against the Community Safety Strategy will be managed and monitored by the Safer Hartlepool Partnership, through quarterly performance reports and the monitoring of Partnership Sub Group Action Plans.
- 5.2 The Community Safety Strategy incorporates performance indicators for 2017 – 2018, along with a delivery structure approved by the SHP in June 2017 which contains fewer task groups to enable focus to be given to doing a few things well. This structure takes advantage of existing groups such as the Tees Reducing Re-offending Group to address the Partnership's reducing offending and re-offending priority.

6. FINANCIAL CONSIDERATIONS

- 6.1 There are no financial considerations associated with this report.

7 STAFF CONSIDERATIONS

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

8. LEGAL CONSIDERATIONS

- 8.1 In accordance with the Crime and Disorder Act 1998 and the Crime and Disorder Regulations 2007, the Safer Hartlepool Partnership is required to produce a three year Community Safety Plan to set out how it intends to address crime and disorder, substance misuse and re-offending issues.

9. CONSULTATION

- 9.1 Safer Hartlepool Partnership Strategic Assessment public consultation, including on-line surveys undertaken in December and June. Face the Public Event and Council's Community Forums. Key strategic Partnerships such as the Adult and Childrens Safeguarding Boards and the Health and Well Being Board at the Safer Hartlepool Partnership Development Day held in May. In July 2017. Council's Audit and Governance Committee and Finance and Policy Committee.

10. EQUALITY AND DIVERSITY CONSIDERATIONS

- 10.1 The strategic assessment and consultation process with an annual refresh ensures that the needs of all sections of the community are considered in formulating and implementing the Community Safety Plan.

11. CHILD POVERTY CONSIDERATIONS

- 11.1 There are no child poverty implications associated with this report.

12 RECOMMENDATION

- 12.1 That the Finance and Policy Committee considers the content of the Community Safety Plan 2017 – 2020.
- 12.2 In accordance with the budget and policy framework, the Finance and Policy Committee considers making a referral to full Council for adoption of the Community Safety Plan 2017-2020.

13. REASONS FOR RECOMMENDATIONS

- 13.1 As a responsible Authority, the Local Authority has a statutory duty to develop and implement strategies aimed at reducing crime and disorder, substance misuse, and re-offending behaviour.

14. BACKGROUND PAPERS

- 14.1 The following background papers were used in the preparation of this report:-
- 14.2 Safer Hartlepool Partnership – Community Safety Plan 2017-2020 (September 2017)

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Safer Hartlepool Partnership

Community Safety Plan 2017 - 2020



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Foreword

I am delighted to introduce Hartlepool's Community Safety Strategy for the next three years. It sets out our bold vision for maintaining and improving community safety in Hartlepool and identifies our priorities to help us achieve this which are to:

- Reduce crime and repeat victimisation
- Reduce the harm caused by drug and alcohol misuse
- Create confident, cohesive and safe communities
- Reduce offending and re-offending



Councillor Christopher Akers-Belcher
Chair of the Safer Hartlepool
Partnership

During the lifetime of the last Community Safety Strategy which was introduced in 2014 there have been a number of changes to the community safety landscape, and a number of contextual factors that have presented significant challenges to making Hartlepool safer. These include a challenging economic climate, the impact of Welfare Reform, and changes to the way offenders are managed in the community following the introduction of the National Probation Service, and Community Rehabilitation Companies.

Despite these challenges incidents of anti-social behaviour are lower than they were when the previous strategy was introduced in 2014. The rate of repeat victimisation in relation to our high risk domestic abuse cases has also reduced and the number of first time entrants into the youth justice system has decreased. But the number of crimes reported to the Police increased by 7% during 2016, and although we know this is likely to be due to national changes in recording standards the Partnership will continue to work hard to ensure Hartlepool remains a safe, welcoming and attractive place to live work and visit.

We know we continue to be faced with significant budgetary challenges whilst demand for services is rising. We are fully committed to collaborative working both locally and at a Cleveland wide level with the Police and Crime Commissioner. We recognise both fighting crime and tackling the underlying causes of it is key to our success, and in true Hartlepool spirit, we will do it together in Partnership.

Introduction

The Safer Hartlepool Partnership is Hartlepool's statutory Community Safety Partnership as defined by the Crime and Disorder Act 1998. The Partnership comprises of a core group of statutory partners, Elected Members and a range of other stakeholders from the public and voluntary sectors. Their main aim and purpose is to reduce crime and disorder, substance misuse and re-offending in Hartlepool. The full current membership is detailed in **Appendix A**.

It is a statutory requirement of all Community Safety Partnerships that they regularly prepare and publish a Plan that shows how they will work together to address community safety issues in the local area. The aim of this Plan is to inform people about the work of the Partnership, its priorities for the next three years and how these will be achieved.

Our priorities continue to be informed through analysis of crime and community safety data, and by listening to the views of those living and working in Hartlepool through surveys and events such as our annual Face the Public event, the Safer Hartlepool Partnership annual on-line survey, and Cleveland Police Public Confidence Survey.



The Partnerships vision is that 'Hartlepool will be a safe place to live, work and visit'. Our approach for achieving this vision will be to focus on 'prevention'. We want to stop problems from happening in the first place by tackling root causes, and where problems do exist we want to stop them from escalating by intervening early and focusing our resources where they are most needed. We also remain committed to safeguarding and protecting vulnerable people from harm, and exploitation in the community. To do this we will work collaboratively and flexibly to deliver integrated models of service delivery, in conjunction with other Boards and Partnerships such as the Safeguarding Children's Board, Tees-wide Safeguarding Adults Board, Health and Wellbeing Board and Local Criminal Justice Board.

Local Context

Hartlepool is the smallest unitary authority in the North East region and the third smallest in the country comprising of some of the most disadvantaged areas in England. Issues around community safety can be understood by a number of contextual factors:

Population

At 92,500 the Hartlepool population has remained relatively unchanged over the last decade.

Health & Wellbeing

There is a higher prevalence of long term health problems, including mental health, in Hartlepool.

Deprivation

Hartlepool is the 18th most deprived local authority area out of 326 local authorities.

Housing

The percentage of long term empty properties in Hartlepool is higher than the Tees Valley average.

Geography

Community Safety issues are concentrated in geographic hotspots, particularly in the most deprived wards in Hartlepool.

Unemployment

Unemployment rates in Hartlepool are above the regional average and double the national average.

Partnership Activity 2016/17

Over the last year, the Partnership has delivered a number of activities against its strategic priorities to make Hartlepool safer some of which are outlined below:

Strategic Objective 1: Reduce crime and repeat victimisation

Continued to offer crime prevention advice and awareness raising campaigns.

Provided support to more than 500 victims of crime and anti-social behaviour and improved security to 450 homes.

Developed a new strategy for tackling domestic abuse and commissioned a new domestic abuse service to support families and children affected by domestic abuse.

Delivered a healthy relationships programme to over 3,000 children.

Strategic Objective 2: Reduce the harm caused by drugs and alcohol

Launched a new Substance Misuse Strategy.

Continued to work with national organisations such as Balance and delivered a series of awareness raising campaigns linked to topics such as FSD at a variety of locations, including schools and colleges.

Improved access to early and preventative treatment.

Provided training to license holders and staff to encourage responsible trading and reduce instances of underage sales.

Strategic Objective 3: Create confident, cohesive and safe communities

Delivered our annual Anti-Social Behaviour Awareness Day to 1,500 pupils.

Introduced a new case management system (E-CINS) to improve information sharing and responses to vulnerable victims.

Introduced a community resolution service using restorative approaches to anti-social behaviour and low level crime.

Made more than 2,500 contacts with young people through assertive outreach activity .

Strategic Objective 4: Reduce re-offending

We have continued to implement the Troubled Families programme supporting more than 170 to successfully turn their lives around.

The multi-agency Integrated Offender Management team has successfully worked with repeat offenders to address their accommodation and employment needs and reduce their offending behaviour.

The youth offending triage programme has continued to reduced the number of young people entering the justice system.



Strategic Assessment 2016 – Key Findings (January – December 2016)

The Safer Hartlepool Partnership Strategic Assessment was completed in January 2017 and contains information to aid the Partnership's understanding of the priority community safety issues in Hartlepool. The Assessment forms part of an intelligence-led approach to community safety which enables a more focused, resource-effective and partnership-oriented delivery of options.

Strategic Objective 1: Reduce crime & repeat victimisation

- 7% increase in crime, 527 more offences.
- 3% reduction in domestic burglary, 10 less offences.
- 15% increase in violent crime, 270 more offences
- Domestic related violent crime increased by 20.3% however, the number of high risk repeat cases of domestic violence referred to the Hartlepool Multi-agency Risk Assessment Conference (MARAC) reduced by 7%
- 24% of crimes in Hartlepool detected (2295 offences) – the highest rate in the Cleveland Police Force area

Strategic Objective 2: Reduce the harm caused by drugs & alcohol

- 58% of people in Hartlepool drink alcohol at risky levels
- The cost of alcohol misuse is in excess of £31m and equates to £343 per head of population
- Number of people dependant on drugs is more than double the national average
- Two thirds of the estimated drug dependant population in Hartlepool are receiving treatment
- Heroin is the main drug used by adults who are receiving treatment
- Young people in drug treatment primarily use alcohol and cannabis

Strategic Objective 3: Create confident, cohesive & safe communities

- 3% increase in anti-social behaviour, 202 more incidents
- Perceptions of crime and anti-social behaviour are higher in disadvantaged communities
- Correlation between anti-social behaviour and criminal damage hotspots
- 13.5% increase in hate crime, 13 more offences

Strategic Objective 4: Reduce offending and re-offending

- Almost 800 offenders charged with offences
- More than 350 offenders committed two or more offences
- 10% of detected crime was committed by less than 10 individuals (206 offences)
- The number of young people entering the criminal justice system is following a decreasing trend

Public Consultation

To ensure that the Partnership is focusing on the issues that residents consider to be a priority, findings from local community consultations have been taken into consideration when setting strategic objectives and priorities.

In the autumn of 2016, members of the public were invited to complete the Partnership's on-line survey. Accessed via the Safer Hartlepool website, more than 250 people responded with more than 40% stating that reducing crime and repeat victimisation should be the first priority.

From a community cohesion perspective almost two thirds of respondents said that they feel part of the local community, with almost one quarter feeling able to Influence local decisions. Whilst more than three quarters of respondents said they feel safe or fairly safe while out in their local area during the day, this reduces to 51% when outside after dark.

Respondents continue to identify litter, speeding traffic, groups of young people hanging around the streets, alcohol related anti-social behaviour and drug misuse as problems. When asked how the Partnership could improve safety in Hartlepool responses overwhelmingly included more police/police presence on the streets, more council enforcement officers, the need for the Police and Council to work together and the need to take a proactive rather than a responsive approach.



Priority	% of respondents
Reduce crime and victimisation	42%
Create confident, strong and safe communities	32%
Reduce the harm caused by drug and alcohol misuse	16%
Reduce offending and re-offending	10%

Partnership Strategic Objectives 2017 - 2020

Based on the findings in the annual Strategic Assessment and consultation with the local community, the Partnership will retain the following four strategic objectives during the lifetime of the three year plan:

Strategic Objectives 2017 - 2020	
Reduce crime and repeat victimisation	Reduce the harm caused by drug and alcohol misuse
Create confident, cohesive and safe communities	Reduce offending and re-offending

Partnership Priorities 2017-2018

Annual Priorities 2017 - 2018	
Re-offending - reduce re-offending through a combination of prevention, diversion and enforcement activity.	Acquisitive Crime – reduce acquisitive crime through raising awareness and encouraging preventative activity with a particular focus on domestic burglary.
Domestic Violence and Abuse – safeguard individuals and their families from violence and abuse and implement programmes to tackle those identified as ‘high risk’.	Anti-social behaviour – reduce anti-social behaviour through a combination of diversionary, educational, and enforcement action and restorative interventions.
Substance misuse – reduce the harm caused to individuals, their family and the community, by drug and alcohol misuse and alcohol related violence.	Vulnerable Victims - work together to identify and support vulnerable victims and communities experiencing crime and anti-social behavior.

