

FINANCE AND POLICY COMMITTEE

AGENDA



Monday 18 June 2018

at 10.00 am

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

MEMBERS: FINANCE AND POLICY COMMITTEE

Councillors C Akers-Belcher, S Akers-Belcher, Brown, Cassidy, Cranney, Harrison, Marshall, Moore, Smith, 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 May 2018.

4. BUDGET AND POLICY FRAMEWORK ITEMS

- 4.1 Medium Term Financial Strategy – Capital Programme and Minimum Revenue Provision (MRP) Review – *Director of Finance and Policy*
- 4.2 Review of Hartlepool Child and Family Poverty Strategy - *Director of Children's and Joint Commissioning Services*

5. KEY DECISIONS

- 5.1 Sport England 'Families Fund' Grant - *Director of Adult and Community Based Services*



6. OTHER ITEMS REQUIRING DECISION

- 6.1 Pay Policy Statement 2018 – *Chief Executive*
- 6.2 Security Arrangements - *Director of Regeneration and Neighbourhoods*
- 6.3 Council Plan 2017 – 2020 Quarter 4 Performance Report - *Chief Executive*

7. ITEMS FOR INFORMATION

- 7.1 Raby Gardens Council Owned Land Transfer to Thirteen Group – *Director of Regeneration and Neighbourhoods*

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

FOR INFORMATION

Future meeting dates; all meetings to be held in the Civic Centre, Hartlepool –

Monday 9 July 2018 at 10.00 am
Monday 30 July 2018 at 10.00 am
Monday 3 September 2018 at 10.00 am
Monday 8 October 2018 at 10.00 am
Monday 29 October 2018 at 10.00 am
Monday 26 November 2018 at 10.00 am
Monday 17 December 2018 at 10.00 am
Monday 14 January 2019 at 10.00 am
Monday 28 January 2019 at 10.00 am
Monday 11 March 2019 at 10.00 am



FINANCE AND POLICY COMMITTEE

MINUTES AND DECISION RECORD

18 MAY 2018

The meeting commenced at 1.00 pm in the Civic Centre, Hartlepool.

Present:

Councillor Christopher Akers Belcher (In the Chair)

Councillors: Kevin Cranney, Tim Fleming, Marjorie James, Brenda Loynes, Shane Moore and Leisa Smith.

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

Officers: Hayley Martin, Interim Chief Solicitor
Chris Little, Director of Finance and Policy
Andrew Carter, Assistant Director, Economic Growth and Regeneration
Patrick Wilson, Learning and Skills Manager
David Cosgrove, Democratic Services Team

125. Apologies for Absence

Councillors Jim Lindridge

126. Declarations of Interest

None.

127. Minutes of the meeting held on 12 March 2017

Confirmed.

128. Minutes of the meeting of the Health and Wellbeing Board held on 19 February 2018

Received.

129. Minutes of the meeting of the Safer Hartlepool Partnership held on 9 February 2018

Received.

130. Church Street / Church Square Regeneration Works – Potential Options for Supporting Businesses

(Director of Finance and Policy)

Type of decision

Key Decision – Test (i) – General Exception Notice applies.

Purpose of report

The purpose of the report was to:

- (i) Provide details of potential options to support businesses impacted by works currently being undertaken in Church Street and works programmed for Church Square; and
- (ii) To enable Members to determine if they wish to adopt any of these options.

Issue(s) for consideration

The Director of Finance and Policy reported that the regeneration of Church Street and Church Square was being undertaken in a series of phases and necessitated associated temporary road closures. During the period of these works there may be an impact on the trading conditions for businesses within the re-development area.

The Government operates a number of initiatives to support businesses with their business rates liabilities, in particular, Small Business Rates Relief, Pub Relief, by limiting annual increases in rate poundages to the Consumer Price Index, and by providing some funding to help address the impacts of 2017 Rateable Value increases.

Within Church Street and Church Square the Council had already worked with businesses to ensure they receive the relevant business rate reliefs with the majority of businesses in Church Street (64%) and Church Square (56%) received full business rates relief.

At a national level it was recognised that infrastructure works undertaken by local authorities may in the short-term have an impact on businesses. Conversely, in the medium-term once these improvements were complete, businesses may see a positive impact. However, as it was extremely difficult to determine the extent to which infrastructure works have an impact on businesses, local authorities were not required to compensate businesses whilst undertaking these works.

The Director outlined the potential options for supporting businesses currently affected by works in Church Street and to be completed in Church Square, which were:

Option 1- Support Businesses to apply to the Valuation Office Agency for a temporary reduction in their Rateable Value;

Option 2- Implement a Business Support Grant scheme.

The Director indicated that if Members wished to adopt a Business Support Grant scheme (Option 2) the Council would need to establish detailed eligibility criteria, including a financial limit on the grant per business and total costs to the Council. Therefore, three options had been identified:

Option 2 (a) – implement a Business Support Grant scheme with a maximum grant per property of £1,500 and a maximum cost to the Council of £115,000, open to all businesses;

Option 2 (b) – implement a Business Support Grant scheme with a maximum grant per property of £1,700 and a maximum cost to the Council of £130,900, open to all businesses;

Option 2 (c) - implement a Business Support Grant scheme with a maximum grant per property of £1,900 and a maximum cost to the Council of £129,200, excluding businesses with a rateable value greater than £20,000. This option targets support to smaller businesses.

The financial costs to the authority of the three options were set out in the following table: -

	Maximum grant per business	Maximum potential cost to the Council
Option 2 (a) – open to all businesses	£1,500	£115,000
Option 2 (b) – open to all businesses	£1,700	£130,900
Option 2 (c) – excludes business with a rateable value greater than £20,000	£1,900	£129,200

The Director highlighted that there is no existing budget provision for the costs of implementing the options detailed in the previous paragraph. The February 2018 MTFS report advised Members that, after earmarking £950,000 from the reserves review to meet the increased pay award applying from 1 April 2018, uncommitted one off resources of £134,000 were available. It had been agreed that this amount would be held as uncommitted until details of the 2017/18 actual outturn were known.

Work was currently progressing to finalise the outturn for 2017/18 and the work completed so far indicates that the final overspend would be broadly in line with the forecast overspend of £124,000. Therefore, if the one off resources released from the reserves review were allocated to support businesses in Church Street and Church Square the final 2017/18 overspend would have to be funded from the Unearmarked General Fund Reserve.

This would not result in a significant reduction in this reserve, which would still remain at an appropriate level to help manage financial risks. However, any further reduction in the Unearmarked General Fund Reserve would require corrective action and the repayment of any monies used.

Members expressed their preference for Option 2 (c) particularly as this would provide support for the smaller businesses that didn't have the financial standing to deal with such events. Members questioned how the scheme would be applied and the Director of Finance and Policy stated that much of the detailed application of the scheme had yet to be finalised due to the tight timescales involved in bringing this item to Committee. The detailed application of the scheme would be agreed with the Chair and Vice-Chair.

A Member referred to the improvement grant scheme for shop frontages in Church Street and asked if this scheme would impact on businesses ability to apply to that scheme. The Assistant Director, Economic Growth and Regeneration clarified that the Lottery Heritage Scheme was separate but linked to the overall improvement scheme for Church Street / Church Square and would be unaffected by this scheme. The Assistant Director undertook to circulate details of the Lottery Heritage Scheme to Members of the Committee.

A Member commented on the effects of the works on the cafe within the Railway Station. This business was also being adversely affected by the changing preferences of rail travellers who in order to get a seat on the Newcastle train, particularly at weekends, were boarding the train at Seaton Carew because Northern Rail persisted in running only two carriage trains, when there was regularly sufficient passengers numbers for a four carriage train. The Chair referred the issue, with the agreement of Members, to the Director of Regeneration and Neighbourhoods to write to Northern Rail expressing the Committee's concerns.

A member questioned if this scheme would set a precedent for future major road works / improvement schemes. The Director of Finance and Policy indicated that this had been identified in the risks set out in the report but after consultation with the Interim Chief Solicitor it was believed that the unusual circumstances created by these works did make the situation unique and defensible in the future.

The Chair in moving option 2 (c) wished to record his thanks to the Chief Executive, Director of Policy and Finance and all the officers who had been

involved in bringing the scheme forward to assist the businesses adversely affected by the works.

The following recommendations were agreed unanimously.

Decision

1. The Committee supported Option 2 (c) – implementation of a Business Support Grant scheme with a maximum grant per property of £1,900 and a maximum cost to the Council of £129,200, excluding businesses with a rateable value greater than £20,000.
2. That Council approval be sought to fund the resulting cost from the uncommitted one off resources of £134,000 released from the reserves review. Committee noted that committing these resources means they are not available to partly address the 2017/18 final revenue budget underspend, which would have to be funded from the Unearmarked General Fund Reserve.
3. That authority be delegated to the Director of Regeneration and Neighbourhoods, in consultation with the Chair of Finance and Policy Committee, the Chair of Regeneration Services Committee, the Chief Executive and Director of Finance and Policy, to determine the detailed grant criteria.
4. Committee noted that once the scheme was implemented all awards would only be paid if existing business rates liabilities and / or any other amounts due to the Council were up to date.

131. 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.

132. Extension Of Youth Employment Initiative Programme *(Director of Regeneration and Neighbourhoods)*

Type of decision

Budget and Policy Framework. Special Urgency provisions under Rule 21 of the Access to Information Rules of Procedure apply.

Purpose of report

To seek approval for the extension to the Tees Valley Pathways and

Routeways Youth Employment Initiative (YEI) programmes and for the Council to continue as the Accountable Body.

Issue(s) for consideration

The Learning and Skills Manager reported that in January 2013, the European Commission created the YEI programme in order to tackle high levels of youth unemployment across member states. European Union funding was specifically targeted at regions in which the youth unemployment rate exceeded 25%. In this time period, the Tees Valley qualified for additional funding and had a notional allocation of £29m to tackle youth unemployment.