Partnerships	Crime Prevention	Anti-Social Behaviour	Vulnerable Victims
Improving partnership working through the creation of an integrated Community Protection Team that will bring together Council Community Safety and Enforcement officers with Neighbourhood Police to tackle local issues with a focus on our most vulnerable neighbourhoods	We will increase the use of social media to promote crime prevention advice and key community safety messages, and continue to deliver our home and personal security service to reduce the opportunity of crime.	Alongside education and diversionary activity we will also make effective use of enforcement tools and powers to protect the community and environment, including Injunctions, Dispersal, and Public Space Protection Orders.	We will introduce a multi-agency “Team around the Individual” approach for adults living in our community identified as having complex needs and vulnerable to exploitation.
Domestic Violence & Abuse	Substance Misuse	Offenders	Community Engagement
Implement our Domestic Abuse Plan and develop training for practitioners to ensure risk is adequately assessed with timely interventions put in place to reduce risk of serious harm to domestic abuse victims and their families.	We will continue to provide range of specialist drug and alcohol treatment services and interventions for children, young people, and adults affected by substance misuse, and implement a new ‘psychosocial and recovery support service’ based on behaviour change to give substance misusers the best chance of recovery	Working with the Tees Reducing Re-offending group we will continue the work of the multi-agency Integrated Offender Management Team to target and support persistent offenders, with a focus on those committing acquisitive crime, and domestic abuse	We will help strengthen the neighbourhoods and communities of Hartlepool by involving and supporting residents, listening to what action they think will help their area, and improving their confidence to take action themselves.

Delivering and Monitoring Performance

This chart outlines the Partnership delivery structure. Performance monitoring will be undertaken on a quarterly basis to assess progress against key priorities drawn from the strategic assessment and identify any emerging issues. Partnership performance will be monitored over the next 12 months using the indicators outlined in **Appendix B**



Safer Hartlepool Partnership Plan 2017-2018

SHP Vision	“Hartlepool is a safe place to live, work and visit”			
Landscape	Increased crime in Hartlepool	Fewer resources	Organisational Change	Rise in complex cases impacting on demand
Statutory Functions	Crime and Disorder	Anti Social Behaviour	Substance Misuse	Reducing re-offending
Strategic Objectives	Reduce crime and repeat victimisation	Create confident, cohesive and safe communities	Reduce the harm caused by drug and alcohol misuse	Reduce re-offending
Priorities	Reduce Acquisitive Crime with a focus on domestic burglary Safeguard individuals and their families from domestic abuse	Reduce Anti Social Behaviour and support Vulnerable Victims and Communities	Reduce the harm to individuals, and the community by drug and alcohol misuse and alcohol related violence	Reducing offending and re-offending by a combination of education, diversion and enforcement
Cross Cutting Themes	Early intervention & prevention	Vulnerable individuals with complex needs	Substance misuse	Domestic abuse Child sexual Exploitation
Supporting Partnerships	Health & Wellbeing Board	Hartlepool Safeguarding Childrens Board	Tees Adult Safeguarding Board	Local Criminal Justice Board Youth Justice Board
Performance Measures	Reduce crime and repeat victimisation Total recorded crime rate per 1,000 population % of violent crime that is domestic related % of repeat cases of domestic abuse (MARAC) Domestic Burglary Rate per 1,000 households	Create confident, cohesive And safe communities Anti-social behaviour rate per 1,000 population Number of reported hate crimes and incidents % of people who think the Police & Local Authority are dealing with crime & ASB issues that matter locally % of people who feel that they belong to their local area	Reduce the harm caused by drugs and alcohol misuse % of opiate users successfully completing treatment % of non opiate users that have successfully completed treatment Rate of alcohol related hospital admissions per 10,000 population Number of young people known to substance misuse services	Reduce re-offending Number of first time entrants into the criminal justice system Re-offending rate of prolific and priority offenders % of offenders that re-offend Average number of re-offences per offender

Membership of the Safer Hartlepool Partnership

Membership of the Partnership reflects the statutory requirements and consists of senior representatives from the five responsible authorities¹ plus additional stakeholders as follows:

Responsible Authorities	Other Members
<p>Hartlepool Borough Council – Two Elected Members including Leader of the Council</p> <p>Hartlepool Borough Council – Chief Executive</p> <p>Hartlepool Borough Council - Director of Regeneration and Neighbourhoods</p> <p>Hartlepool Borough Council – Head of Community Safety and Engagement</p> <p>Cleveland Police – Chief Superintendent – Neighbourhoods and Partnerships</p> <p>Cleveland Fire and Rescue Authority – District Manager</p> <p>Durham Tees Valley Community Rehabilitation Company - Director of Operations</p> <p>Cleveland National Probation Service – Head of Area</p> <p>Representative of Hartlepool and Stockton on Tees Clinical Commissioning Group</p> <p>Youth Justice Board - Chair</p>	<p>Hartlepool Borough Council – Director of Public Health</p> <p>Office of Police and Crime Commissioner for Cleveland</p> <p>Hartlepool Borough Council – Director of Children’s Services</p> <p>Hartlepool Borough Council – Director of Adult Services</p> <p>Representative of Voluntary & Community Sector – Chief Executive, Safe in Tees Valley</p> <p>Thirteen – Director of Customer Support Services</p> <p>Hartlepool Magistrates Board – Chair of the Bench</p>

This group is the ‘strategy group’ for the purposes of the statutory Regulations. New members may be added to the Partnership by agreement of existing members. There is also the potential for co-opting members onto the Partnership to undertake specific pieces of work or for specialist knowledge and skills as and when required.

¹ Responsible Authorities – Police, Local Authority, Fire and Rescue Authority, Clinical Commissioning Group, National Probation Service, Durham Tees Valley Community Rehabilitation Company

Appendix B

Strategic Objective	Performance Indicators
Reduce crime and repeat victimisation	Total recorded crime rate per 1,000 population
	Domestic burglary rate per 1,000 household
	Vehicle crime rate per 1,000 population
	Robbery rate per 1,000 population
	Shoplifting rate per 1,000 population
	Violent crime (including sexual violence) rate per 1,000 population*
	% of violent crime (including sexual violence) that is domestic related
	% of repeat cases of domestic violence (MARAC)
	Violent crime (including sexual violence) hospital admissions for violence per 100,000 population*
Reduce the harm caused by drug and alcohol misuse	Drug offences per 1,000 population
	% of people who think drug use or dealing is a problem
	% of opiate drug users that have successfully completed drug treatment*
	% of non-opiate drug users that have successfully completed drug treatment*
	% of alcohol users that have successfully completed alcohol treatment
	Alcohol related hospital admissions rate per 100,000 population*
	Number of young people known to substance misuse services

*Indicators link to the Public Health Outcome Framework

Strategic Objective	Performance Indicators
Create confident, cohesive & safe communities	Anti-social behaviour incidents per 1,000 population
	Public order offences per 1,000 population
	Criminal damage rate per 1,000 population
	Deliberate fires rate per 1,000 population
	Number of reported hate crimes & incidents
	% of the population affected by noise - number of complaints about noise
	% of people who feel safe during the day
	% of people who feel safe after dark
	% of people who think rubbish or litter lying around is a problem
	% of people who think groups hanging around the streets is a problem
	% of people who think people being drunk or rowdy in a public place is a problem
	% of people who think vandalism, graffiti and other deliberate damage to property is a problem
	% of people who think noisy neighbours or loud parties is a problem
	% of people who think abandoned or burnt out cars are a problem
	% of people who think that they belong to their local area
	% of people who feel that they can influence decisions that affect their local area
	% of people who believe that people from different back grounds get on well together
	% of people who think that people in the area pull together to improve the local area
Reduce offending & re-offending	Rate of first-time entrants to the Youth Justice System per 100,000 population*
	Re-offending levels - percentage of offenders who re-offend*
	Re-offending levels - average number of re-offences per offender*
	Re-offending rate of Prolific & Priority Offenders
	Re-offending rate of High Crime Causers
	% of Troubled Families who have reduced their offending behaviour

*Indicators link to the Public Health Outcome Framework



FINANCE AND POLICY COMMITTEE

30th October 2017



Report of: Director of Regeneration and Neighbourhoods

Subject: INTEGRATED WORKING – COMMUNITY SAFETY

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Key Decision (test (i) AND (ii)) Forward Plan Reference No. RN11/17.

2. PURPOSE OF REPORT

2.1 To consider a new model of integrated working between the Police, Fire, and Councils Community Safety and Engagement Service and to agree recommendations for service remodeling.

3. BACKGROUND

3.1 In line with the Council Plan in July 2017 the Finance and Policy Committee received a report outlining how the Police and Council would be developing a 'place based integrated service delivery model' during 2017/18. The report outlined that the model would in the first instance bring together Council Community Safety and Enforcement Services with the local Neighbourhood Policing Service, and would be underpinned by a community engagement approach that would contribute to delivering the following outcomes:

- Improved safety in relation to the local environment
- Improved public confidence and cohesion

3.2 In agreeing to the project scope and outline Members of the Finance and Policy Committee delegated authority to the Director of Regeneration and Neighbourhoods, in consultation with the Chair of Finance and Policy Committee, to enter into negotiations with the Police and other partners with a view to progressing a more detailed model, it being anticipated that a further report would be presented to the Finance and Policy Committee in the autumn of 2017.

3.3 Further work on developing the integrated model took place over the summer months including a desk top exercise, discussions with other local authorities; and a series of discussions with staff from across the teams. The development work considered:

- The priorities of each organisation involved in the integrated model, how their existing resources are currently being deployed, and their current operational practices
- The identification of gaps and opportunities with a view to ensuring the development of a sustainable model capable of meeting future challenges
- How the model could be adapted to assist in addressing root causes and achieving best outcomes for partnerships and communities
- The key enablers required to support any future service re-modelling (IT; workforce development; customer services).

3.4 This report outlines the detail of the integrated model and its core offer; how the integrated team will work with services in Hartlepool to improve safety and public confidence along with a staff governance structure.

4. PROPOSED HARTLEPOOL COMMUNITY SAFETY TEAM

4.1 As a result of the development work undertaken during the summer months and discussions with partners, general agreement has now been reached with Cleveland Police, Cleveland Fire Service, and the Police and Crime Commissioner for Cleveland in relation to the model and core offer of the integrated community safety team. Working to improve safety in the local environment and improve public confidence this team will take a targeted approach focusing on vulnerable areas and individuals. In addition to neighbourhood policing the core offer of the team will be as follows:

- Crime and anti-social behaviour prevention
- Victim Services and Crime Prevention (including personal security and targeting hardening service)
- Community Resolution and Mediation
- Car Parking Enforcement
- Environmental Crime
- Community Cohesion, Hate, and Prevent
- Community Monitoring (CCTV)
- Building Community Resilience / Volunteering Opportunities
- Fire Service Advocacy (vulnerable adults)
- Fire Service Interventions (children)
- Community Liaison (fire safety)

4.2 To improve information sharing and ensure a joined up approach for the communities of Hartlepool, the 'Hartlepool Community Safety Team' will be co-located. A number of possible options in relation to a base for the team have been considered including the Civic Centre; the former Probation

building; and Stranton Fire Station. However Avenue Road Police Station is the recommended option as it will provide sufficient space for the team with some flexibility to grow whilst also maintaining links with Police Volume Crime Detectives. Much of the ICT infrastructure is already in place at the Hartlepool Police Station to accommodate Council staff and it is anticipated that co-location will take place in early 2018. Any one-off costs associated with the re-location will be funded from the Community Safety Revenue Budget.

- 4.3 Supported by a risk based analysis and use of analytical products and performance data to deploy resources, the integrated team will focus on preventing the escalation of problems on behalf of the community or victim, and aim to address the underlying causes of problems for the victim or perpetrator such as alcohol or substance misuse; poor mental health; or tensions between neighbours, working with partner agencies to address root cause.
- 4.4 The ability to do this will be enhanced by Police Community Support Officers working within Childrens Services Early Help Teams based in localities. Following the success of the Troubled Families Police initiative, and early success of the Team Around the Individual Initiative, the 'Hartlepool Community Safety Team' will have a specialist team of Officers who are able to intervene where problems in relation to individuals, and families or communities has escalated and are presenting a concerning level of risk. These officers will include Council Anti-social Behaviour and Victim Support Officers working alongside Police and Fire Service Officers who will provide a multi-agency case management function with co-ordinated interventions to ensure need is effectively addressed, including strategies to reduce the impact of negative behaviour on communities.
- 4.5 To ensure that our communities are part of the solution and community relations are reinforced, the operational model will build on local community assets. As such the team will develop and take forward a programme of activities linked to the Councils Community Hubs to facilitate stronger relationships and partnerships with the local community, to enable those relationships to grow, support communities to take social action, and ensure links with a wider range of stakeholders working from the hubs.
- 4.6 Initial discussions with Community Hub Managers have identified Members of the Hartlepool Community Safety Team will be present at each of the Community Hubs at least one day a week where drop-ins, crime prevention days, and other activities such as pop-up shops will take place. Outside of this arrangement Community Hub Managers have agreed that a room will also be made available in each of the Hubs where meetings with members of the Hartlepool Community Safety Team and public can take place on an appointment basis. This will provide an additional way for the public to engage with Hartlepool Community Safety Team living in vulnerable localities in a non threatening environment.
- 4.7 The need to create a greater resilience in relation to Council front line

enforcement services to support the delivery of the new model has also been identified. Increasing capacity within the Councils Enforcement Service through the creation of 2 posts, and changes to shift patterns to include Sundays to be more closely aligned to Neighbourhood Policing Teams, along with measures to increase the ability of enforcement officers to tackle low level crime and anti-social behaviour through the 'Community Safety Accreditation Scheme' are currently being investigated. Under the Accreditation scheme the Chief Constable can delegate a number of powers to uniformed Officers if appropriately trained eg the ability to issue penalty notices for cycling on pavements and powers to confiscate alcohol in a public place.

- 4.8 The Hartlepool Community Safety Team operational delivery model is outlined at **Appendix 2**, and a staff governance structure to support delivery of the model, along with a revised community safety and engagement service structure is attached at **Appendix 3**. This identifies the Neighbourhood Police Team Chief Inspector as the single coordinator and point of contact for the Hartlepool Community Safety Team, with key supporting officers from each of the organisations providing staff supervisory arrangements. From a strategic governance perspective the Chief Inspector will be accountable to the Safer Hartlepool Partnership via the Director of Regeneration and Neighbourhoods.
- 4.9 Given the date for an initial launch of the Hartlepool Community Safety Team is February 2018 the focus over the coming months will be on:
- The development of operational practices and the implementation of any changes to staffing structures across the teams
 - The development of standard operating procedures, communications and branding; and the development of calendars for the 'Hartlepool Community Safety Team' linked to Community Hubs and other community engagement activity
 - Information governance arrangements, systems and processes (including the development of ECINS and a triage solution to ensure referrals are prioritised in terms of risk threat and harm)
 - Workforce development (including a workforce skills gap analysis and the development and implementation of training plans for staff across both organisations).

5 BENEFITS OF THE PROPOSED MODEL PHASE 1

- 5.1 The model that has been developed as outlined in section 4 of this report will have a number of benefits for communities; the organisations involved; and the officers and staff who will be responsible for delivering the model. These include:

Communities

- There will be an increased visible uniformed presence in communities

who work to understand local needs, and prevent problems resulting in a more customer focused service.

- There will be improved communications and improved access to community safety services including Neighbourhood Policing through Community Hubs and Childrens Locality Hubs.
- A single Hartlepool Community Safety Team will ensure that the public receive a joined up approach to community safety issues and are not passed from one organisation to another in order to get their issues resolved.
- Through an improved community intelligence based approach Officers will be in the right place at the right time when they are needed with a greater level of resource to target hotspots in the community linked to particular themes.

Organisations

- Organisations will benefit from improved links on a both a strategic and operational level in relation to local community safety and safeguarding priorities.
- There will be a renewed focus on prevention and problem solving
- There will be a sustainable model of delivery with increased capacity and capability going forward.

Officers and staff

- Officers and staff will benefit from increased opportunities to exchange intelligence and address key areas of concern through sharing a joint base; joint briefings; and joint operations.
- Avoidance of duplication will mean that officers have time to do the job, and will be able to focus on what matters.
- The team will benefit from the maximisation of supporting resources from their parent organisations to support the operational activity of the 'Hartlepool Community Safety Team'.

6. CONCLUSION

- 6.1 The model developed has some clear benefits for the local community, and will contribute to outcomes within the Council Plan which identifies the development of 'new services for people and communities' as a key priority, together with the launch of an Integrated Community Safety Team by February 2018 as a key deliverable.
- 6.2 Similarly the model will contribute towards the following key objectives within the towns Community Safety Plan:
 - Reducing crime and repeat victimisation
 - Reducing the harm caused by drugs and alcohol
 - Creating confident, cohesive and safe communities

- Reducing offending and re-offending
- 6.3 In order to effectively deliver the new service offer as outlined in section 4.7 of this report, front line enforcement services will have increased capacity to deal with environmental crime and anti-social behaviour.
- 6.4 To meet the needs of the integrated model and ensure operational effectiveness it is also proposed that strategic responsibility for the Community Engagement and Cohesion Strategy is transferred to Corporate Services, with strategic responsibility for Voluntary and Community Sector infrastructure support transferring to Economic Growth within the Department.

7. RISK IMPLICATIONS

- 7.1 A number of risks have been identified that could delay implementation or reduce the effectiveness of the integrated team in the future. Section 4.9 of this report highlights the measures via additional workstreams that are being progressed to ensure the smooth transition of the service and ultimately ensure an effective and efficient community safety service for the Hartlepool community.
- 7.2 These workstreams form part of a project plan that is currently overseen by a project Steering Group consisting of the Director of Regeneration and Neighbourhoods, and Assistant Director of Environment and Neighbourhoods, alongside the Cleveland Chief Superintendent of Neighbourhoods and Partnerships, and District Manager of Cleveland Fire Service. The workstreams include:
- The development of changes to staffing structures across the teams where required and in line with statutory consultation
 - The development of standard operating procedures to ensure members of the team understand their core roles and responsibilities and the shared vision of creating stronger, safer neighbourhoods in Hartlepool
 - Communications and branding to ensure a single pathway into the service for the public to avoid any confusion and timely interventions where issues raised
 - Information governance arrangements, systems and processes to ensure compliance with legislative requirements
 - Workforce development - to engender a culture of working collaboratively as team with a set of shared values along with a training programme to maximise effectiveness.
- 7.3 Given the importance of this new service in supporting HBC objectives in addition to the Regeneration and Neighbourhoods Department the Project Steering Group will be extended in the future to include representation from other departments across the Council. A risk register will also be created and monitored by the Councils Corporate Management Team during the implementation stage.

8. FINANCIAL CONSIDERATIONS

- 8.1 The three year savings Programme contained within the Council's Medium Term Financial Strategy, includes a saving of £50k in 2018/19 which was expected to be achieved as result of this Service Review.
- 8.2 One ER/VR has already been agreed which will generate a saving of £25k p.a. A reconfiguration of management and supervisory arrangements within the service to support operational delivery of the new model (as outlined in **Appendix 3**) will achieve a saving of £58k p.a. taking the total savings generated to £83k p.a. The balance of savings achieved is therefore £32k and this funding will be used to support the cost of increasing the front line resilience within the new service model (see section 4.7 in the report)
- 8.3 As outlined in 4.7 in the report in order to meet the needs of the new service and increase front line resilience it will be necessary to create 2 additional posts and reconfigure the working patterns in order to provide a 7 day enforcement service that is more closely aligned to the working patterns of Neighbourhood Police Teams. These changes are estimated to increase costs by £90k p.a.

It is proposed to fund this additional cost as follows:-

	£'000
Balance of savings from ERVR	32
PCC/CSP Funding - realignment of Community Safety Budget following confirmation from the PCC of a further 2 years funding	25
Income Generated from the new model	33
Total Funding to Cover the Additional Staffing Costs	90

9. LEGAL CONSIDERATIONS

- 9.1 Legal considerations in relation to this report include statutory requirements associated with changes to terms and conditions of employment and redundancy. Advice has been taken from HR and a timetable is in place to ensure that the process is managed in line with statutory requirements and the full involvement of Trade Unions.
- 9.2 As the new service involves a collaboration with the Police there is a separate 'Information Governance and Security' workstream. The Council's legal team will be consulted and involved in the development of any agreements with the Police in relation to this particular workstream.

10. CONSULTATION AND COMMUNICATION

- 10.1 This model has been developed following consultation with a broad range of stakeholders. Initial public consultation on the current community safety plan raised concerns from the local community in relation to lack of visible policing; the need for more enforcement activity, and the need to see the Police and Council working together on issues that matter to the local community.
- 10.2 Cleveland Police Senior Management Board; the Police and Crime Commissioner; Cleveland Fire Service and the Safer Hartlepool Partnership have been consulted and are fully supportive of the model identified.
- 10.3 Discussions with staff representatives from across the organisations involved has assisted in shaping the integrated service delivery model.
- 10.4 Consultation with communities will continue through daily operational activity, and on a strategic level through the Safer Hartlepool Partnership. A communications plan is currently being developed to raise awareness of the new model and how the local community can engage with the service. This will include social media activity such as facebook and twitter. It is anticipated that an official launch of the project will also take place in February 2018 as part of the Safer Hartlepool Partnership Face the Public Event.

11. CHILD AND FAMILY POVERTY

- 11.1 Although the new delivery model will not have a direct impact on levels of poverty in Hartlepool it adopts a risk based approach which looks holistically at the individual, family and locality to provide targeted responses that will assist some of our most vulnerable individuals and section of the community. This should have a positive impact on those living in poverty and at threat of poverty in the future.

12. EQUALITY AND DIVERSITY CONSIDERATIONS

- 12.1 The future delivery model promotes equality, diversity and social inclusion providing a risk based response to individual and community needs (see **Appendix 1**).

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

- 13.1 The risk based approach; joint deployment of resources; and improved community intelligence and information sharing will ensure that the new team is able to proactively deploy resources to tackle vulnerability, prevent crime and anti-social behavior, and minimise the escalation of crime and disorder across the neighbourhoods of Hartlepool. Implementation of the new

integrated team will therefore assist the Council and partners to discharge their section 17 obligations under the Crime and Disorder Act 1998

14. STAFF CONSIDERATIONS

- 14.1 The proposal outlined in the report will result in two posts being deleted from the current establishment, and the creation of three new posts.
- 14.2 A further post holder has expressed an interest in taking early retirement/voluntary redundancy in 2018. As such one member of staff is at risk of compulsory redundancy. Any new posts created will be ring-fenced to the Community Safety and Engagement Team in the first instance.
- 14.3 As it is proposed that the new 'Hartlepool Community Safety Team' will be based at Avenue Road Police Station there will be a change to the location of work for a number of Council staff and therefore terms and conditions of employment. The proposal also involves changes to the daily working patterns of a number of staff identified, specifically Council Enforcement Officers who will be expected to work Sundays as part of their shift pattern.
- 14.4 Staff members affected by the above changes will be fully consulted in relation to any proposed changes and there will be full involvement of Trade Unions.

15. ASSET MANAGEMENT CONSIDERATIONS

- 15.1 As staff are relocating to another public sector building any asset management considerations will need to be addressed.

16. RECOMMENDATIONS

- 16.1 Members of the Finance and Policy Committee are asked to consider and agree the integrated community safety model outlined in section 4 of this report noting :
- The core offer of the integrated community safety team
 - The operational delivery model and links with other council services
 - The staff governance structure
- 16.2 That Members consider and agree the reconfiguration of the Community Safety Service to meet the needs of and support the effective delivery of the new service.
- 16.3 Members of the Finance and Policy Committee are asked to:
- note that the proposals set out in this report achieve the £50k savings for 2018/19 included in the Councils Medium Term Financial Strategy.

- note that the proposals set out in 4.7 to create a greater resilience in relation to the Councils front line enforcement services, will cost £90k p.a. and this will be funded by savings achieved by the new operating model and existing available resources, as set out in 8.3 of the report.

- 16.4 That further investigations into further enhancing the model through the inclusion of other services be explored.
- 16.5 That an update on implementation of the model is provided to the Finance and Policy Committee in six months together with the outcome of further investigations into how the model could be enhanced.

17. REASONS FOR RECOMMENDATIONS

- 17.1 The Council Plan identifies as a key deliverable the launch of a 'place based integrated community safety delivery model' by February 2018.
- 17.2 The benefits of the model are outlined in section 5 of this report and the model has the support of Cleveland Police, Cleveland Fire Service and the Cleveland Police and Crime Commissioner.
- 17.3 The model will enable the Council to meet its 2018/19 savings target and at the same time provide a more effective service to tackle community safety issues.