In 2015, the Council, on behalf of a consortium of 27 partners from the public, private and voluntary sector secured £19.2m (£7.2m European Social Funding, £7.2m YEI and £4.8m of match funding) to deliver the Tees Valley Pathways and Routeways YEI programmes. The programmes support young people aged 15 to 29 years across the Tees Valley to progress into education, training, employment and self-employment and officially commenced 1 October 2015 with an original end date of 31 July 2018.

The Council was originally informed in December 2017 of the potential extension to the YEI programme and on 29th March 2018 received notification from DWP that there was only €63M (£55,488,367) available nationally to extend the programme until 2022 (with full project closure in 2023).

Since this period, the Council had been working with its existing partners to clarify who wished to be involved in delivering beyond July 2018. The YEI Project Team had held individual partner meetings and received confirmation that 22 current providers wished to extend their contract and continue delivery of the YEI programme. The Learning and Skills Manager outlined in the meeting the organisations that had chosen not to continue with the programme and the reasons behind those decisions. The officer undertook to share the list of organisations/companies supporting the Pathways and Routeways YEI programmes.

On 2nd May 2018, the Council had received confirmation from DWP that the expected underspend on the original programmes of £6.2m and additional growth request of £8.8m could be used to extend the YEI programmes to 2022. This would mean a provisional allocation for both programmes between 2018-22 of circa £15m (of which £3.75m was match funding). By the end of YEI the Council would have secured and managed the delivery of circa £28.1m which was unprecedented in size and scale for Tees Valley ESF programmes. The Learning and Skills Manager also reported that there would be no financial impact on the authority from the extension to the scheme as the match funding was being met by the Tees Valley Combined Authority. The officer also outlined, for Members reassurance, the regular audit and quarterly return processes the scheme

underwent.

The Chair welcomed the report and proposals and thanked the Learning and Skills Manager and officers involved in bringing the report forward. The input of over £28m investment in the future workforce of the Tees Valley could not be underestimated. The Vice-Chair echoed the Chair's comments but had been concerned that the original YEI proposals had been for 'bottom up' scheme development but due to delays many third sector groups had had to withdraw. The Vice-Chair was now concerned that 'Safer in Tees Valley' had withdrawn from the extended programme as they had acted as an umbrella organisation for a number of third sector groups. There were also concerns that the staff working for the project had been on redundancy notices for some time and approving the proposals here today could bring some reassurance to those members of staff.

It was suggested that in order to assist in condensing the timeline for approving the extension to the scheme, the Leader, who is Education, Employment and Skills portfolio holder on Tees Valley Combined Authority Cabinet could hold a 'signing' event here in Hartlepool to bring all the local authorities together to sign the new contracts, speed up the processing and create some positive press.

The following recommendations were agreed unanimously.

Decision

1. That Hartlepool Borough Council act as Accountable Body on behalf of the Tees Valley for the extended Youth Employment Initiative programmes.
2. Committee noted that the Council's match funding would be met from a grant from the Tees Valley Combined Authority (subject to final confirmation) and there would be no financial impact on the Councils General Fund budget.
3. That the Chief Solicitor, Director of Regeneration and Neighbourhoods, and Director of Finance and Policy be authorised to update the contracts to transfer legal responsibilities under the new grant conditions to the other Tees Valley authorities and partners including the potential for claw back in relation to each Local Authorities share of the extended scheme.
4. Committee noted that no contracts would be signed with the Department for Work and Pensions until these agreements have been signed and match funding from the Tees Valley Combined Authority had been confirmed.
5. That the Director of Regeneration and Neighbourhoods, Chief Solicitor and Director of Finance and Policy be authorised to approve the Council's acceptance of the grant conditions subject to the

completion of the conditions above.

The meeting concluded at 1.25 pm.

H MARTIN

CHIEF SOLICITOR

PUBLICATION DATE: 31 MAY 2018

FINANCE AND POLICY

18th June 2018



Report of: DIRECTOR OF FINANCE AND POLICY

Subject: MEDIUM TERM FINANCIAL STRATEGY - CAPITAL PROGRAMME AND MINIMUM REVENUE PROVISION (MRP) REVIEW

1.0 TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Budget and Policy Framework.

2.0 PURPOSE OF REPORT

2.1 The purpose of this report is to update Members on the recently completed review of the MRP and to enable a strategy for using the resulting recurring revenue budget saving to be developed.

3.0 BACKGROUND

3.1 Borrowing to fund investment in Local Authority assets is a long standing part of the overall funding system and governed by specific legislation and regulations, currently referred to as the Prudential Borrowing Regime. The Government also supports Local Authorities to access long term borrowing through the Public Works Loan Board (PWLB). Authorities may also borrow directly from banks, or other lenders, if the interest rates available are lower than PWLB interest rates.

3.2 Local Authorities are required by statute to make annual provision, known as MRP, to repay Prudential Borrowing over the operational life of assets, which typically range from 5 to 40 years. The revenue budget includes a specific budget to meet the annual recurring MRP charges.

3.3 A review of existing MRP charges for 2018/19 and future years has been completed and this indicates that these charges will be less than the recurring annual budget by £100,000.

3.4 A strategy for using this budget saving would normally be included in the development of the budget proposals for 2019/20, which would then enable any recommendations to be reflected in the MTFS proposals submitted to

Council in February 2019. This approach would then enable the approved recommendations to be implemented in 2019/20.

- 3.5 However, as this recurring savings has been identified, it is recommended that Members consider options for using these resources at this stage, as this will help underpin the development of the MTFS. Accordingly, options for using this recurring saving are provided in the next section.

4.0 OPTIONS FOR USING RECURRING MRP SAVINGS

- 4.1 There are two potential options for using the recurring MRP saving, as follows:

- **Option 1 – earmark to reduce the 2019/20 revenue budget deficit.**

As reported in February 2017 the Council faces a budget deficit for 2019/20 of between £5.2m and £6m. Further reports will be submitted to future meeting to enable Members develop a detailed strategy to address this deficit.

Earmarking the recurring MRP saving of £100,000 would slightly reduce this deficit.

- **Option 2 – earmark to support additional capital investment funded from Prudential Borrowing.**

As indicated in section 3 there is a specific revenue budget to meet MRP costs and a saving of £100,000 has been identified. This amount could be used to support new capital investment, which would enable the Council to address priorities identified in the ‘Your Say, Our Future’ consultation and priorities identified by Members from engagement with the public at Ward Surgeries/other contacts. New capital investment could also be used to compliment the funding provided within the Medium Term Financial Strategy for the Neighbourhood Investment programme.

As Members are aware from previous reports capital investment has also been affected by the impact of austerity and available national and local funding has been targeted at specific policy objectives. Hartlepool has been successful in securing significant grant funding, for example for investment in Church Street / Church Square and coastal protection at the Headland and Seaton Carew. The Council has also developed sustainable business cases to deliver social housing, including securing significant grant funding. However, like most areas, Hartlepool has had less funding available for other capital priorities, particularly investment in neighbourhoods and the local highways and footpaths infrastructure.

Using the identified recurring MRP saving to support new Prudential Borrowing would enable the Council to provide capital funding for local priorities.

As current long term interest rates remain historically low, i.e. at approximately 2% for 20 year loans and 2.7% for 40 years, the recurring MRP savings would provide significant support for new Prudential Borrowing for capital investment.

The value of the capital investment will depend on the asset life of the expenditure funded using Prudential Borrowing, as this will determine the new MRP charge and the period the interest rate is fixed for. For example, for capital expenditure with an operational live of 20 years the recurring saving would support Prudential borrowing of £1.6m. For capital expenditure with an operational live of 40 years the recurring saving would support Prudential borrowing of £2.5m.

- 4.2 If Members determine to use the recurring saving to fund new capital expenditure detailed proposals will be reported to a future meeting to reflect Members policy priorities. For example, should the available capital monies be earmarked for regeneration initiative, investment in highways and footpaths etc.

5.0 RISK AND FINANCIAL CONSIDERATIONS

- 5.1 As detailed in the previous section the decision regarding the use of the recurring MRP saving of £100,000 is a choice between reducing the 2019/20 revenue budget deficit, or supporting capital investment funded using Prudential Borrowing.
- 5.2 There is risk that not using this saving to reduce the 2019/20 revenue deficit of will make it slightly harder to balance the revenue budget.
- 5.3 There is a small risk that if interest increase the £100,000 may not be sufficient to fund the resulting loan repayment costs. This risk will be mitigated by locking into fixed interest rates, reflecting the operational live of the approved capital expenditure.

6.0 LEGAL CONSIDERATIONS

- 6.1 Local Authorities have the legal powers to use Prudential Borrowing to fund capital investment, provided they can meet future MRP repayments from their revenue budget.

7.0 CHILD AND FAMILY POVERTY

- 7.1 There are no specific child and family poverty considerations relating to this report. Issues may arise if Members approve Option 2 as proposals are developed and will be reported to a future meeting.

8.0 EQUALITY AND DIVERSITY

- 8.1 There are no specific Equality and Diversity considerations relating to this report. Issues may arise if Members approve Option 2 as proposals are developed and will be reported to a future meeting.

9.0 STAFF CONSIDERATIONS

- 9.1 None

10.0 ASSET MANAGEMENT CONSIDERATIONS

- 10.1 There are no specific asset management considerations relating to this report. Issues may arise if Members approve Option 2 as proposals are developed and will be reported to a future meeting.

11.0 CONSULTATION

- 11.1 There are no specific consultation considerations relating to this report. Issues may arise if Members approve Option 2 as proposals are developed and will be reported to a future meeting.

12.0 CONCLUSION

- 12.1 By 2019/20 Local Authorities will have faced nine years of austerity and cuts in Government funding. Adult Social Care services have partly been protected through the Adult Social Care Council Tax precept. Pressures in relation to Looked after Children and the national pay awards for April 2018 and April 2019 have not been funded within the Local Government finance settlement. As a result the Council faces a 2019/20 budget deficit of between £5.2m and £6m.
- 12.2 Capital investment has also reduced and this includes the Council's ability to fund local priorities using Prudential where the resulting loan repayment costs cannot be funded from increased income, or saving accruing from the capital expenditure.
- 12.3 Future MRP charges will be £100,000 less than the existing budget. Therefore, as detailed in section 4 and summarised in the recommendations, Members have a choice regarding the allocation of these resources. Both options have their merits and can be supported by officers on the basis that this is a policy choice where Members need to prioritise between reducing the 2019/20 revenue budget deficit, or supporting additional capital expenditure.

13.0 RECOMMENDATIONS

13.1 It is recommended that Members

- i) Note the report;
- ii) Determine if they wish to use the recurring MRP saving of £100,000 to either:
 - a. Option 1 - reduce the 2019/20 revenue budget deficit;
 - b. Option 2 - to fund new capital expenditure of between £1.6m and £2.5m, depending on asset lives;
- iii) If option 2 is approved to seek Council approval to include the additional Prudential Borrowing in the approved Prudential Borrowing limits and capital programme, and to delegate Authority to approve detailed schemes to the Neighbourhood Services Committee for implementation within the current financial year.

14.0 REASON FOR RECOMMENDATIONS

- 14.1 To enable the Finance and Policy Committee to determine the recommendations to be referred to Council in relation to the recurring MRP saving of £100,000.

15.0 BACKGROUND PAPERS

None

16.0 CONTACT OFFICERS

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FINANCE AND POLICY COMMITTEE

18th JUNE 2018



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

Subject: REVIEW OF HARTLEPOOL CHILD AND FAMILY POVERTY STRATEGY

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non key – for information.

2. PURPOSE OF REPORT

- 2.1 To share with Members the timeline for consultation for a review of the Child and Family Poverty Strategy for Hartlepool.

3. BACKGROUND

- 3.1 The government's Child Poverty Act 2010 placed new requirements on local authorities and its partners to mitigate the effects of child poverty in their area. A series of key actions were set for local authorities including a duty to co-operate, to undertake a child poverty needs assessment and to produce local child poverty strategies. Hartlepool has produced two strategies since the Act was made law and updates its needs assessment annually.
- 3.2 The Welfare Reform and Work Act 2016 repealed much of the Child Poverty Act and redefined poverty with a focus on work and educational attainment. The government's latest child poverty strategy is for the period 2014 -2017. In this they set out their intentions to support families into work and increase their earnings, to improve living standards and to prevent poor children becoming poor adults through raising of educational attainment. The goal to end child poverty by 2020 remains their commitment however the way they measure this has changed.

4. DEFINING POVERTY

- 4.1 Poverty can be defined in many different ways. The Joseph Rowntree Foundation defines poverty as "when a person's resources are not enough

to meet their basic needs”. The indicator most widely used to measure poverty and to assess progress on the 2020 target is:

“Relative poverty: each household’s income, adjusted for family size, is compared to median income. Those with less than 60 per cent of median income are classified as poor. The measure is broadly used by many countries and the European Union. In the UK this information is taken from the Households Below Average Income (HBAI) survey.”

- 4.2 The new Welfare Reform and Work Act has retained the relative poverty measurement and included new reporting obligations. These include -
- Children living in workless households
 - Children living in long – term workless households
 - Educational attainment of children at the end of Key Stage 4
 - Educational attainment of disadvantaged children at the end of Key Stage 4
- 4.3 According to End Child Poverty Now (Child Poverty Action Group) new September 2017 ward and constituency data notes the overall level of child poverty in Hartlepool is currently 34.13%. Full details of poverty at ward level can be found at <http://www.endchildpoverty.org.uk/poverty-in-your-area-2018/>

5. REVIEW OF CURRENT STRATEGY

- 5.1 The current strategy was reviewed in 2016 however due to ongoing implementation of government policies re: Welfare Reform it needs to be reviewed. A consultation process is underway to ensure that all partners contribute to the new strategy. The timeline can be seen below:

Stage 1 – Task and finish group – cross departmental group set up including Children’s Hub, Revenue & Benefits, Regeneration, Public Health, Education/ School Improvement and Housing. Joseph Rowntree Foundation (JRF) is also included. A series of monthly meetings are in place to drive the strategy process forward April to September.

Stage 2 – Hartlepool Action Lab – 8th May consultation with stakeholders on the effectiveness of the original JRF ‘action lab’ projects and progress with new projects.

Stage 3 – Hartlepool Financial Inclusion Partnership (HFIP) workshop – 24th May event scheduled and over 30 VCS/ public/ private organisations invited who specialise in financial inclusion (or exclusion).

Stage 4 – Stakeholder event – 10th July stakeholder event to ensure other VCS organisations that are not part of HFIP, Members and Schools are

consulted. North East Child Poverty Commission have been asked to provide input to the event.

Stage 5 – Engagement with schools –poverty to be discussed at relevant Headteacher briefing in September including an update on the progress of the ‘poverty proofing the school day’ project.

Stage 6 – Engagement with children’s workforce – consultation with children’s workforce as part of the next two staff briefings

Stage 7 – Talking to children and young people – The One Stop Shop team are undertaking a consultation with children and young people. The Routes to Work and YEI team are consulting with young people.

- 5.2 It is intended for the review of the strategy to be presented to Finance and Policy Committee for approval in October/ November 2018.

6. ACTIONS TO TACKLE POVERTY

- 6.1 Work continues within Hartlepool Borough Council to mitigate the impact of poverty with the continued aspiration to eradicate poverty for Hartlepool children. Some examples of this are below.

- Council Tax Reduction Scheme aimed at low income working families
- Local Welfare Assistance Scheme for residents both in or out of work that are in crisis
- Discretionary Housing Payments targeting residents that are adversely affected by welfare reforms
- Personal Budgeting Advice for Universal Credit Claimants
- Free (recycled) school uniform
- Holiday hunger funding
- Access for residents to the free food network with food availability 6 days per week
- Benefit maximisation and ‘missing out on money’ advice
- Routes to Work and Youth Employment Initiative
- Adult education programmes with pathways to employment
- Support for partnership bids including Place Based Social Action and DfE holiday provision bids.

- 6.2 Partnership working is crucial to the success of making a difference to poverty in Hartlepool. The VCS remains a key partner in this process and organisations such as West View Advice and Resource Centre are making a real difference to resident’s financial situations.

Joseph Rowntree Foundation continues with work on their 'Action Labs' with projects from 2016 and 2017 continuing to have an impact.

'The £1,000,000 Challenge' is under way with Hartlepool Borough Council Officers, the VCS and residents aiming to put money back into residents pockets through activity such as:

- Checking water bill costs and switch to a meter if it will save them money
- Checking energy costs and switch provider and tariff to save them money
- Check benefit entitlement and claiming entitlements if they are not already doing so
- Checking eligibility for DHP, LWS and other HBC support
- Joining a 'food and fuel club' where residents can access a slow cooker, a bag of store cupboard essentials and slow cooker cook book.

- 6.3 Hartlepool Borough Council has supported the creation of the 'Hartlepool Food Network' which is a constituted group that aims to collect fresh food from stores where it would otherwise go to waste and re-distribute to network members for use in their activities. Welfare Support Officers are collecting food for redistribution to organisations in the town.

7. WORK WITH SCHOOLS

- 7.1 The council is working with Children North East on a project re: poverty proofing the school day. Eleven schools have signed up to the project which includes 2 secondary schools. The work has started and interim findings should be available before the end of the term to be used to inform the new strategy. We hope this cohort of schools will share their experiences with colleagues and a further cohort of schools be engaged later in the year.

8. RISK IMPLICATIONS

- 8.1 There is a risk that the actions set out in the strategy will not have the impact needed on the child poverty level due to external economic factors. However, it is important that the council continue to aspire to the eradication of child poverty and regularly review the action plan to understand progress.
- 8.2 Progress on the strategy will be reported to Children's Services Committee on an annual basis.

9. FINANCIAL CONSIDERATIONS

- 9.1 If poverty levels continue to rise then potentially more families will require support from the Local Authority. It is important that the Child and Family Poverty Strategy is reviewed to ensure that we try everything possible to prevent families being in poverty.

10. LEGAL CONSIDERATIONS

- 10.1 There are no legal considerations for this report.

11. CHILD AND FAMILY POVERTY CONSIDERATIONS

- 11.1 Households in receipt of welfare benefits continue to be impacted by the breadth of the national welfare reforms. The Council has sustained a Local Council Tax Support Scheme (LCTS) involving a 12% cut for 2018/19. The Hartlepool LCTS scheme has provided important financial support to low income working age households compared to annual LCTS cuts of 20% over the 6 years up to March 2019. Most other Tees Valley councils have operated LCTS schemes involving cuts of 20% since April 2013. This position is summarised below:

Impact of Hartlepool's actual 2013/14 to 2018/19 LCTS scheme compared to annual cuts of 20%.

	Band A	Band B
Council Tax Liability with a 20% LCTS cut in 2013/14, to 2018/19.	£ 1,410	£ 1,645
Council Tax Liability with <u>HBC phased LCTS cuts</u> of 8.5 % in 13/14 and 12% in 14/15, 15,16, 16/17,17/18 and 18/19.	£ 806	£ 941
Cumulative Support to Households 2013/14 to 2018/19	£ 604	£ 704
Number of Households Supported (i.e. who previously received 100% Council Tax Benefit)	5,279	441
Percentage of LCTS Households (i.e. who previously received 100% Council Tax Benefit)	90%	7%

- 11.2. Furthermore, the Hartlepool LTCS scheme complements the recently approved local policy of exempting Hartlepool Care Leavers from Council Tax until the age of 25. The Care Leaver policy removes a key financial challenge and provides an additional foundation as Care Leavers move to independence and adult life.
- 11.3. A child and family poverty impact assessment will be completed alongside the new Child and Family Poverty Strategy.