18. BACKGROUND PAPERS

- 18.1 Council Plan 2017-20
- 18.2 Finance and Policy Committee Report July 2017
- 18.3 Finance and Policy Committee Report September 2017

19. CONTACT OFFICER

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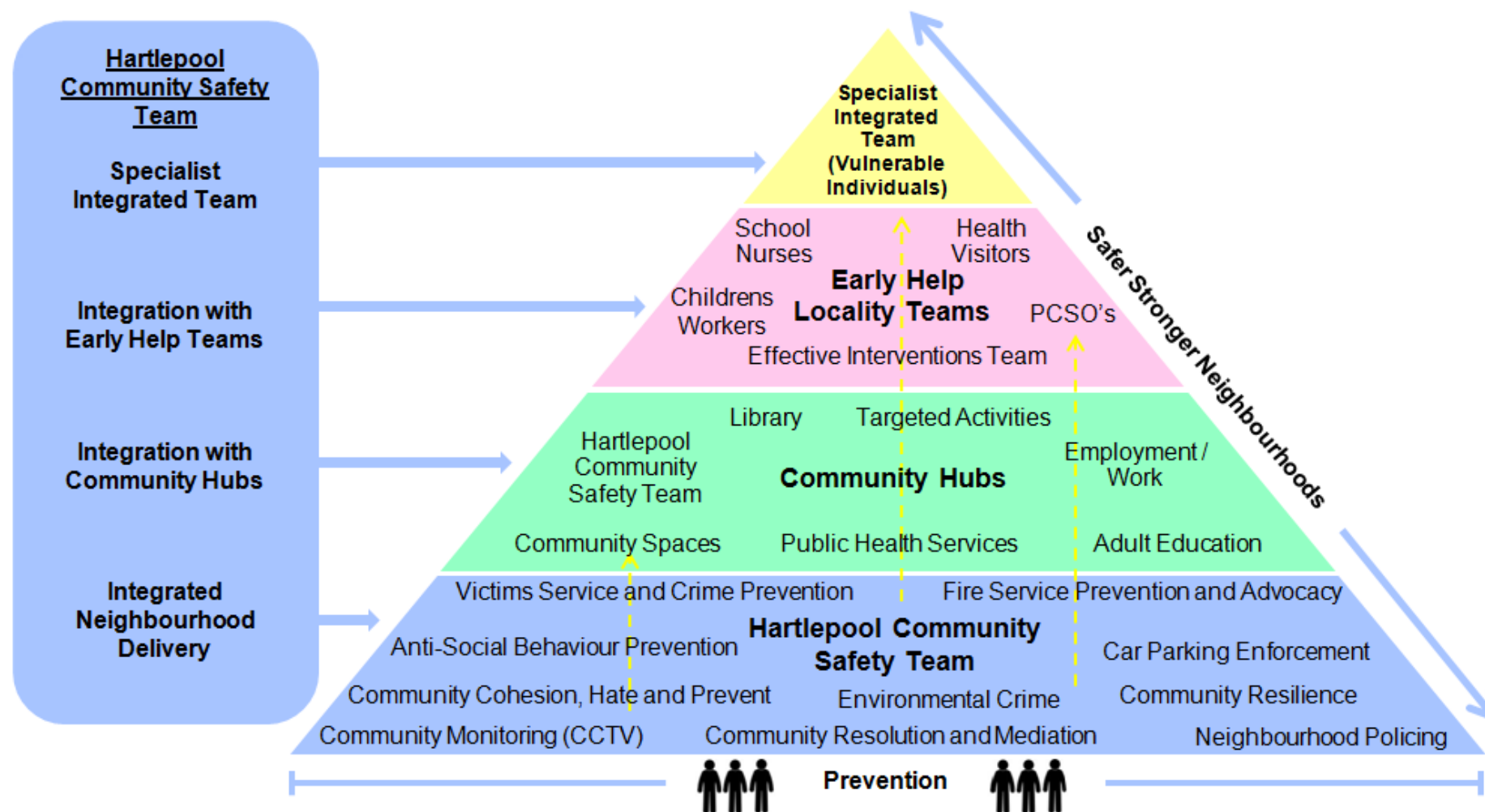
POVERTY IMPACT ASSESSMENT

Department	Division	Section	Owner/Officer
R&N	Neighbourhoods	Community Safety	Clare Clark
Service, policy, practice being reviewed/changed or planned	Community Safety		
Why are you making the change?	Bringing together partner resources to better coordinate responses to community safety issues focusing on prevention, early intervention, and vulnerable individuals and localities.		
How might this impact (positively/negatively) on people who share protected characteristics?			
		Please tick	
		POSITIVELY	NEGATIVELY
Age	Yes		
The risk based approach adopted by the new model of delivery aims to ensure that vulnerable young people and the elderly are safeguarded from harm and exploitation through improved community intelligence flow and a specialist team of officers who will provide a multi-agency case management function. This team will co-ordinate interventions to ensure need is effectively addressed.			
Disability	Yes		
The integration of council, police, and fire services will ensure that there is a joined up approach to promoting cohesion across the neighbourhoods of Hartlepool, monitoring any community tensions and preventing hate. There will be increased resilience on the front line to tackle issues and where incidents of hate do occur responses will be timely and co-ordinated with supporting services will be maximised.			
Gender Re-assignment	Yes		
The integration of council, police, and fire services will ensure that there is a joined up approach to promoting cohesion across the neighbourhoods of Hartlepool, monitoring any community tensions and preventing hate. There will be increased resilience on the front line to tackle issues and where incidents of hate do occur responses will be timely and co-ordinated with supporting services being maximised.			
Race	Yes		
The integration of council, police, and fire services will ensure that there is a joined up approach to promoting cohesion across the neighbourhoods of Hartlepool, monitoring any community tensions and preventing hate. There will be increased resilience on the front line to tackle issues and where incidents of hate do occur responses will be timely and co-ordinated with supporting services being maximised.			
Religion	Yes		
The integration of council, police, and fire services will ensure that there is a joined up approach to promoting cohesion across the neighbourhoods of Hartlepool, monitoring any community tensions and preventing hate. There will be increased resilience on the front line to tackle issues and where incidents of hate do occur responses will be timely and co-ordinated with supporting services being maximised.			
Gender	Yes		
The integration of council, police, and fire services will ensure that there is a joined up approach to promoting cohesion across the neighbourhoods of Hartlepool, monitoring any community tensions and preventing hate. There will be increased resilience on the front line to tackle issues and where incidents of hate do occur responses will be timely and co-ordinated with supporting services being maximised.			
Sexual Orientation	Yes		
The integration of council, police, and fire services will ensure that there is a joined up approach to promoting cohesion across the neighbourhoods of Hartlepool, monitoring any			

POVERTY IMPACT ASSESSMENT

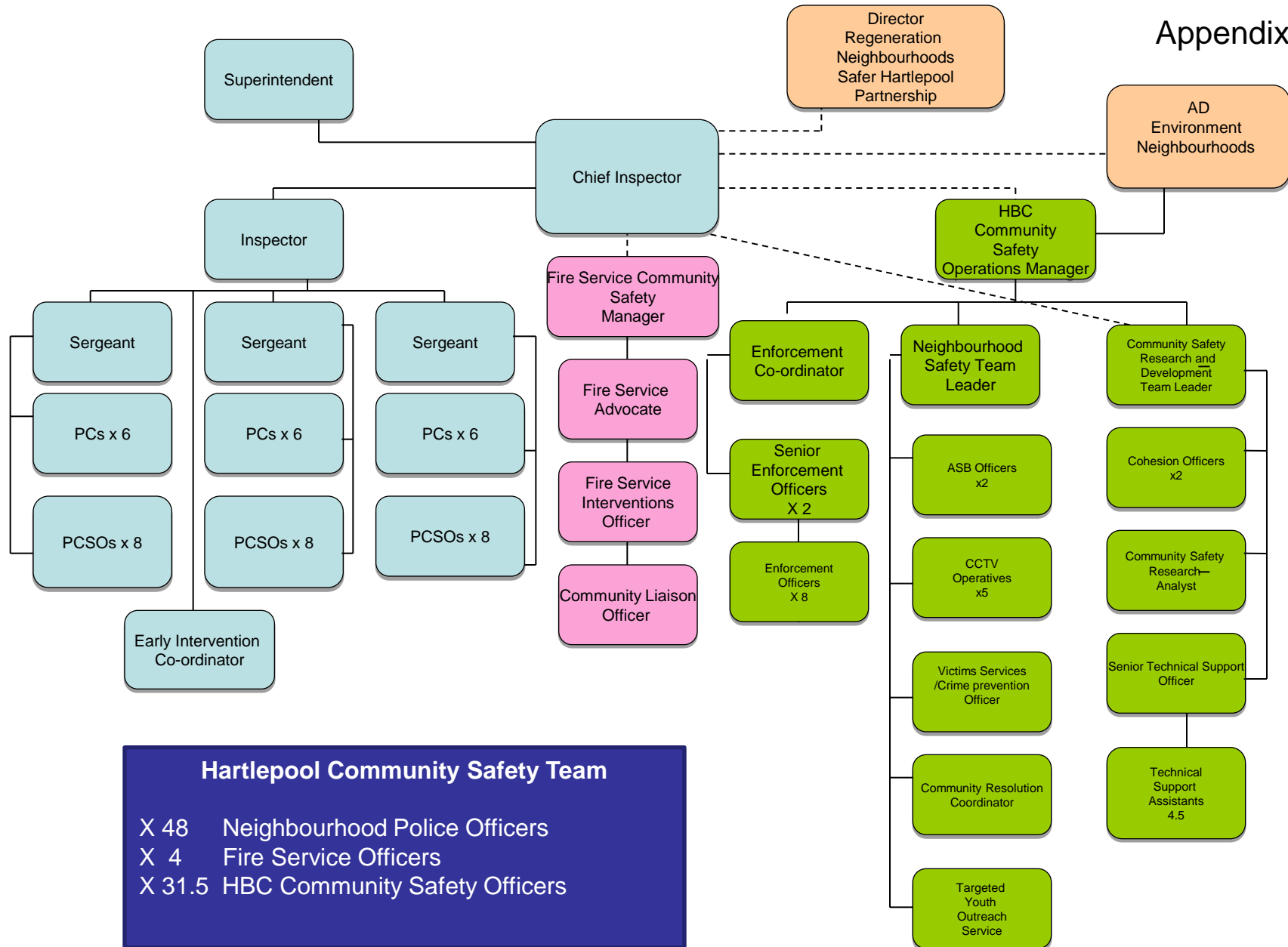
<i>community tensions and preventing hate. There will be increased resilience on the front line to tackle issues and where incidents of hate do occur responses will be timely and co-ordinated with supporting services being maximised.</i>			
Marriage & Civil Partnership			
<i>Please describe...</i>			
Pregnancy & Maternity			
<i>Please describe...</i>			
Has there been consultation /is consultation planned with people who will be affected by this policy? How has this affected your decision making?		<i>Consultation with the Hartlepool community was undertaken as part of the Safer Hartlepool Partnership 'Face the Public' event - the community of Hartlepool identified the need for the Council and Police to work better together to address local priorities, the need for more enforcement services and more visible policing. This consultation has been used to design the integrated service delivery model</i>	
As a result of your decision how can you mitigate negative/maximise positive outcomes and foster good relationships?		<i>The integrated model is designed to improve positive outcomes for the Hartlepool community - it is underpinned by a community engagement approach and the core offer includes the promotion of cohesion across the neighbourhoods of Hartlepool</i>	
Describe how you will address and monitor the impact		1. No Impact - No Major Change <i>Please Detail</i>	
		2. Adjust/Change Policy <i>Please Detail</i>	
		3. Adverse Impact but Continue as is <i>Please Detail</i>	
		4. Stop/Remove Policy/Proposal <i>Please Detail</i>	
Initial Assessment	<i>00/00/00</i>	Reviewed	<i>00/00/00</i>
Completed	<i>00/00/00</i>	Published	<i>00/00/00</i>

Hartlepool Community Safety Team Operational Delivery Model



Staff Governance Structure

Appendix 3



FINANCE AND POLICY COMMITTEE

30th October 2017



Report of: Director of Regeneration and Neighbourhood and Director of Finance and Policy

Subject: HOUSING REVENUE ACCOUNT - BUSINESS PLAN AND ASSET MANAGEMENT PLAN

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Key Decision test (i) and (ii) Forward Plan Reference No. RN 31/16.

2. PURPOSE OF REPORT

2.1 This report presents the Housing Revenue Account (HRA) Business Plan and Asset Management Plan.

2.2 The aims of the business plan and asset management plan are to:

- Focus spending on housing maintenance and management that meets the needs of our customers whilst being efficient and delivering value for money;
- Invest in existing stock to ensure it is sustainable.