12. EQUALITY AND DIVERSITY CONSIDERATIONS

- 12.1 Poverty can affect anyone however research shows us that specific groups of people are more susceptible than others. Their needs must therefore be considered. Groups at risk include:
- Young working age people 18-25
 - Lone parents
 - Large families – those with three or more children

- Children born into families in poverty
- Those who are disabled and/ or suffer from illness (including mental illness)
- Those with low educational attainment
- Those who are unemployed
- Those who find difficulty in managing their finances
- Those from minority ethnic backgrounds.

13. STAFF CONSIDERATIONS

- 13.1 There no staffing considerations for this report.

14. ASSET MANAGEMENT CONSIDERATIONS

- 14.1 There are no asset management considerations for this report.

15. RECOMMENDATIONS

- 15.1 That Members note the consultation process for the review of the Child and Family Poverty Strategy.

16. REASONS FOR RECOMMENDATIONS

- 16.1 To ensure that the current Child and Family Poverty Strategy can be reviewed in light of national and local changes.

17. BACKGROUND PAPERS

The previous child and family report including the updated action plan discussed at the committee meeting dated 22nd November 2017 can be found here

https://www.hartlepool.gov.uk/meetings/meeting/3639/finance_and_policy_committee.

18. CONTACT OFFICER

Penny Thompson, Head of Service (Children's Hub and Partnerships), 01429 284878, penny.thompson@hartlepool.gov.uk

Danielle Swainston, Assistant Director (Children and Families), 01429 523732, Danielle.swainston@hartlepool.gov.uk

FINANCE AND POLICY COMMITTEE

18 June 2018



Report of: Director of Adult and Community Based Services

Subject: SPORT ENGLAND 'FAMILIES FUND' GRANT

1. TYPE OF DECISION/APPLICABLE CATEGORY

- 1.1 Key Decision – Tests (i) and (ii) apply. General Exception Notice issued.

2 PURPOSE OF REPORT

- 2.1 Hartlepool Borough Council has been successful in an application to Sport England's Families Fund. This report seeks approval from Finance and Policy Committee to accept the award of £280,620 over four years.
- 2.2 The report gives an overview of the project proposal, next steps and the projected spend over the next four years to 31 March 2022.

3 BACKGROUND

- 3.1 Sport England's Families Fund is a major investment stream which aims to support families with children aged 5-10 to get active and play sport together. Sport England agreed to invest in organisations that understand families in lower socio-economic groups and that can help them learn about how to better support children and their families to be more active.
- 3.2 Hartlepool Borough Council was one of 10 organisations chosen from over 420 expressions of interest nationally and was awarded the full grant requested (£280,620) against a total project cost of £364,740 over four years.
- 3.3 The funding bid was developed by a multi-partnership team involving HBC Preventative and Community Based Services, Public Health and Children's Commissioning plus Tees Valley Sport and the StreetGames charity. Project management will sit with Preventative and Community Based Services with Public Health and Children's Commissioning playing

a key role in programme implementation and partnership building. An Organisational Chart (**Appendix 1**) identifies engagement of key partners which will be built upon during the planning and implementation of the project.

- 3.4 The finer detail and branding is to be developed by the Project Steering Group in conjunction with Sport England, but funding will enable the recruitment of a full-time band 9 Project Coordinator, a 22 hour band 8 Family Activator (both 4-years fixed term), plus project delivery costs (equipment, facility hire, coach fees), marketing, evaluation and the training and development of staff and volunteers involved in the project.
- 3.5 In-kind funding of £21,000 per year will come from existing support, resources and staff time via Preventative and Community Based Services, Short Breaks and Public Relations teams. Detail of proposed income and expenditure is detailed in the Budget Planner (**Appendix 2**).
- 3.6 In summary, the project will enable a Family Activator, plus volunteers and sessional coaches to deliver a programme of activities which will create a step-change in behaviour and support families to spend more time together out of the home during evenings and weekends, using physical activity and play as the focal point. Centred around FIT, FREE and FUN, families will embrace a range of free volunteer and coach-led pop-up activities, loaning equipment to facilitate activities and games, supporting engagement with neighbours and the wider community and moving towards mainstream clubs / activities and low-cost, incentivised provision in the longer-term. The project aims to support at least 350 families over the four year period. Full details of the aims and objectives of the programme and how these will be achieved can be found in the Stage 2 Application Form (**Appendix 3**).
- 3.7 The project will work closely with existing programmes and services to maximise impact. The funding application utilised research from the Future in Mind Programme and will continue to work closely with this programme to share learning and support children and young people to improve their emotional and mental well being.
- 3.8 The Community Hubs will be utilised as key locations for delivery and to facilitate access to services. The Community Connectors based within the Hubs will be used as a first point of contact for many of the families who engage to be able to better understand their needs in the first instance. This will ensure a holistic approach for families and provide opportunities to improve their health and wellbeing as well as address key issues that they face, through onward signposting and referral to other services as needed.
- 3.9 There will be a key focus on a family based approach specifically using behaviour change methodologies and the programme will evolve to respond to the needs of each family. Integration with other programmes and services delivered by Hartlepool Borough Council and other organisations is therefore essential to maximise success.

- 3.10 Further work will be conducted to explore how the project can integrate with and contribute to the Child Poverty Agenda, and how supporting the health and wellbeing of families, engaging them in positive activity and providing opportunities for them to be more economically active through this programme can support the wider agenda.
- 3.11 The programme will target the south of Hartlepool within the initial year of delivery with learning from the first year then used to expand delivery across the whole of the Borough in subsequent years. Additional scoping work will be conducted to explore the impact that the programme can have at a ward level, and this will be shared as the project progresses.

4 TIMESCALES

- 4.1 Successful applicants were required to accept the grant prior to returning the relevant paperwork by the end of April 2018. Due to the timing of the grant being awarded (Purdah) and no scheduled committee dates to be able to present details of the grant Officers sought agreement from Corporate Management Team for grant approval in order to meet the Sport England deadline. Project delivery must then begin no later than six months from the date of the award (by October 2018) with further monitoring reports to Sport England every six months.
- 4.2 Taking into consideration time for job evaluation and recruitment of staff, it is proposed that the project delivery will begin from September 2018, however the Sport and Physical Activity Team will host some awareness, engagement and consultation events for eligible families over the summer holiday period as a 'soft-launch'.
- 4.3 The entirety of the award must be spent by 31 March 2022 and expenditure must be reported to Sport England by 1 May 2022.

5 COMMUNICATIONS AND MARKETING

- 5.1 Throughout the period of the local elections, Sport England and the organisations they fund were bound by the restrictions of Purdah. As a result there was initially a strict media ban on publicity surrounding the grant.
- 5.2 Sport England has now formally announced the Families Fund awards and provided guidance and support to successful organisations to enable local announcements of the awarded grants.
- 5.2.1 Locally the media has been issued details about the awarded grant by the HBC Marketing and Communications Team. Officers are responding to requests to engage with the media to begin to raise awareness of the successful application and how people may wish to engage with the programme once it is available.

6 FINANCIAL CONSIDERATIONS AND RISKS

- 6.1 A budget breakdown (**Appendix 2**) and risk register (**Appendix 4**) were developed as part of the bid. Key financial considerations and risks include: (1) delays in recruitment which may impact on the project start date; (2) changes in service delivery / capacity, staff structures and budgets due to the ongoing restructure and government funding cuts, and (3) potential redundancy costs for the two fixed-term posts at the end of the project. Budgets have been calculated to mitigate these risks as far as possible.

7 RECOMMENDATIONS AND NEXT STEPS

- 7.1 It is recommended that members of Finance and Policy Committee note the content of the report and the associated attachments and retrospectively agree to accept the full grant from Sport England.
- 7.2 Sport England has held an initial meeting with key officers and set out detailed expectations and working relationships for the life of the project. Work has begun to develop a staffing structure and a programme of activity throughout the summer to provide further opportunity for 'scoping' and consultation.
- 7.3 Further meetings will take place with key partners to develop a Project Steering Group for the programme and a more detailed implementation plan including key milestones and performance indicators.

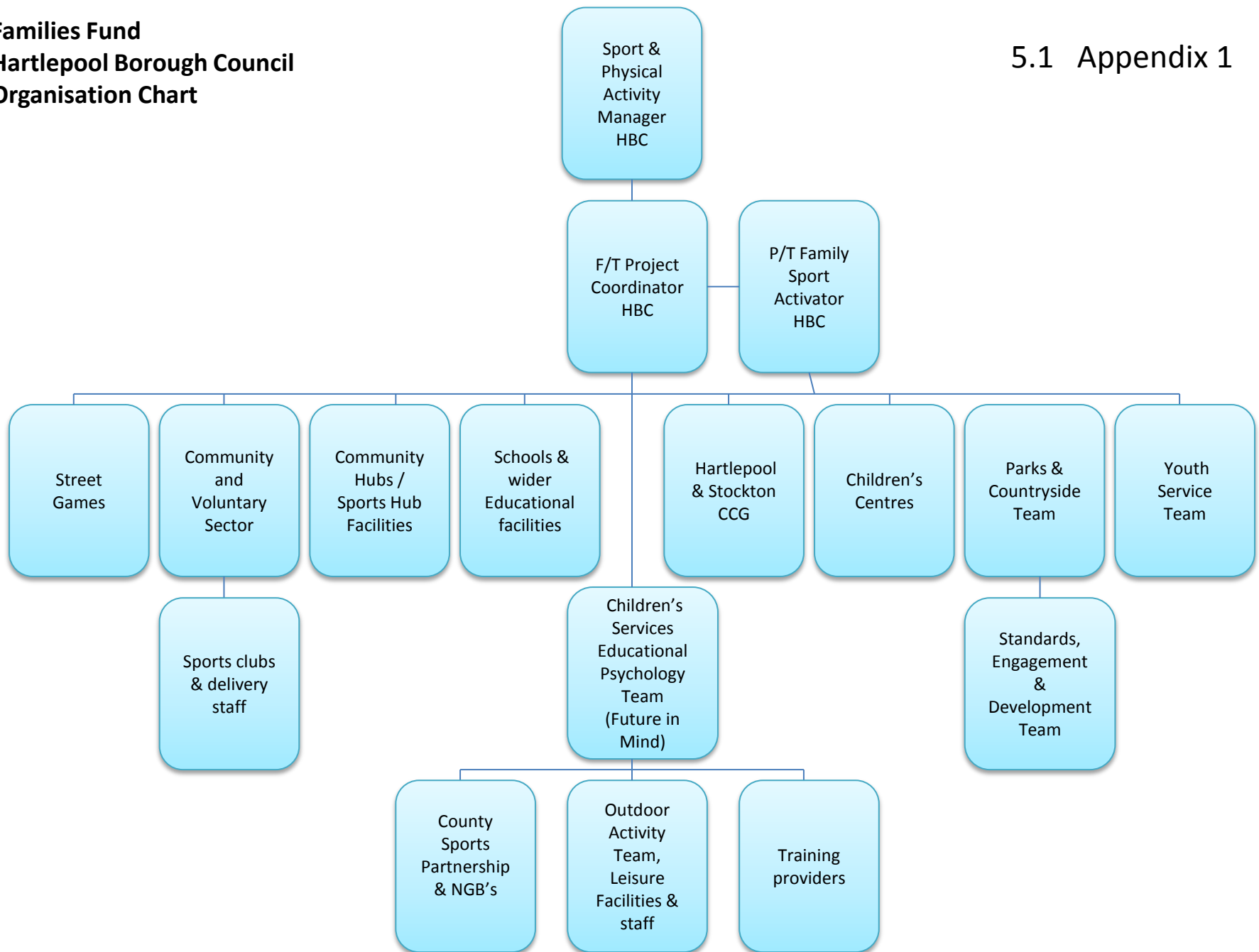
8. CONTACT OFFICERS

- 8.1 Gemma Ptak
Assistant Director (Preventative and Community Services)
Adult and Community Based Services
Tel: (01429) 523441
Email: gemma.ptak@hartlepool.gov.uk

Daniel Garthwaite
Senior Sport and Physical Activity Coordinator
Adult and Community Based Services
Tel: (01429) 523599
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**Families Fund
Hartlepool Borough Council
Organisation Chart**

5.1 Appendix 1



Families Fund income and expenditure forecast

Organisation Name: **Hartlepool Borough Council**

Please complete the box above with your Organisation Name.

Income & Expenditure Forecast

This is a prediction of how you plan to finance the delivery of your project. Please take time to complete this accurately. We will use this to assess the strength of your financial planning for each element of project.

Preparing your forecast

1. Please enter your relevant information/figures into the white boxes.
2. All figures should be to the nearest whole pound.
3. Please be realistic when you estimate your income and expenditure. Some costs can be calculated while some will simply be estimates.
4. The amount required from Sport England will calculate automatically for you, taking into account your expenditure and partnership funding figures.

EXPENDITURE		Year 1	Year 2	Year 3	Year 4	Totals
Staff costs including on-costs (please list)	Project Coordinator (full-time)	£32,175	£32,175	£32,175	£32,175	£128,700
	Family Sport Activator (22hrs)	£16,830	£16,830	£16,830	£16,830	£67,320
						£0
						£0
Delivery costs (please list)	Equipment hire / Purchase	£10,000	£6,500	£6,500	£6,500	£29,500
	Hire of facilities	£7,000	£7,000	£7,000	£7,000	£28,000
	Marketing	£4,250	£3,750	£3,750	£3,750	£15,500
	Evaluation	£10,000				£10,000
	Coaches fees / expenses	£11,230	£11,230	£11,230	£11,230	£44,920
	Travel and subsistence					£0
	Non recoverable VAT					£0
Other Costs (please list)	Training and development	£8,000	£4,000	£6,000	£6,000	£24,000
	Incentives	£4,200	£4,200	£4,200	£4,200	£16,800
						£0
						£0
						£0
Total expenditure:		£103,685	£85,685	£87,685	£87,685	£364,740

INCOME:		Year 1	Year 2	Year 3	Year 4	Totals	Please detail who your partner funder is below:
Partner Funder 1	cash					£0	HBC Sport & Rec / Outdoor Activity Teams
	in-kind	£6,280	£6,280	£6,280	£6,280	£25,120	
Partner Funder 2	cash					£0	HBC Sport and Physical Activity Team
	in-kind	£13,500	£13,500	£13,500	£13,500	£54,000	
Partner Funder 3	cash					£0	HBC Public Relations Team
	in-kind	£1,250	£1,250	£1,250	£1,250	£5,000	
Total partner funding		£21,030	£21,030	£21,030	£21,030	£84,120	
Sport England requirement		£82,655	£64,655	£66,655	£66,655	£280,620	

Please note: The final award offered by Sport England in an Award Agreement may change following the assessment of the final total allowable expenditure.



FAMILIES Fund Stage 2 Submission TEMPLATE

November 2017

Before completing your submission, please read the following information regarding Freedom of Information, Data Protection and Assessment. You should only proceed if you are happy to comply with the Freedom of Information and Data Protection requirements.

FREEDOM OF INFORMATION

As Sport England is a Public Body we have to comply with The Freedom of Information Act 2000. The Act gives members of the public the right to request any information that we hold. This includes information received from organisations such as:

- grant applicants
- grant holders
- contractors
- people making a complaint

Some information is exempt from The Act, such as personal details. If information is requested under the Freedom of Information Act we will release it. If you think that information you are providing may be exempt from release, you should let us know when you apply.

DATA PROTECTION

As Sport England is a Public Body, we must comply with the Data Protection Act 1998. We are committed to protecting your privacy and will ensure any personal information is handled properly under the Data Protection Act.

We will use the information you give us in your submission and in supporting documents for:

- assessing applications
- monitoring grants
- evaluating the way our funding programmes work and the effect they have
- reporting statistics to Government

We may also give copies of this information to individuals and organisations such as:

- Accountants, auditors and external evaluators
- Other organisations or groups involved in delivering your submission
- Other lottery distributors, government departments
- Other organisations and individuals with a legitimate interest in lottery applications and grants
- Other organisations for the prevention and detection of fraud

Counter Fraud

Sport England takes its role in preventing and detecting fraud very seriously and we take a zero tolerance approach to those who seek to commit an act of fraud, theft, corruption or bribery against us.

We might use personal information provided by you in order to conduct appropriate identity checks. Personal information that you provide may be disclosed to a credit reference or fraud prevention agency, which may keep a record of that information.

It is the responsibility of the organisation applying to ensure all information contained in the application is accurate. If you provide false or inaccurate information in your application or at any point in the life of any funding we award you and fraud is identified, we will provide details to fraud prevention agencies to prevent fraud and money laundering. If you are a company this

will include the names of the Company Directors at the time of the fraud. You must undertake to inform all Directors, Trustees and Committee members of this notice.

We investigate all allegations of fraud in accordance with our Counter Fraud Strategy which includes seeking both criminal and civil prosecutions. More information about our Counter Fraud Strategy can be found on our website.

HOW WE WILL ASSESS YOUR SUBMISSION

The questions in the submission template have been designed to capture the information we require for assessment and should build on your 'Expression of Interest'. For further guidance on completing the template, please refer to the Stage 2 Guidance Document.

We will assess your application on your detailed understanding of

- **Section 1: Target Audience**
- **Section 2: Key challenges to families being more active that the project will address**
- **Section 3: Project Design**
- **Section 4: Project Delivery**
- **Section 5: Learning and impact**
- **Section 6: Finance and sustainability**

It is important to remember that the aims of this fund are to:

1. Increase activity levels of families in lower socio-economic groups whose children are not doing 60 minutes a day of physical activity, focusing on the 30 minutes a day outside of school.
2. Support families to be active together throughout the week
3. Deliver positive experiences to children and families

Supporting Documentation

Please ensure you submit the following documentation to supplement your application:

- 1) Governing Document (*e.g. Constitution, Trust document or Memorandum and Articles of Association*)
- 2) Last 3 Banks Statements
- 3) Latest Financial Accounts
- 4) Safeguarding Policies (Child Protection Policy/ Adults at Risk Policy as applicable)
- 5) Financial Template
- 6) Project Plan- a separate timeline and overview of how the project will be set up and delivered if you think it will add value to the narrative within your application
- 7) Organisational Chart- an overview of team who will be responsible for the management and delivery of the project

NB. National Governing Bodies of Sports, and Statutory Bodies such as Local Authorities and Educational Establishments are not required to submit numbers 1-3 above)

Private Limited Companies set up on a 'For-Profit' basis, will need to provide evidence (by way of a letter) of how they would intend to ring-fence any profits made as a result of this project, to be reinvested into community sport.

FURTHER GUIDANCE

To help you develop your application, we have produced a Stage 2 Guidance Document which was emailed to you with this template. It is strongly recommended that you read this, as it sets out details of what we are looking for within each stage of the application and advice on things you should consider as you develop your plan. We would also encourage you to re-read the [Families Fund Prospectus](#) which was produced when the funds opened in July. This document provides full details of what we are looking to achieve through these funds and highlights particular areas of interest to us. Please be as succinct as possible in your application form and follow the maximum word limit guidance given.

The deadline for completed applications and supporting documents is 17:00 on 12 January 2018. These should be emailed to info-CYP@sportengland.org

YOUR ORGANISATION

This section requests general contact details for your organisation and is essential for the accurate assessment and administration of your submission.