3. BACKGROUND

3.1 The Housing Revenue Account (HRA) Business Plan is Hartlepool Borough Council's strategic plan for managing and maintaining its housing stock over the period 2017 to 2077. The plan sets out the Council's short to medium term plans and priorities and long term perspective on stock investment and financial planning including asset management plan for a 60 year period. The HRA Business Plan has been produced as a result of Hartlepool Borough Council re-opening its Housing Revenue Account in April 2016 due to stock numbers exceeding 200 for the first time since the Large Scale Voluntary Stock Transfer which took place in April 2004. The HRA regulations apply to all councils with a housing stock of 200 or more properties.

3.2 The plan focuses on the core business of managing and investing in the Council's residential property portfolio of 245 properties as of September 2017. The purpose of the plan is to:

- Set out our objectives as a landlord which are aligned with the adopted Housing Strategy;
- Setting out the current position of the housing management service;
- Provide a overview of the key challenges to providing housing management services;
- Set out an action plan and asset management plan including how it will be resourced; and:
- Provide an overview of risks and managing those risks over the life of the business plan.

4. STRATEGIC HOUSING PRIORITIES

4.1 The vision for Hartlepool's Housing Strategy 2015 to 2020 is:

“Developing and maintaining successful communities where people choose to live, by meeting the housing needs of our residents now and in the future”.

4.2 To achieve this vision the Housing Strategy has been developed under five main priority outcomes:

1. Delivering suitable new homes, including affordable homes and older person accommodation;
2. Making the best use of existing homes; improving quality, conditions and the environment;
3. Bringing long term empty homes back into use;
4. Improving health and wellbeing; promoting sustainability by supporting people with specific housing needs; and:
5. Preventing homelessness and providing options.

4.3 National Policy Context:

4.3.1 The following welfare reforms have had a direct impact on the HRA:

- Creation of Universal Credit which will cap the overall amount of benefits individual families can claim. The roll out of this began in December 2016 and started with single people and has been rolled out families with the exception of benefit capped families
- Ending housing benefit and direct payments to landlords; and:
- Limiting housing benefit for working age tenants so it only covers the size of the property they are judged to need.

4.4 Planning Context

4.4.1 In order to help understand and inform the housing requirements for the Borough a Strategic Housing Market Assessment (SHMA), and subsequent Addendum in December 2016 (to reflect the 2014 Sub National Household Projections), were produced. The Household projections form a baseline from which the Objectively Assessed Need (OAN) is formed. Uplifts from the baseline are made to account for past migration trends, to support economic growth associated with the Tees Valley Strategic Economic Plan and to account for past under supply over the

period of the 2006 Local Plan. The OAN for the emerging plan period is therefore proposed to be 290 dwellings per annum with a total of 4,300 over the 15 year plan period.

- 4.4.2 On top of the OAN, the Local Plan has taken account of the likely demolitions to happen over the plan period and has added a 20% buffer to the OAN to provide flexibility, if sites should stall and to help provide additional affordable housing over the plan period. This results in a total housing requirement for the next 15 years of 6,135 dwellings (409 dwellings per year).
- 4.4.3 The housing need in Hartlepool is primarily driven by:
- An increasing population, with Office of National Statistics (ONS) 2012 based population projections indicating an increase of 5.5% from 92,600 in 2014 to 97,400 by 2037;
 - An increase in new household formation amongst the existing population;
 - An ageing population;
 - The need to retain the young and working age people;
 - Economic growth and improvement and diversification of the local economy; and:
 - The ongoing replacement of obsolete housing stock.
- 4.4.4 As well as the allocation of a range of housing sites across the Borough, with a focus on westward expansion at the South West Extension and High Tunstall and Quarry Farm areas, the Local Plan also includes policies on:
- 4.4.5 Affordable Housing (HSG9) – this policy seeks to secure affordable housing on developments of 15 dwellings or more. The policy sets a requirement of 18% affordable provision which is considered to be viable on most sites across the borough. On site affordable is sought on all sites other than executive developments where an offsite payment is required. The policy links to the SHMA in terms of the required tenure split on a site by site basis to determine the split between social and intermediate tenure products.
- 4.4.6 Housing Market Renewal (Hsg10) – This policy identifies that the Council will seek to tackle the problem of the imbalance of supply and demand in the existing stock through co-ordinated programmes including Housing Market Renewal with priority given to housing regeneration areas in central Hartlepool as identified in the Housing Strategy.

5. THE COUNCIL'S HOUSING STOCK

- 5.1 The Council currently owns and manages 245 properties. The current approved strategy aims is to increase this to 267 properties by 31st March 2019. The stock has been built or acquired since through a variety of funding opportunities in partnership with the Homes and Communities Agency (HCA).
- 5.2 The Council's initial investment in 2009 involved the construction of 82 new properties through the Local Authority New Build scheme funded by the HCA.

These properties are a mix of 2, 3 and 4 bedroom houses and 2 bedroom bungalows on three different sites in Hartlepool.

- 5.3 The Council later acquired 100 empty homes through the Department of Communities and Local Government (DCLG) 'Clusters of Empty Homes Funding'. These properties are located across the town and were purchased on the basis of the length of time the property had been empty. The majority of this stock is 2 up 2 down on street terrace properties, plus a small number of 3 bedroom semi-detached properties and one bedroom flats. The Council has then continued to acquire empty homes across the town utilising HCA funding and will continue to acquire until the end of March 2018, this will include 10 new build properties on private development sites across the town. The acquisition of these units will be jointly funded by Hartlepool Borough Council and the HCA.
- 5.4 The Council has also acquired 21 two bedroom bungalows, part funded by the HCA's National Affordable Housing programme on a former Housing Market Regeneration site within the central area of town. The Council provided the balance of the funding to acquire these bungalows through prudential borrowing. The table below provides a summary of the Housing Stock by type.

Table 1 - Housing Stock Summary

Type	Total
1 Bed Flats	5
2 Bed Flats	2
Bungalow 2 Bed	24
Bungalow 3 Bed	1
House 1 Bed	10
House 2 Bed	130
House 3 Bed	64
House 4 Bed	9
Total Current Stock	245
Future Purchases	22
Total Stock for Business Plan	267

6 **STOCK CONDITION SURVEY AND ASSET MANAGEMENT PLAN**

- 6.1 The initial business case was prepared using estimated costs for repairs and maintenance based on industry standard rates for each property type. In preparing the Business Plan and the Asset Management Plan a stock condition survey has been completed. This is essential to produce a planned maintenance programme and ensure that the costs included in the model are robust and accurately reflect the needs of the Councils actual housing stock.
- 6.2 The stock condition survey is used to determine capital maintenance costs over a 60 year life cycle plan period, with the timescales for works also identified based on the life expectancy of existing elements. This approach is essential to ensure

the new HRA is sustainable and the issues which arose under the previous national HRA regime of under investment and deterioration of the housing stock do not occur. This information has been used to update the financial model and provide robust financial estimates for the likely costs associated with repairs and maintenance and the major repairs allowance required.

7. FINANCIAL CONSIDERATIONS

7.1 Background

- 7.1.1 Prior to 1st April 2016 the Council had been operating outside of the HRA regime by obtaining an exemption from the Department of Communities and Local Government (DCLG).
- 7.1.2 The Council was required to reopen the HRA on 1st April 2016 as a result of the Government's decision to impose a new maximum limit of 200 houses that can be held with such an exemption. The Council was already over this limit and was in the process of acquiring additional houses with a capital programme that increased the total number of houses to 267 units. Approval was therefore obtained from the Government to re-open the HRA.
- 7.1.3 Funding for these schemes used a combination of grants from the Homes and Communities Agency (HCA) and the Department of Communities and Local Government (DCLG) as well as prudential borrowing funded from rent income. All of the capital schemes to acquire houses were subject to a rigorous evaluation and investment appraisal to ensure the business case/financial model was robust and able to withstand a range of financial scenarios.
- 7.1.4 The business case adopted for each scheme were based on the same principals inherent in the HRA self financing framework. The Government had reformed the HRA system in 2012 so that each Council's HRA could fund its own running cost and loan repayment costs. The main differences for the Council of operating the Housing Programme within the HRA regulations are:
- 1) Borrowing is limited to the amount approved by Government when the account was set up, currently £10.880m. Any future borrowing must be approved by Government based on criteria determined by them.
 - 2) The account operates on a ring fenced basis meaning that it must be financially sustainable in its own right and cannot be subsidised by the General Fund. This limits the flexibility the Council has to transfer funding into the HRA to support future investment or fund any operating deficits. It also requires the HRA to fund all costs associated with the operation of the Housing Stock including central support costs. The Council operated this principle before re-opening the HRA.
 - 3) There are significant regulations and reporting requirements of operating and HRA.

7.2 Financial pressures on the HRA

- 7.2.1 In recent years there have been a number of factors which have put the HRA model under financial pressure. These factors would have applied if the houses

had remained outside the HRA. These factors include Government policy changes restricting rent levels and an increasingly challenging operating environment. To date the Council has managed to withstand and absorb the resulting financial impacts due to the prudent and resilient business model which underpinned the Council's housing investment. However it becoming increasingly difficult and some changes to the business plan will be necessary to ensure it continues to be sustainable.

7.2.2 The main Government policies which have had an adverse impact are:

- Introduction of the 1% rent cut over 4 years and the removal of the ability to increase rents in line with inflation. The Government had previously committed to a 1% annual increase above CPI. This has resulted in a real terms cut of 13% in income;
- Increased incentives for the Right to Buy scheme;
- High Value Void Levy, the details of this are still to be confirmed;
- Changes to the Housing Benefit regime (commonly referred to as the Bedroom tax) and constraints on benefit levels have put pressure on market rents to ensure rents remain affordable and have made it difficult more to let properties;
- Universal Credit which is expected to result in increased rent arrears; and;
- Removal of grant funding for housing market renewal which has removed the options available to tackle problem housing stock.

7.2.3 The local housing market has seen some significant reductions to rents at the lower end, which has adversely affected the 'affordable rent' levels, which are based on 80% of market rent. Due to the unavailability of resources for housing market renewal, the Council implemented the Empty Property Purchasing Scheme which has seen the Council intervene in some very challenging areas. These houses are inherently difficult to let and are characterised by much higher void and tenant turnover levels which result in:

- Reduced levels of rent income;
- Higher levels of rent arrears resulting in a higher provision for bad and doubtful debts;
- Higher repairs and maintenance costs as a result of increased tenant turnover;
- Higher security costs; and;
- Council tax charges which are payable by the Council (as landlord) while properties are empty.

7.2.4 It is therefore important to balance the housing stock with more sustainable income and lower operating costs by buying new builds and higher quality empty homes. This will help to build in additional resilience into the business model to cross subsidise the more challenging properties. This issue is covered in greater detail in Section 11.

7.3 HRA Forecast

7.3.1 After reflecting all of the changes outlined earlier in the report and, where necessary, amending the planning assumptions within the model the medium term

financial projections for the HRA over the next five years have been updated and the latest forecast is set out in table 2 overleaf:

Table 2 – Medium Term Financial Forecast

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
Net Rent	(1,096)	(1,117)	(1,126)	(1,149)	(1,172)
Charges for services and facilities	(2)	(2)	(2)	(2)	(2)
Other Income	(26)	(26)	(27)	(28)	(28)
Income sub total	(1,123)	(1,145)	(1,155)	(1,179)	(1,202)
Expenditure					
Repairs and maintenance	193	198	202	205	209
Supervision and management	282	289	296	304	311
Rents, rates, taxes and other charges	15	14	14	14	14
Major Repairs Allowance	298	305	313	320	327
Debt Management	10	10	10	10	10
Expenditure sub total	798	816	835	847	871
Net cost of services	(325)	(329)	(320)	(332)	(331)
Interest payable on borrowing	375	375	375	375	375
HRA investment income	(12)	(12)	(11)	(11)	(11)
(Surplus) / Deficit for the year	38	34	44	32	33
Movement on the HRA Reserve					
HRA Reserve Opening Balance	(500)	(462)	(429)	(385)	(353)
HRA Reserve Closing Balance	(462)	(429)	(385)	(353)	(320)

7.3.2 It can be seen from the above table, that the HRA is forecast to report a deficit over the period shown. It is expected to return to surplus in 2024/25, which is year 8 of the business plan. The main reasons for the forecast annual deficits are:

- Lower rents as a result of the Governments imposition of 1% rent cuts, which represent a real term cut of 13% over the four year period;
- Reduced market rents have resulted in lower affordable rents for first lets and relets;
- A higher level of void properties which has resulted in lower rent income and higher repairs and inspection costs; and:
- Higher repairs and maintenance cost compared to the original business model.

7.3.3 The deficit must be funded from the HRA Reserve in accordance with legislation and accounting regulations which require the HRA to be operated on a ring fenced basis. Whilst, the forecast deficits over the next 5 years will reduce the HRA Reserve, the forecast value of this reserve in 2021/22 is sufficient to sustain the HRA.

- 7.3.4 Section 8 considers in more detail the financial planning assumptions and a sensitivity analysis is set out in Section 9.

8. **BUSINESS PLAN MODELLING**

- 8.1 The Council operates a sophisticated 'industry standard' financial model to facilitate the budgeting and business planning process for the HRA account over a 40 year period. The Council is a member of a 'HRA User Group' with 26 other Councils. This has been beneficial for ensuring key assumptions used in the model are prudent and up to date, particularly given the level of uncertainty that exists around future Government policy in some areas. A considerable amount of work has been undertaken to update the original business case planning assumptions in line with the actual experience and updating variables for rent levels and inflation.

- 8.1.2 The main financial components of the HRA Business Plan model and business case planning assumption are considered below:

8.2 Rent

- 8.2.1 The HRA self financing system introduced by the government in 2012 assumed annual increases of 1% above CP. However this was discarded by the government with the introduction of the rent cut for four years. The level of rent income built into the base budget has suffered a real terms cut of 13% as a result of the Government's policy of cutting rents by 1% and removing the ability to raise rents in line with inflation. This change affected all social housing providers and resulted in as significant reduction in investment in new housing.

- 8.2.2 On the 4th October, 2017, the government announced that they will allow rents to increase by 1% above in inflation from 2020 for five years. This change should have a beneficial impact on the future sustainability of the HRA, as it should increase annual rental income by £6,000 compared to the 0.5% assumed in the business model. However, it will increase costs for tenants not on housing benefit and it is not yet clear how it will impact on welfare reform and how the government will meet the additional £10bn in housing benefits. The impact of this change will be assessed when more detailed information is available and will be reflected when the HRA is updated next year. There is a risk that the additional income will be needed to fund inflation pressures if these exceed the forecasts included in the business plan.

- 8.2.3 Hartlepool is unusual compared to most authorities by having affordable rents that are below social rents. Rent regulations allow the Council to use social rent as a minimum threshold for rents. However in some cases these are too high for a property to be let, so the Council is having to adopt affordable rents for the most challenging houses that are difficult to let. The forecast for rent levels have therefore been reduced compared to the original business case for each scheme due to declining market rents, which drive the level of 'affordable rents' for new lets and relets. There is a risk that rent levels will need to be further reduced in the future and this will require close monitoring.

8.3 Voids

- 8.3.1 The level of voids higher than originally forecast. The main reason for this is the Empty Properties scheme which has included acquisitions in streets that needed intervention to halt decline and to drive up standards. The model has therefore been updated to reflect these factors, by increasing the percentage of voids in the short term 4% to 12.5% for the empty properties. Additional management action is being taken to address this issue and the forecast assumes that levels will reduce to 8% by 2020/21. Conversely, the level of voids for new builds has been reduced to 0.5% from the 1.5% originally included in the business case. The average level of voids is 7% for all properties. The position will need to be carefully monitored and if necessary assumptions will be amended to reflect actual experience.

8.4 Rent Arrears

- 8.4.1 The level of net rental income is dependent on the level of rent arrears and the proportion which may become bad or doubtful. There is an expectation that the introduction of Universal Credit will lead to increased arrears in the short term before hopefully beginning to reduce. The model has therefore been updated to reflect this assumption which has lowered the amount of rental income forecast in the short term. The HRA business plan also makes provision for an increase in potential bad debts.

8.5 Supervision and Management

- 8.5.1 The levels of management costs will remain largely constant except for increases to allow for pay inflation. To date the service has not benefitted from the full level of staffing as a result of vacancies. This has had a detrimental impact on performance, particularly in relation to the number of voids. It is anticipated that when staffing levels return to normal that there should be a sufficient level of resources for the HRA to function more effectively. It should be noted that the current level of staffing is in line with the original business cases for the number of properties currently managed.
- 8.5.2 The cost of housing managements and support services includes an appropriate share of central administration costs. This is a requirement of the HRA to demonstrate that the account is not subsidised by the General Fund.

8.6 Repairs and maintenance

- 8.6.1 The amount set aside for repairs and maintenance has been increased based on the experience of actual expenditure levels in the last two years. The high level of voids has had a significant impact, requiring additional security measures, gas and electric checks, clearance, cleaning, decorating of the hard to let houses and replacement of components. A proportion of some void repairs often include items that are part of the major repairs programme and expenditure is reviewed to identify where costs should be funded from the Major Repairs Reserve.

8.6.2 Housing Services have taken action to try and reduce the level of repairs and maintenance which have increased significantly in the last two years. Measures taken include the following:

- All repairs have to be approved by an officer from Housing Services;
- Tenants are recharged where possible; and:
- Only re-decorating hard to let properties.

8.7. Major Repairs

8.7.1 The HRA includes an amount set aside to fund future expenditure on major repairs based on the 'Major Repairs Allowance' calculated for each property. The original business case used 'industry standard' estimates for each property. It was recognised that this planning assumption would need to be reviewed to ensure these estimates were prudent and sustainable.

8.7.2 As described in Section 6, the Council has completed a stock condition survey. A considerable part of the exercise involved setting up the system to enable future surveys to be conducted in an efficient way, with prefilled data relating to the characteristics of the main archetypes surveyed.

8.7.3 The survey data has been used to recalculate the Major Repairs Allowance for each property. It was found that the overall average amount required for major repairs was very similar to that assumed in the original business case as shown in the table below.

Table 3 - Major Repairs Allowance Per Property, by Property Type

Averages by Property Type	Original Business Plan Estimate	Revised Estimate based on the Condition Stock Survey
New Build	£915	£913
Empty Property	£1,192	£1,229

8.7.4 The survey data has been extrapolated to produce estimates for the total amount of properties held, resulting in estimates for the amount of Major Repairs Allowance required and the timing of the repairs. This will be used to determine the future works programme and form the basis of the asset management plan. It will be updated and revised annually as more data becomes available.

8.7.5 The balance on the Major Repairs Reserve as at 1st April, 2017 was £147,000. Contributions will be made annually to the reserve to ensure that sufficient resources are available to fund the expected cost of major repairs and replacements based on the life cycles of each component. The stock condition survey has provided assurance that the level of contribution is sufficient to meet this cost over the lifetime of the Housing Stock. The importance of this cannot be understated given problems of under investments by councils in the past due to lack of funding.

8.7.6 The Major Repairs Reserve is a key feature of the HRA regime and is designed to ensure resources are earmarked to ensure the investment in the existing housing stock is sufficient to ensure it is sustainable and compliant with all regulations relating to housing standards. The Major Repairs Reserve is ring fenced under statute and can only be used to fund major repairs. In the unlikely event that the full amount is not required to fund the future major repairs costs identified in the business plan, the uncommitted resources can only be used to HRA repay debt.

8.8 Right to Buy (RTB) Sales

8.8.1 The Council's housing is subject to 'Right to Buy' (RTB) legislation which in recent years has made it easier for tenants to qualify and increased the amount of discount available. The Council is in the fairly unique position of having two significantly different types of housing stock, with 45% being new build, which are expected to be very attractive to potential tenants exercising their RTB when discounts are applied. The remaining 55% are refurbished properties, which are less attractive to potential purchase under RTB.

8.8.2 The discounted price for new builds is limited by a 'cost floor' for a period of 15 years for properties built after 1st April, 2012 and 10 years for properties built before this date. The cost floor ensures that the purchase price cannot be lower than costs incurred by the Council during this period. This has the effect of reducing the discount available during this period, making it less attractive for RTB. The effect of this is that when the cost floor runs out the HRA may be subject to a significant discount 'cliff'. The Business Plan has assumed that there will be no RTB sales during the cost floor period and after this the forecast level will be a maximum of 2 new build houses per year. This is based on a typical percentage for local authorities. Hartlepool's unique mix of properties. This position will need to be closely monitored.

8.8.3 The impact of each RTB sale will be detrimental to the HRA, with a typical average loss of net rental income of approximately £2,300 per house p.a. and an average overhanging debt of £38,000. This is particularly challenging for Hartlepool as these properties cross subsidise the empty properties.

8.8.4 Replacing properties lost through RTB is a key part of the strategy for addressing the long term resilience of the HRA and is covered in Section 11 'Future Development Capacity'.

8.9 Capital Finance Charges

8.9.1 Capital finance charges currently consist entirely of interest payable. Interest rates are at historically low levels and the Council has locked into long terms loans which guarantee these rates for 40 years. It is normal practice for capital financing within the HRA to not include any repayment of the loan (principal) due to the existence of the Major Repairs Allowance which ensures the asset retains its value by replacing all the finite life components of each individual property.

8.9.2 The potential downside of not repaying borrowing is that when properties are sold under the Right to Buy, there will be an element of overhanging debt, particularly where the 'cost floor' period has elapsed. It is therefore important that one-off resources are used to replace RTB properties so that there continues to be

enough rental income to service the existing level of borrowing. This is covered in further detail in Section 11.

9. **RISK IMPLICATIONS AND SENSITIVITY ANALYSIS**

9.1 The risks that can adversely affect the business plan are:

- Rent collection;
- Void Levels which impact on rent and repairs;
- Rent levels;
- Right to Buy levels; and:
- Repairs and maintenance costs.

9.2 An assessment of these factors has been completed and as set out in 7.4.1 of the report the deficit on the HRA account is expected to be between £30,000 and £40,000 p.a. over the next 5 years, based on the current planning assumptions. In accordance with the accounting regulations, the HRA reserve will be used to fund this deficit leaving a balance of £320,000 by 2020/21. Each risk factor above has the potential to increase the deficit on the HRA account further and these factors will be reviewed on an annual basis. This will then enable corrective action to be taken to ensure an adequate HRA reserve is retained.

9.3 The ringfenced nature of the HRA Account means that the HRA reserve can only be used for the purposes of the HRA. It is also the only source of funding available to fund the HRA annual deficit and therefore must be kept at a level which meets the needs of the HRA budget to ensure the account remains viable.

9.4 In light of this it is recommended that the current level of HRA balance is maintained to help finance the deficit in the short term, and provide a funding strategy for the risks identified above. This position will need to be closely monitored.

10 **FUTURE DEVELOPMENT CAPACITY**

10.1 As a result of HRA ring fencing and Debt Cap set by the Government, the sources of future funding available to expand the HRA are currently restricted to the following:

- Prudential Borrowing – limited by the debt cap;
- Former Right to Buy sales receipts;
- Section 106 'Affordable Housing' contributions from Developers; and:
- HCA Grant Funding.

10.2 **Prudential borrowing**

10.2.1 The ability to borrow is limited by the £10.880m Debt Cap set by the Government. The current capital programme takes the expected level of borrowing to £10.332m, leaving available headroom of £0.548m.

10.3 **Former RTB sale receipts from Thirteen (Housing Hartlepool)**

- 10.3.1 These relate to RTB sales of former Council houses, for which the Council receives £8,000 per sale. The amount received and not yet committed is £105,000 and forecast for the current year is between £150,000 and £200,000 based on previous year receipts.
- 10.3.2 The Large Scale Voluntary Transfer (LSVT) agreement included a 'RTB Sharing Arrangement' for 1000 sales. To date there has been 659 sales. Therefore the remaining 341 sales should yield £2.728m, which could equate to £175,000 a year for 16 years if the current trend continues. The actual phasing will be dependent upon actual sales properties and these resources can only therefore be committed when monies are received by the Council.
- 10.3.3 These receipts can be used for either revenue or capital purposes and, owing to the unusual nature of the receipt, can be used to support the HRA account or the General Fund.
- 10.3.4 If utilised in the HRA account the maximum benefit can be obtained by using resources as match funding in conjunction with other types of funding to purchase new build houses.

10.4 **Section 106 'Affordable Housing' contributions from Developers**

- 10.4.1 These receipts can be used within the HRA to fund additional new build or empty properties. Currently the balance of uncommitted Section 106 affordable housing contribution receipts, to provide affordable accommodation, is £240,000.

10.5 **HCA Grant Funding**

- 10.5.1 The HCA has recently indicated that it would look favourably at future applications for grant funding. The level of grant available has recently increased from £18,500 to £30,500 to purchase new build houses and from £18,500 to £37,000 to purchase and refurbish empty properties.