Organisation name	Hartlepool Borough Council
Address (please note all correspondence in regard to this application will be sent to this address)	Civic Centre, Victoria Road, Hartlepool, TS24 8AY
Organisation status (e.g. constituted association, incorporated company or registered charity).	Local Authority
Registration Number(s) (if applicable) e.g Company or Charity registration number.	

Lead Contact for Submission

(This will be the lead officer responsible for managing and reporting on any award offered, and for ensuring effective delivery of the submission.)

Name	
Position in Organisation	
Email	
Landline Telephone No.	

Senior Contact

(Organisation decision-maker, i.e. Director, CEO, etc...)

Name	
Position in Organisation	
Email	
Landline Telephone No.	

1. AUDIENCE

This section is for you to demonstrate a detailed understanding of your target audience:

Please tell us the following in your answer:

- Who are your target audience?
- What are the demographics and make-up of the children and families (include information on their socio-economic status and any other characteristics)?
- What do you know about their sporting and physical activity habits?
- How will you engage these individuals?
- What is the size of your target audience – please specify numbers of families, adults and children who will be participating?
- What else do you need to learn about your target audience for your project to be successful?

700 word limit

Research shows that physical activity declines markedly during childhood – the age-related decline does not begin at adolescence. The intervention will therefore target families with children aged 5-10 in areas of high deprivation and low mental wellbeing in the vicinity of our new Community Hub sites in the South, Centre and North of Hartlepool. Parents/carers and older siblings up to 15 years old will also be engaged and supported to act as role-models to their younger family members.

Approximately 1 in 3 people in Hartlepool live in a household with a child aged 5-15 and there are 17,700 children under 15, but we do not see these levels of participation/engagement in our existing sport and recreation facilities or meeting the recommended physical activity guidelines.

Only 24% of boys and 15% of girls aged 5-15 meet the CMO guidelines for physical activity, and as many as 47% of boys and 49% of girls in the lowest socio-economic quintile do little to no physical activity at all, compared with 26% and 35% respectively in the highest quintile.

The ward areas targeted will be De Bruce and Jesmond (North hub), Victoria and Headland & Harbour (Central hub) and Manor House (South Hub), which are all within the 5% most deprived wards in the country. The table below highlights the key characteristics of our target wards and the issues which impact on mental health within families (education/employment/income):

Data	Source	De Bruce	Headland & Harbour	Jesmond	Manor House	Victoria	Tees Valley	North East	National
Total Population Estimates	TVU (2015)	8,000	7,380	8,620	10,170	8,440	667,500	2,624,600	57,885,400
Population 0-15 Year Olds Estimate	TVU (2015)	1,700	1,300	1,800	2,410	1,580	128,600	465,000	10,960,400
Unemployment Claimant Rate	TVU (Jan 2017)	6.0%	6.4%	5.2%	6.6%	7.5%	4.0%	3.2%	1.9%
Pupils Receiving Free School Meals	January 2015 School Census	496	352	444	703	420	20.1%	No data	No data
% 16-19 year olds NEET	NCCIS (Jan 2015)	0.7	0.5	0.8	1.1	0.3	0.2	0.2	0.1

5+ GCSEs A-C Including English and Maths	TVU (2016)	44.7 %	41.8%	33.6%	30.9%	40.8%	53.8%	56.3%	53.5%
IMD rank	DCLG (2015)	390	137	303	147	322	-	-	-

There are 3,749 children aged 5-10 in the South locality of Hartlepool plus 2,812 aged 11-15. 44% reside in hotspot areas of high deprivation and are eligible for free school meals. Over 900 pupils are also eligible for SEN support in the South and over 800 in the North locality. In the North, there are 3,297 children aged 5-10 plus 2,349 aged 11-15. Over 50% reside in hotspot areas of high deprivation and are eligible for free school meals.

We have gathered local insight into the target audience through the Future in Mind project consultation, evaluation of local projects and national research. This has provided us with a sound foundation to deliver planned programmes which effectively engage the target population.

Tiredness is a major factor in young people with 55% of KS1, 25% of KS2 and 74% of KS3-5 children stating they felt tired on the day of the consultation. Parents cited more work was needed to make young people feel “valued, listened to and part of their community to help raise self-esteem”. They requested “coordinated, community and family-orientated outdoor activities”, “more services/groups promoting wellbeing before problems arise”, “meditation and activity sessions in parks/beaches, open-air gym equipment, outdoor dancing sessions”, “young people volunteering as buddies to young children” and “trips to enhance peer bonding”.

Hartlepool also has an active Parent-led Forum, which consults using various methods and engages with families with children who are affected by special educational needs and disability. Issues identified during parent/provider workshops, drop-ins and parent-led forum meetings highlighted a number of areas and issues that require development or improvement:

- Holiday play schemes
- Extended activities out of school hours (term-time)
- Family-based short breaks/parent-led activities
- Specialist toy loan services including tots time (stay and play)
- Sport/physical activities
- Increased access to information
- Continued support for parent participation to influence the development of services
- Increasing the capacity of the workforce to support children and young people in a broader range of settings, regardless of their disability
- Special Educational Needs and Disability (SEND 0-25 transition)

2. CHALLENGES FACED AND BEING ADDRESSED

This section is for you to demonstrate your understanding of the challenges faced by children and families which you will be addressing:

Please tell us the following in your answer:

- What are the barriers and challenges these families and children face to being active that you will address?
- What will you be trying to get them to change/do differently?
- What do you know about the capability, opportunities and motivation of your audience?

700 word limit

The project will prompt families to think about their lifestyle and behaviours, and encourage them to be responsive to making changes that they feel will benefit their family's health and wellbeing. Nationally, there are significant barriers to low-income families around cultural issues, gender stereotypes, environmental and social issues. Wider personal barriers (perceived lack of ability, time, effort, financial constraints) are also problematic characteristics of our target audience.

Local insight and consultation tells us that the major barriers to low-income families in Hartlepool are accessibility (transport), affordability (equipment/lesson costs), lack of education/awareness and apathy/motivation, compounded by social/emotional issues within the families, such as chronic/long-term health problems, poor mental wellbeing, addictions, anti-social behaviour etc.

We aim to minimise these barriers by ensuring that the offer delivered within community sports hubs and green/blue spaces is:

- Focused on fun and enjoyment, not ability or skill
- Affordable, not cost-prohibitive
- Hassle, risk and stress-free for parents – delivered 'on the doorstep' (with equipment provided), ensuring activities are in the right place/time
- Focused on confidence and relationship-building within families and neighbourhoods – attracting families of similar abilities/backgrounds, ensuring they feel comfortable and well-supported
- Based on proportionate universalism (families with a history of poor mental health may require more intensive support)
- Aimed at developing parents/carers/older siblings as role-models, not 'helpers' or 'observers'
- Supportive of families participating together outside of the home and travelling actively
- Educational, so families know the value and importance of being active and meeting physical activity guidelines – what this looks/feels like
- Led by trained coaches and volunteers, recruiting local champions/activators in the medium to long-term
- Underpinned by strong signposting/promotion, using lessons from national campaigns/initiatives, via social media and existing local networks.

There is a concern that children may follow in their inactive parent's footsteps without suitable role models, becoming inactive, overweight adults. Our offer will engage and appeal to these families and prevent the decline in physical activity in childhood and curtail the increase in overweight/obesity between ages 4-5 to 10-11, as indicated by the National Childhood Measurement Programme.

By providing activity toolkits that partners and volunteers can utilise in areas of high deprivation, families can access equipment to participate in a wider range of activities and games in a relaxed,

sociable and low-pressure environment, removing the 'hassle' and affordability factor. By incorporating more traditional sports and activities, parents can pass on knowledge and life-skills to improve family bonding and relationships.

In response to the national '*Future in Mind*' report, HBC is working in partnership with the CCG to deliver the 'Hartlepool and Stockton Young People's Mental Health Transformation Plan 2015-20', which provides a framework to improve the emotional wellbeing of young people across the Borough. The aim is to help children, young people and parents/carers to improve their mental wellbeing; access help and support when needed; and improve services in place to help people achieve good emotional health. As part of this project, HBC has carried out extensive research to understand how young people, parents and carers view their own mental health needs and seek their opinions on the opportunities to support themselves and their family to be stronger, happier and more engaged.

Consultation has taken place to establish how parents/carers view their children's mental health needs. Feedback showed that: parents/carers recognise their role in providing opportunities and an environment for their children to develop; children should feel more valued in the relationships with their families and friends and; they should be supported and coached to have more value in themselves. By providing such support, children are given opportunities outside of the educational environment to overcome challenges and experience a sense of personal, non-academic achievement. This will also enable parents to support their children to accomplish goals and improve their self-esteem.

Our proposal will form part of the offer to families in Hartlepool to help them understand how physical activity can be used to help achieve good emotional wellbeing. It will also show how families can use physical activity to develop family bonds and improve relationships by enabling families to socialise together in fun and engaging ways. By providing opportunities for families to enhance their relationships, this will boost resilience so families are better able to support each other through difficult situations.

3. Project design

Building on the understanding of your audience, this section is for you to describe the challenges your project will be addressing, how it will do this, and how it will meet the needs of your audience.

Please provide the following in your answer:

- A clear and concise description of your project
- How will the project meet the needs of the target audience?
- How will the project address the challenges faced by families?
- How is your project designed to increase activity levels and increase positive attitudes?
- How is your project being designed to contribute to one or more of the Government's outcomes?
- How will your project add value to what is already being delivered in the area?

700 word limit

We will develop a programme for children aged 5-10 including parents/carers and older siblings aged 11-15 that will create a step-change in behaviour and support low-income families with poor mental wellbeing to spend more time together out of the home during evenings and weekends, using physical activity and play as the focal point, rather than sedentary/unhealthy behaviours such as TV/film/internet, eating out, etc.

We will build upon the successful StreetGames 'Doorstep Sports Club' approach to develop an innovative 'free play' offer for children and families around a 'street/park games' theme in our most deprived streets and neighbourhood green spaces, parks, MUGAs, community hubs etc, comprising the Five 'Rs' (right price/time/place/people/style).