11 **CURRENT AVAILABLE FUNDING AND PROPOSALS**

- 11.1 Based on the potential funding streams outlined above, the total funding capacity based on the funding available in 2017/18 is summarised in the table below:

Table 4 – Total Funding Currently Available to Support Future Development within the HRA

	£000
Borrowing Headroom	550
Former RTB receipts – uncommitted amount for the financial year 2017/18	255
Section 106	240
HCA (indicative)	335
Total	1,380

- 11.2 The above funding could be used to fund between 13 and 15 new build or high quality empty properties. The table assumes that the Council would successfully secure HCA grant funding at £30,500 per house for new build “Off The Shelf” (OTS) properties. The grant funding for high quality empty homes would be eligible for additional grant which can be used to either reduce the Councils funding or increase slightly the number of units.
- 11.3 There will be a financial benefit to the HRA of acquiring additional new build or high quality empty properties and this is estimated to be approximately £30,000 per year. This contribution will help build resilience into the HRA which is currently in deficit and contribute towards the cost of empty properties and help with meeting the repayment costs of overhanging debt from RTB sales. Focusing on these property types will limit the risks outlined earlier in the report around voids, tenant turnover, bad debt and higher maintenance costs as well as maximising income.
- 11.4 It is recommended therefore that the proposal to earmark all existing S106 and RTB receipts is referred to Council for approval as part of the MTFS. This proposal should also include a recommendation that approval for individual property purchases is delegated to the Chief Executive, Director of Regeneration and Neighbourhood Services, and Director of Finance and Policy in consultation with the Chair of Finance and Policy Committee to ensure the Council can respond as opportunities arise.
- 11.5 This will ensure the funding is in place to progress property purchases for new build or high quality empty homes.

12 FUTURE FUNDING AND PROPOSALS

- 12.1 The Council will continue to receive RTB Receipts and Section 106 affordable housing contributions in 2018/19 and future years. A future decision will be required from members regarding whether to use former RTB receipts for either:
- Further investment in the HRA; or
 - To support the General Fund revenue budget; or
 - To support capital investment regenerating the town.
- 12.2 The Prime Minister has also recently announced that additional resources will be made available to support new house building by both local authorities and

housing associations during her conference speech on the 4th October. Although there is still little detail available, we know that there will be an additional £2 billion pounds made available to local authorities and housing associations to bid for through the affordable housing programme. Government housing policy has also been widened to enable funding to be used on building homes to be at social rents as well as at affordable rents.

- 12.3 Further work needs to be undertaken to identify the potential value of future funding and a report will be presented to members which consider proposals in relation to this funding as further information becomes available.

13 CONCLUSIONS

- 13.1 The Council was required to reopen a HRA after the government introduced a new maximum limit of 200 houses that could be held outside the HRA. The business case the Council had adopted for each scheme up until that point was based on the HRA self financing framework which meant that the Council's model was already HRA compliant. The main differences associated with a HRA included a cap on borrowing, a ringfenced accounting regulation which limited the flexibility to use other funding to support housing development, and a greater degree of regulation and reporting.
- 13.2 The underlying business model has been sufficiently robust to withstand the adverse impact of government policy changes on rent cuts, benefit reform and Right to Buy. However, the increasingly difficult operating environment in relation to empty properties means that planning assumptions have had to be revised. Pressures in relation to the lower rents, increased voids and tenant turnover and rising repairs and maintenance costs have resulted in a forecast deficit for the next 8 years. As a result the HRA budget will need to be supported from the HRA Balance during this period until returning to an annual operating surplus in 2024/25.
- 13.3 There are a range of risks which can adversely affect the current forecast this has highlighted the need to retain the current HRA balance to ensure sufficient funding is available to fund potential deficits which may arise.
- 13.4 The opportunities for funding future developments are limited as a result of HRA ring fencing and the debt cap. The total amount of funding currently available in 2017/18, including indicative HCA grant is £1.380m. This funding can be used to fund between 13 and 15 new build or high quality empty properties. This should form part of an ongoing approach to acquiring further houses that will help to build resilience into the HRA account by providing a net revenue stream to help financially support the more challenging empty properties and mitigate the impact of future RTBs.
- 13.5 The Council will continue to receive RTB sales income from the Thirteen Group. The remaining 341 sales should yield £2.728m, which could equate to £175,000 a year for 16 years if the current trend continues. The actual phasing will be dependent upon actual sales properties and these resources can only therefore be committed when monies are received by the Council.

- 13.6 These resources can either be used to support General Fund initiatives, or can earmarked to partly fund additional HRA properties.
- 13.7 The Council will also receive ongoing Section 106 contributions for affordable homes in future years, which can be invested to fund additional HRA properties.
- 13.9 In the short-term it is recommended that existing resources are allocated to fund the acquisition of additional properties as detailed in para 11.1

14. LEGAL CONSIDERATIONS

- 14.1 The Council is required to comply with HRA regulations. There are no other legal considerations relating to this report at this time.

15. CONSULTATION

- 15.1 Consultation was undertaken internally with Finance and their comments, analysis and technical expertise are incorporated within the final report.

16. CHILD AND FAMILY POVERTY

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

17. EQUALITY AND DIVERSITY CONSIDERATIONS

- 17.1 There are no equality and diversity implications relating to this report.

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

- 18.1 Empty homes are a wasted resource which can become a target for arson, dumping of rubbish and vandalism. Empty properties are also known to blight areas, cause a nuisance to local people, attract anti-social behaviour, graffiti, drug activity vandalism, and attract the dumping of rubbish. Therefore the ongoing regeneration and refurbishment of empty properties to bring these empty properties back into use is likely to contribute to reductions in crime and anti-social behaviour.

19. STAFF CONSIDERATIONS

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

20. ASSET MANAGEMENT CONSIDERATIONS

- 20.1 DCLG guidance in 'Implementing Self-financing for Council Housing' requires the Council to have a business plan for the HRA.

21. RECOMMENDATIONS

21.1 It is recommended that members note:

21.2 The financial forecast and predicted deficit shown in Table 2 (para 7.3) and note that this is owing to the:

- Adverse impact of government policies in relation to rent cuts, benefits expansion of the 'Right to Buy'.
- More challenging operating environment for empty properties, which includes higher void levels, lower rent income and increased repairs and maintenance costs.

21.3. Note the risks identified in Section 9 and approve the proposal to retain the current level of HRA balance to fund the forecast deficit and help manage future financial risks.

21.4 Approve the proposal to use the funding identified in para 11.1 to purchase approximately 13 and 15 new build or high quality empty properties, and to refer the funding approval decision to Council to be included as part of the MTFS. This includes prudential borrowing of £548,000 to be repaid from future rent income.

21.5 On the basis of Members approving recommendation 21.4, it is recommended that Council delegate authority to approve the purchase of specific houses to the Chief Executive, Director of Regeneration and Neighbourhood and Director of Finance and Policy in consultation with the Chair of Finance and Policy Committee.

21.6 That a future report will be brought to members to consider proposals for using RTB as detailed in paragraph 12.1.

21.7 That the report referred to in recommendation 21.6 will also consider proposals for using future Section 106 affordable housing contributions from 2018/19 onwards, including potential opportunities arising from the government's policy announcement to provide funding for new council housing.

21.8 That a report will be presented to a future Regeneration Policy Committee advising on the Council's future Housing Regeneration programme going forward which will advise on the next phase of the Empty Homes strategy.

22. REASONS FOR RECOMMENDATIONS

22.1 To ensure that the HRA Business Plan and budget is sustainable and to enable Members to approve further investment in the HRA.

23. BACKGROUND PAPERS

23.1 There are no background papers relating to this report.

24. CONTACT OFFICERS

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Finance and Policy Committee

30th October 2017



Report of: Director of Finance and Policy and Director of Children's and Joint Commissioning Services

Subject: CARE LEAVERS EXEMPTION FROM COUNCIL TAX

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key Decision.

2. PURPOSE OF REPORT

- 2.1 To seek Members approval to a local policy of exempting Hartlepool Care Leavers from Council Tax until the age of 25.

3. BACKGROUND

- 3.1 The Children's Society "Wolf at the Door" report into council tax debt highlighted the challenges faced by care leavers when they move into independent accommodation and begin to manage their own finances fully for the first time. The report identifies care leavers as a particularly vulnerable group when it comes to council tax with some individuals quickly finding themselves subject to a court summons and enforcement action reflecting a lack of practical understanding of finances and bills.
- 3.2. In the Government's care leavers strategy "Keep on Caring" published in July 2016, the Government encouraged councils to adopt the role of corporate parent ie. do what any reasonable parent would do to give their child the best start in adult life. In relation to this, local authorities were encouraged to consider exempting care leavers from Council Tax using the powers at their disposal.
- 3.3. The Children's Commissioner for England has written to council Chief Executive's requesting that councils consider removing the requirement to pay Council Tax for care leavers up to the age of 25. This reflects the view that in terms of the move to independence, care leavers face these responsibilities much younger than most and often without family members to fall back on for guidance and support.

4. PROPOSALS

- 4.1. Under Section 13A of the Local Government Finance Act 1992, the Council has the power to reduce liability for Council Tax in relation to particular types of circumstances / scenario's. It is proposed that the Council uses these powers to exempt Hartlepool Care Leavers resident in Hartlepool from Council Tax until the age of 25 from 1st April 2017. Furthermore, to ensure inclusiveness of all Hartlepool Care Leavers within a Hartlepool policy framework, it is proposed that the Care Leaver Exemption from Council Tax arrangements should also apply to those Hartlepool Care Leavers under 25 who are resident outside the Borough.

5. FINANCIAL CONSIDERATIONS

- 5.1. In the current financial year Hartlepool BC are supporting 36 care leavers under 25 within the borough. However, 20 of this group are already exempt from Council Tax typically because they either reside in student accommodation or are living in a house of multiple occupation (HMO). A Hartlepool BC Council Tax exemption policy covering Care Leavers resident within the borough would therefore impact on only 16 individuals.
- 5.2. Of these 16 Hartlepool Care Leavers, 10 are in receipt of Local Council Tax Support. Awarding an exemption would marginally reduce the Council Tax Base but would also produce a saving on the cost of Local Council Tax Support. The net cost in 2017/18 of implementing a Hartlepool Care Leaver Council Tax Exemption Policy within the borough is estimated at about £6,700.
- 5.3. For Hartlepool Care Leavers with a Council Tax liability living outside the borough, if eligible they will claim Local Council Tax Support (LCTS) from the Council where they are residing. The Through Care Team will support Care Leavers to pay the remaining Council Tax liability which will typically be based on a 20% cut LCTS scheme. The actual net liability will depend on the level of Council Tax and LCTS schemes set by individual local authorities.
- 5.4. There are currently 28 Hartlepool Care Leavers under the age of 25 outside the borough. Out of the 28 care leavers, 16 are currently not claiming due to their circumstance. ie. living with a family member. The cost of providing a Hartlepool Care Leaver Council Tax Exemption for Care Leavers outside the Borough is estimated at about £5,000 which can be resourced within the Tax Base determinations.

6. LEGAL CONSIDERATIONS

- 6.1. No legal considerations

7. CONSULTATION

- 7.1 Consultation has taken place with both the Police and Fire Authorities as the policy would marginally reduce the Council Tax Base. Both authorities have confirmed that they are supportive of the proposals.

8. CHILD/ FAMILY POVERTY CONSIDERATIONS

- 8.1. Exempting Care Leavers from Council Tax liability will remove a key financial challenge and provide an additional foundation as they move to independence and adult life.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

- 9.1. There are no equality and diversity considerations.

10. STAFF CONSIDERATIONS

- 10.1. There are no staff considerations.

11. ASSET MANAGEMENT CONSIDERATIONS

- 11.1. There are no asset management considerations.

12. APPENDICES

Appendix A – Letter from Children’s Commissioner for England.

13. RECOMMENDATIONS

- 13.1. It is recommended that Members approve:
- a) a policy of exempting all Hartlepool Care Leavers under 25 from Council Tax whether resident inside or outside the Borough backdated to 1st April 2017.
 - b) Relevant adjustments to the Tax Base arrangements in relation to this policy.
 - c) Writing to the Children’s Commissioner in the event that the proposed Hartlepool Policy is agreed.

14. REASONS FOR RECOMMENDATION

- 14.1 To ensure the Council effectively discharges its corporate parenting responsibilities supporting Hartlepool Care Leavers as they transition into adult life.

15. BACKGROUND PAPERS

15.1 No background papers.

16. CONTACT OFFICER

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Promoting & protecting
children's rights

Dear Gill

Care leavers exemption from Council tax

I am writing to ask you to exempt care leavers from paying council tax in your area.

As you will know, children leaving care often struggle with the new financial responsibilities of independence. Some are unaware they even need to pay Council Tax, others don't know how, and many tell me that Council Tax bills are an unexpected and onerous financial burden that can force them into arrears.

Unfortunately, the speed with which Council Tax debt can escalate creates a "lose-lose" situation for everyone. These young people can face court summons and enforcement action very quickly and even eviction. It's not only bad for that care leaver but self-defeating for the local authority who are then have to meet the costs of emergency housing.

The Children's Society raised many of these issues in their *Wolf at the Door* report last year and have since been working with some councils to make positive changes for children leaving care since then.

Taking on new financial responsibilities is part of the move to independence for all young people but care leavers have to face these responsibilities much younger than most and often without family members to fall back on for guidance and support. The Centre for Social Justice found that 57% of care leavers find it difficult to manage money and avoid debt. The Joseph Rowntree Foundation has shown that accumulation of debt and threats to tenancies are some of the biggest ongoing issues of concern for care leavers. Research by the Children's Society shows care leavers are three times more likely to have had a benefit sanction – most of which are overturned when challenged.

The Government's Care Leavers' Strategy – *Keep on Caring* encourages Councils to do what any reasonable parent would do to help their children get the best start in adult life. The Children and Families Act encourages Councils to do all they can to support Care Leavers and this has been further enhanced by Section 2 of the Children and Social Work Act which places a statutory duty on Councils to make a clear offer to care leavers. Exempting care leavers from Council Tax is an excellent step towards meeting the spirit of all these obligations in a way that will meaningfully improve the lives of care leavers.

Almost twenty local authorities have now taken this positive step to exempt care leavers from paying Council Tax – most at a cost of no more than £15,000 - £30,000 in lost revenue, which in relative terms means a lesser loss to the council than would be the significant gain to the care leaver. I have, also, anecdotally heard that local authorities have found the move cost neutral because it saves on chasing council tax arrears and on the costs associated with supporting a care leaver who has become statutorily homeless.

I hope that you will now consider this positive move for care leavers in your local authority and remove the requirement to pay Council Tax for care leavers to the age of 25. I would be very grateful if you could inform me of your decision and I look forward to hearing from you soon.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'Anne Longfield', with a horizontal line underneath.

Anne Longfield

Children's Commissioner for England

FINANCE AND POLICY COMMITTEE

30th October 2017



Report of: Director of Regeneration and Neighbourhoods

Subject: HOUSING RESTRUCTURE

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non Key Decision.

2. PURPOSE OF REPORT

2.1 To seek Members approval to approve a restructure of housing services following on from the corporate restructure agreed by the Committee on 9 August 2017.

3. BACKGROUND

3.1 The Council's Housing team as it is now was created in 2011 by bringing various teams that were located across the Council together into one homogenous Housing team under one manager.

3.2 In 2016 the decision was made to allow the then Housing Manager to leave via voluntary redundancy and the Housing team was merged with the Planning team. The rationale for merger of the teams at that time was against a background of government policy and particularly grant funding which linked these two areas of local authority functions. This is the current situation; with the Housing team consisting of the following sub teams which each undertake a specific task but work collectively together:

- Housing Standards
- Housing Advice
- Housing Strategy
- Housing Management
- Housing Regeneration

3.3 Since the merger in 2016 it has become apparent that effectively managing the two teams (Planning and Housing) is challenging to the point where the service is suffering with consequent impacts on staff.

- 3.4 In order to remedy this situation the Housing Management and Housing Regeneration teams were due to transfer to the Estates team to alleviate this pressure. However in August 2017 the Estates Manager took employment elsewhere and as a result this post became vacant; this put a pause on the proposed transfer and provides us with the opportunity to look more strategically but more longer term as to future demands upon these services..

4. PROPOSALS

- 4.1 Recruitment is currently underway for the new Band 15 Strategic Asset Manager to replace the Estates Manager post.
- 4.2 The restructure proposal is to split up the Housing team and to disperse management responsibility of the sub teams to different Council teams/departments where synergies/working relationships currently exist. Informal discussions have taken place and as a result the following restructure and “landing spots” are identified:

Proposed Change	Housing Standards	Housing Advice	Housing Management & Regeneration	Special Needs Housing
Management	Moving to Public Protection	Moving to the HUB	Moving to Strategic Asset Management	Moving to Occupational Therapists
Approximate Total Staff	6	8	8	5
Work Areas	<ul style="list-style-type: none"> Housing standards S215s Housing enforcement Empty homes enforcement 	<ul style="list-style-type: none"> Housing advice Selective licensing 	<ul style="list-style-type: none"> HRA Empty homes acquisitions Social lettings Housing strategy 	<ul style="list-style-type: none"> DFGs Minor adaptations

- 4.3 The current Housing team has numerous “shared roles” where officers work across sub-teams; this has previously caused problems with regard to business continuity, staff capacity and staff morale due to lack of clarity over responsibilities. The restructure will seek to remedy these issues by removing any shared roles, with dedicated officers undertaking work exclusively in the sub-team identified above. Through this process it is not anticipated at this stage that it will result in any changes to banding etc. but it will require revision of job descriptions etc. to clarify duties going forward.

4.4 The desire is to deliver this restructure by Christmas 2017. In order to progress the restructure the following process will need to be followed:

- (1) Agreement to the proposed restructure by Finance and Policy Committee, then
- (2) Agree that the Housing budget is kept intact and that the overall budget is divided up on a pragmatic pro-rata basis that meets the needs of the business across the new management area. This is an issue because the various sub-teams in the Housing team cross subsidise other teams in Housing, then
- (3) Undertake the relevant HR consultation process with staff,
- (4) Enact the team management structures and physical locations to be used to ensure as seamless a transition as possible .
- (5) Amend Job Descriptions accordingly where relevant.

5. RISK IMPLICATIONS

5.1 There are a number of risks implicit in the delivery of any restructure and it is important to recognize these as part of any decision making. The following points highlight the key risks:

- Reduced staff morale. Whilst no staff redundancies are identified there is still uncertainty due to changes in line management and physical working locations. It is essential to engage fully with those staff in order services are delivered in an effective and efficient way.
- Joint working. As the Housing team will be broken up the various sub-teams under different line management and different physical locations the current joint working arrangement may be reduced.
- Budget capacity. As the Housing budget will be divided on a pro rata basis it could lead to a defacto reduction in individual sub-team operational budgets that could lead to a reduced ability to deliver key targets, outputs and outcomes.

6. FINANCIAL CONSIDERATIONS

6.1 As the proposed restructure purely seeks to implement line management changes there is no change proposed to the Housing budget and therefore there are no financial considerations related to this decision.

7. LEGAL CONSIDERATIONS

7.1 There are no specific legal considerations relating to this report at this time.

8. CONSULTATION

- 8.1 The restructure process, as set out earlier in the report, has been an ongoing process and the final proposed structure presented in this report went through many options prior to reaching the preferred option presented. In reaching the preferred option ongoing positive informal consultation has taken place with all Housing staff throughout the restructuring process. This has included regular meetings with the whole Housing team, individual officers and various ad-hoc meetings as and when staff requested; since discussions first commenced earlier in the year. Further to the staff meetings, informal meetings have taken place with Trade Unions with a goal of keeping them updated of the progress made as the preferred option developed.
- 8.2 Ongoing consultation with staff and Trade Unions, both informally and formally through the relevant HR consultation process, will remain an ongoing process as the restructure is implemented.

9. CHILD AND FAMILY POVERTY

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

10. EQUALITY AND DIVERSITY CONSIDERATIONS

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

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

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

12. STAFF CONSIDERATIONS

- 12.1 As stated previously in the report there will be no redundancies or budget implications resulting from the Housing restructure. Bearing this in mind the only change to the working practices currently enjoyed by the staff would be:
- A different line manager managing them on a daily basis, and
 - A different physical location of certain staff depending upon the specific landing spot.
 - Discontinuation of shared roles.
- 12.2 Ongoing consultation with staff and Trade Unions, both informally and formally through the relevant HR consultation process, will remain an ongoing process as the restructure is implemented.

13. ASSET MANAGEMENT CONSIDERATIONS

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

14. RECOMMENDATIONS

- 14.1 The Finance and Policy Committee is recommended to:
- (a) Agree the proposed restructure,
 - (b) Agree that the Housing budget is kept intact and that the overall budget is divided up on a pro-rata basis that meets the needs of the business across the new management area.
 - (c) Endorse officers progressing the relevant HR consultation process with affected staff, .

15. REASONS FOR RECOMMENDATIONS

- 15.1 To allow the restructure of Housing Services as part of the corporate restructure as reported in August 2017.

16. BACKGROUND PAPERS

- 16.1 None

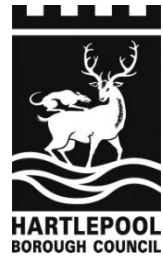
17. CONTACT OFFICER

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FINANCE AND POLICY COMMITTEE

30 October 2017



Report of: Assistant Director, Corporate Services

Subject: APPRENTICESHIP PROGRAMME 2017/2018

1. TYPE OF DECISION/APPLICABLE CATEGORY

For information only.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to provide Finance and Policy Committee with a position statement in relation to the apprenticeship programme within Hartlepool Borough Council (HBC).

3. BACKGROUND

- 3.1 From April 2017, the way the Government funds apprenticeships in England changed significantly. Employers are required to pay an apprenticeship levy where their pay bill is over £3 million each year. This levy is charged at a rate of 0.5% of the annual pay bill and covers all sectors.
- 3.2 The levy can only be used towards the cost of apprenticeship training and end-point assessment with an approved training provider. The levy cannot be used towards an Apprentice's salary or any training programmes outside of the apprentice framework
- 3.3 As previously reported to Finance and Policy Committee on 6 March 2017 under these new arrangements, the Council can no longer use Hartlepool College of Further Education (HCFE) to employ apprentices on the Council's behalf. As a consequence from 1 April 2017, the Council is required to employ apprentices direct. The Council can however, continue to work with HCFE for the provision of the training elements of apprenticeship frameworks/standards.

4. POSITION STATEMENT AS AT SEPTEMBER 2017

- 4.1 The table below shows the outcome for apprentices in September 2017. As the table illustrates, 30 apprentices progressed to the next level or continued in their current apprenticeship, 7 secured employment (5 within HBC), 4 moved onto the casual register and 2 left the Council with no employment.
- 4.2 To maximise the opportunity of gaining employment within the Council, once an apprentice has successfully completed their apprenticeship they are transferred to the casual register for as long as they wish. As well as allowing them to undertake casual employment opportunities it also enables them to apply for internal job vacancies.

Apprenticeship	Secured Employment		Casual Register	Progressing to next level or continuing	Leaver
	HBC	External			
Business Administration	5	2	4	12	
Accountancy				1	
Customer Service				1	
Electrical				2	
Painting and Decorating				1	1
Brickwork					1
Civil Engineering		1			
Housing			1		
Joinery				1	
Heating Engineer				1	
Plumbing				1	
Environmental				10	
Total	5	3	5	30	2

- 4.3 In addition to the 30 apprentices that are progressing to the next level of their apprenticeship or continuing on their existing apprenticeship in September 2017, 10 new business administration apprentices commenced in September 2017 and 1 Social Care Apprentice is scheduled to commence on 1 November 2017. A total of 41 apprentices will be employed by the Council.

- 4.4 To make the most of the opportunity presented by the apprenticeship levy, additional apprenticeships in the following occupational areas are also being explored for both new apprentices and existing employees:

- Environmental apprentices x 10 (from January 2018)
- Sport and recreation
- Horticulture
- Legal Services
- Social Care
- HR
- Catering
- Chartered Surveyor
- Leadership and Management (from April 2018)

- 4.5 A collaborative approach is also being taken with schools, to ensure that the levy is maximised across Hartlepool for the benefit of all residents.

5. RISK IMPLICATIONS

- 5.1 None

6. FINANCIAL CONSIDERATIONS

- 6.1 None

7. LEGAL CONSIDERATIONS

- 7.1 None

8. CONSULTATION

- 8.1 None

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

None

10. EQUALITY AND DIVERSITY CONSIDERATIONS (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE.)

None

11. STAFF CONSIDERATIONS

11.1 None

12. ASSET MANAGEMENT CONSIDERATIONS

12.1 None

13. RECOMMENDATIONS

13.1 It is recommended that Finance and Policy Committee note the contents of the report.

14 REASON FOR RECOMMENDATIONS

To ensure Finance and Policy Committee are aware of the current position in relation the apprenticeship programme.

15. CONTACT OFFICER

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