Centred around FREE, FIT and FUN, families will embrace a range of FREE volunteer and coach-led pop-up activities, loaning equipment to facilitate activities in the local community with an emphasis on FUN. Activities will be user-led and established through consultation (i.e. kwik-cricket, hockey, rounders, frisbee, dodgeball, street football/basketball/athletics, skipping, family boot-camp, dance, etc), supporting engagement with neighbours and moving towards sustainable, mainstream clubs/activities and low-cost, incentivised provision once skills, relationships and confidence have been instilled (FIT).

We will identify young people and parents with the potential to informally support peers and create new norms for physical activity amongst their age groups (not necessarily sports leaders/athletes). This will be further boosted by a thematic approach linked to attending major local sporting events, with the incentive of volunteering and coaching opportunities for older children/parents/carers and group visits to sporting events to boost the interest and engagement of wider families and younger children during their formative years.

We aim to develop a network of 'Community Sports Hubs' as delivery sites to complement and enhance existing community facilities and assets, in partnership with local sports clubs and CVS groups. We will also facilitate and incentivise active travel opportunities for families (walking and cycling groups) to our key assets (Summerhill Country Park, Carlton Outdoor Activity Centre, Hartlepool Marina and Seaton Carew beach and promenade) where family-based activities and sporting events occur, including beach sports, archery, BMX/cycling, rock-climbing, orienteering, sailing and watersports, also introducing families to new activities via Hartlepool United FC, local tennis, cricket, rugby, quoits, bowls clubs etc, with incentives attached.

We will commence delivery in a targeted way, focussing our initial first-year efforts in the Manor House ward in the south of the town. This will allow us to build further insight and test and learn from our behavioural change approach, before a wider expansion of the project to cover the other Community Hub localities in the centre and north of the Borough in year 2-3. We will establish focus groups during the initial delivery of our activity programme and work with local agencies/residents groups/services to establish priorities for the target audience in terms of suitable activities, locations, timings, etc.

We will specifically target families in contact with mental health services through the Future in Mind Programme to ensure a community-led project design. We are not adverse to prototyping ideas/interventions prior to full roll-out to ensure we have correctly interpreted what is being asked for and ensure the project delivers what families want and achieves best value.

In addition to work cross-sector with key partner organisations, we will take a 'whole Council' approach to this project; the Sport & Recreation Team will lead on developing engaging family activities that will promote physical health, in partnership with Children's Services' Educational Psychology Team to focus on how these activities can be delivered in a way that challenges families to engage together to build relationships and learn, thus improving mental wellbeing.

The project contributes to all elements of the Government's 'Sporting Future' strategy; however a key focus will be placed on improving/sustaining the physical and mental wellbeing of the target population.

The attached 'customer journey' (Appendix 1) gives a clear visualisation of the process for identifying and supporting families who engage with the programme through key partners and existing services.

4 . PROJECT DELIVERY

4a) Resource

- Please provide details of the project team who will be responsible for the delivery and management of the project. An organisation chart of the project team must be provided as supporting documentation.
- Please outline details of any partners who will be supporting the management or delivery of the project, their roles and responsibilities and confirm whether partnerships are in place or aspirational. They should also feature in the organisation chart.
- Please identify any risks and how you can be prepared for them.

700 word limit in total

We will recruit a full-time Project Coordinator to lead the initiative and support delivery, plus a part-time Sports Activator to deliver activity and help build relationships with families. The Coordinator will develop volunteer capacity within the community and partner organisations, ensuring a comprehensive training and development programme is established for those supporting the project and help secure long-term sustainability.

The Council's Sport and Physical Activity Manager will manage the Coordinator and support monitoring and evaluation. A strategic working group will be established to meet on a quarterly basis to ensure the aims and objectives of the project are on-track.

Our Community Hub Health Advisors will be key partners in identifying, signposting and mentoring eligible families into the programme. The Council's Educational Psychology Team, Community Hubs, StreetGames and Tees Valley Sport are key stakeholders who have supported the bid process and partnerships are already established (see attached letters of support). We also aspire to work with Children's Centres and early years, CCG/NHS, charities, CVS organisations, parents/residents groups, sports clubs, schools, parks and countryside team, etc, as the project develops (see attached 'Organisational Chart').

The enclosed risk register highlights the potential risks, their likelihood and seriousness of impact upon the project. Initial plans for mitigating each high level risk, and subsequent results are also included. This will be a working document throughout the duration of project and will change as existing risks are re-graded in the light of the effectiveness of the mitigation strategy, and where new risks are identified.

Low numbers of volunteers to support the project could potentially reduce delivery capacity and impact on sustainability; however, the Council's previous track record in relation to recruiting and deploying volunteers has been extremely successful. Access to facilities or community assets may be restricted/unavailable at certain times, impacting on engagement and capacity. However, effective negotiations have already taken place with several key partners, who are fully supportive of the project and this will assist with transition to mainstream activities, engagement and sustainability.

The current public sector climate needs to be considered in that staff structures and government funding may change throughout the project. Hartlepool Council is committed to the delivery of the project and services are being safeguarded as much as possible in a landscape of cost efficiencies.

4b) Track Record

- Please describe your collective experience (including partners) of delivering to this target audience and evidence the impact you have had.

HBC has a proven track record in working with families from lower socio-economic groups. We will learn from previous experiences in engaging families from low socio-economic groups to establish a range of behavioural change approaches/activities which would appeal to our target population, particularly those suffering with poor mental health that we have struggled to engage previously, through links with the Future in Mind programme.

For the last two years, HBC has coordinated a summer holiday provision scheme designed to support parents that may struggle to feed their families without the offer of a free school meal, which has proven an excellent way to engage families from low socio-economic groups and ensure children have access to physical activity alongside good nutrition. This has given further insight into how we can influence behaviours and understand the barriers and motivations that families encounter when accessing sport and recreation opportunities, which we would like to explore and overcome via this project.

Our Sport & Recreation Service deliver a range of projects and activities aimed at children, young people and families including balance bike sessions, orienteering, free play, rock climbing, BMX, family walks/runs, street dance etc, making best use of local assets including Summerhill Outdoor Activity Centre, Carlton Education Centre, our new Community Hub sites and a range of green/blue open spaces such as local parks, beaches and the Marina. We would like to develop this offer for families and ensure opportunities are affordable, accessible and target those most in-need.

4c) Additionality

- How will the project add value to what you already deliver?
- If your project is an expansion or replication of an existing project, please outline details of what this project has achieved to date and why you wish to expand/replicate it.

Is your project: (please tick and provide detail below)	New ✓	Expansion, replication of an existing project x
---	---------------------	---

This project represents a significant change in approach to previous physical activity interventions in the Borough and aims to test whether more tailored, targeted user-led, family-focussed activity within disadvantaged communities improves engagement, impact and sustainability of active lifestyles, in turn improving family relationships and mental wellbeing outcomes.

The project will incorporate physical activity promotion and delivery into the emerging Community Hubs approach and facilitate the development of 'community sports hubs' across the Borough to improve engagement of low-income families with young children, which has been an ongoing challenge.

5. Learning and Impact

This section is for you to summarise the learning, and the difference you expect the project will make to your target audience.

5a) Learning

- What are you aiming to achieve from this project (please ensure you also refer to the aims of the programme) and how will you know if it has been successful?
- What (if applicable) are you trying to test and learn from the project?
- How will this project help Sport England learn how to best support the target audience to feel able to engage in sport and physical activity and create regular activity habits?

600 word limit in total

We aim to develop new social-norms within the target population and enable families to self-monitor and recognise the rewards/benefits of physical activity participation in improving mental wellbeing and relationships.

Our insight suggests the most inactive families in areas of highest deprivation require more personalised buddying support and we aim to test this theory, as acknowledged by DHs 'Healthy Foundations' segmentation research, which asserts that the 'unconfident fatalist' target group require long-term relationships to support behaviour change. The project seeks to test approaches to overcoming the main barriers to physical activity by promoting low/zero cost activities and incentives to utilise local assets and help engage families as a whole.

Families will be supported/educated to sustain physical activity in the future without facilitation; the project will teach families how they can utilise public spaces to be more active together. Project outcomes will be evaluated by sports practitioners and psychologists to understand and measure increased physical activity, improved emotional wellbeing and strengthened family relationships.

Another key objective is to develop a model for Community Sports Hubs that establishes a safe, sustainable setting where families can engage in low-cost, fun, accessible activities to help them get or stay engaged in physical activity. This will enable key partners from the community-voluntary sector to deliver and sustain activities in these Hubs. We anticipate Sport England can learn and test/replicate this approach in other areas.

StreetGames, as a key stakeholder, will support the design and development of this approach, taking learning from Doorstep Sport Clubs to help work with other key organisations to model the Hubs, building on the activities and engagement established by programme officers to provide safe spaces for families to sustain their physical activity participation.

Key project aims:

1. Increase activity levels of low-income families, whose children are not meeting CMO recommendations.
2. Support families to be active together outside of school and on weekends.
3. Deliver positive experiences and help children build confidence in their ability to be active.
4. Contribute towards achieving the actions within the *Sporting Future* strategy, specifically around physical and mental wellbeing.

5. Families taking part in activities together will see improvements in health & wellbeing and reductions in anxiety/stress/depression
6. Demonstrate how physical activity and play can be tool to manage and achieve good emotional wellbeing and be successfully delivered to families as early intervention and preventative solutions to mental health issues in children and young people.
7. Influence LA Commissioners and CCG to support future commissioning of programmes to support children and young people's emotional wellbeing, reducing the need for more expensive tier 3/4 CAMHS services.

The project also aims to:

- Reduce health inequalities
- Learn what works and what doesn't with low socio-economic families
- Develop routines and rewards for families
- Shift parents/carers/older siblings from facilitators/helpers into active role-models
- Influence future service commissioning and facility design to effectively engage low-income families, providing activities that influence behaviour change and help develop regular physical activity habits
- Establish which partnerships and approaches work in improving mental wellbeing within families from low socio-economic groups.

Sport England individual development outcome:

In addition to tackling inactivity, the project will promote volunteering and help build capacity within local organisations (including local sports clubs and CVS groups), through the training of activators, helpers and leaders.

5b) Targets/Numbers

- How many families (adults and children), year on year, will be engaged as a result of this project? (Please complete the embedded tables)

Total project engagement figures:

	Year 1	Year 2	Year 3	Year 4
Total number families	50	75 (125 total)	75 (200 total)	150 (350 total)
Total number adults	75	100 (175 total)	100 (275 total)	200 (475 total)
Total number children	100	200 (300 total)	200 (500 total)	300 (800 total)

Children:

	5-7 (Year 1-2)	7-11 (Year 3-6)	11-16 (Year 7-11)
Age of children	50%	40%	10%

	Male	Female	Prefer not to say
Gender of children	50%	50%	

	White	Mixed	Asian or Asian British	Black or Black British	Other Ethnic Group	Prefer not to say
Ethnicity of children	92%	2%	2%	2%	2%	

Disability/long term limiting illness	10%
No disability/long term limiting illness	90%
Prefer not to say	%

Adults:

	16-24	25-34	35-44	44-54	55-64	65-74	75-84	85+
Age of adults	20%	30%	20%	15%	10%	4%	1%	0%

	Male	Female	Non-binary	Transgender	Prefer not to say
Gender of adults	40%	60%			

	White	Mixed	Asian or Asian British	Black or Black British	Other Ethnic Group	Prefer not to say
Ethnicity of adults	92%	2%	2%	2%	2%	

Disability/long term limiting illness	25%
No disability/long term limiting illness	75%
Prefer not to say	%

Postcodes for anticipated main audience intake (please feel free to provide multiple postcodes if required): TS24, TS25, TS26, TS27

5c) Measurement and Evaluation/Data Collection

- What is your experience of and commitment to measurement and evaluation?
- What processes, if any do you have in place already to capture data/evaluate i.e. online system?

We see evaluation and monitoring as a key, ongoing and dynamic aspect of the project, which is essential in helping to achieve our desired aims and outcomes. It will enable us to ensure the project is on-track, help make any tweaks to the design or delivery of the project as it develops, overcome any potential challenges and ultimately demonstrate what has worked and how our

approaches might be applied or replicated in other areas or on a larger scale (see attached 'Learning & Evaluation Pathway').

We have experience of robust evaluation and monitoring processes via existing projects such as Sport England's Community Sports Activation Fund and we will access the research expertise within the region to support this process via FUSE, a collaboration of five regional Universities, who have supported the evaluation of a number of key Public Health projects locally.

We also recognise the skills and expertise within the Council and its partners in leading on the ongoing project management/monitoring to ensure successful delivery of the project plan. We intend to develop a hybrid model of data capture and evaluation with the input/support of Sport England, which builds upon existing frameworks and incorporates the physical activity theme of the PHE 'All Our Health' framework. This will allow us to develop a robust model to help gauge the effectiveness of our approaches and measure outcomes and impact within the target population more effectively (see 'Impact Pathway' attached).

Outcome measures / KPIs:

- KPI1: Increase in percentage of population engaging in sport/physical activity at least twice in last month
- KPI2: Decrease in percentage of people physically inactive
- KPI3: Increase in percentage of people utilising outdoor space for health/exercise reasons
- KPI4: Increase in percentage of children achieving physical literacy
- KPI6: Increase in percentage of young people with positive attitudes towards sport/being active
- Increase in percentage of adults/children meeting CMO physical activity guidelines
- Improvements in child/adult obesity rates
- Reduction in mental health issues generally and within troubled families

6. Finance & Sustainability

Please use the finance template provided to enable you to set out the costs of your project.

Please use this narrative to summarise your current financial and sustainability plans for your project.

600 word limit in total

6a) Budget

- What partnership investment and/or value in kind will you be contributing to the project?

We anticipate that the total project expenditure over the 4-year duration will be circa £365K which equates to around £1000 per family if our target engagement figures are reached. We have worked hard with partners to secure approx £85K match-funding (not including in-kind staff time and support from the Council's Educational Psychology Team and StreetGames), making the total

investment from Sport England circa £280K over 4-years.

HBC Sport and Physical Activity Team (SPAT) will provide support through the delivery of training and a wider capacity building programme (approx £1,000 per annum towards training and development).

HBC Public Relations Team will provide in-kind support to produce press releases, social media campaigns, case studies, etc for the duration of the programme (approx £1,250 per annum towards marketing).

SPAT will contribute £600 per year towards equipment and the Outdoor Activities Team will contribute a further £400 annually towards equipment hire (£1,000 per annum towards sports equipment/toolkits).

In-kind delivery costs/staff time will be provided by SPAT, Outdoor Activities Team and HBC's Standards, Engagement and Development Team (£10,230 per annum towards coach fees/delivery costs).

Facility hire costs of £4,000 per year will be picked up by SPAT, a further £1,000 per year will be subsidised by Leisure Facilities and the Outdoor Activities Team towards hire of facilities on an annual basis (£5,000 per annum towards hire of facilities).

HBC Leisure Services will provide 100 free Active Cards each year for the duration of the project to enable families to receive reduced cost access to Council leisure facilities and engage with mainstream activity to the value of £1,200 per annum. Additionally, SPAT and the Standards, Engagement and Development Team will collectively contribute £1,500 per year towards further incentives such as free/reduced cost activities and residential trips for families (£2,700 per annum towards incentives).

6b) Value for Money

- How do you intend for your plan to achieve best value?
- What is the need for public investment into this project?

We will carry out further insight and consultation with the target audience prior to full project roll-out and throughout to ensure we have correctly interpreted what is being asked for, reflects population need and achieves best value. Our Learning and Evaluation Plan (attached) clearly demonstrates our commitment to continue testing and shaping the approach, with ongoing learning/reflection to inform future direction of the project, ensuring it is user-led and achieves its aims and outcomes.

We believe there is a clear case for investment in this area of work targeting low-income families with poor mental health, as highlighted by the outcomes of the Future in Mind consultation and the lack of evidence nationally as to what approaches work to engage and sustain this hard-to-reach group in physical activity as a family.

Public investment is also welcomed in this area due to the significant cuts to Local Authority Public Health budgets, which has prevented more innovative projects being established in favour of those with a more clear and defined evidence-base. This funding will enable us to test a more creative and dynamic approach, establishing the evidence-base around engaging low-income families to be more physically active, how this can be sustained, and the impact on mental health outcomes and relationships within families.

6c) Sustainability

- What plans do you have to sustain the project beyond Sport England funding, or to provide future, sustainable opportunities to those involved in the project?
- What evidence do you have/or intend to gather to give confidence that the project can be replicated at scale?

One of our key project aims is to develop strong relationships/partnerships with children's mental health services/partners and influence LA commissioners & the CCG to inform future service delivery and commissioning intentions in this field. We expect these relationships to continue and sustain project outcomes after Sport England funding ceases.

Research suggests there is a gap in knowledge and understanding of what being physically active looks or feels like. We aim to develop an approach which leads to a long-term step-change in family behaviour, based on a real understanding of what an active lifestyle (meeting CMO guidelines) means or feels like to low-income families. We aim to change knowledge as well as behaviour in order to achieve long-term sustainability.

We intend on using the initial learning in year 1 to shape the project approach and over the following three years, gain further insight from families about what has worked and would keep them attending activities hence, the development of the Hubs can grow at pace due to accessing the learning year-on-year about what is working well.

Sustainability of the Hubs will be built in from the start, as CVS organisations engaged in the design and development will enable partnerships to be created to share resources, produce joint funding bids etc to sustain long-term delivery/outcomes, supported through our involvement and engagement with the StreetGames network. We are confident that through these networks we can share our learning and support other areas to replicate this approach.

Deadline for submission: 17:00 12 January 2018

Submit to info-CYP@sportengland.org

Hartlepool Borough Council Families Fund project Appendix 4

Risk Register:

The risk register will list risks identified at the beginning and during the life of the project, their grading in terms of likelihood of occurring and seriousness of impact on the project, initial plans for mitigating each high level risk, and subsequent results.

The register will:

- be maintained throughout the project and will change regularly as existing risks are re-graded in the light of the effectiveness of the mitigation strategy, and new risks are identified.
- be a tool for managing and reducing the risks identified before and during the project
- document risk reduction and management strategies being pursued in response to the identified risks and their grading in terms of likelihood and seriousness
- provide the project board/steering group and funders with a documented framework from which risk status can be reported
- ensure the communication of risk management issues to key stakeholders
- provide a mechanism for seeking and acting on feedback to encourage the involvement of key stakeholders.
- identify the actions required for implementation of the risk management plan and associated costings.

The risk identification schedule identifies the risk, the source and the potential impact on the project.

Risk identification

Reference	Risk	Source (How can the risk occur)	Impact (What is the impact of the risk occurring)
1.	Inadequate funding to complete the project	Initial estimates not accurate enough due to limited information being available when budgets were identified for funding submission. Unforeseen circumstances and incurring additional costs or withdrawal of partnership funding.	Loss of funding. Some elements of the initial programme plan may not be delivered.
2.	Delayed implementation of the programme due to recruitment	Delay in recruitment and selection processes, not appointing at initial recruitment due to candidates not meeting essential criteria for the post, delays in return of recruitment documentation or DBS check, withdrawal of appointed applicant(s).	Project timescales may be altered and may start later than anticipated.
3.	Health and Safety	Project risk assessments or other health and safety requirements are not in place. Staff/volunteers do not meet the	Delayed start to project, potential injury to participants/staff/volunteers. Postponement of activities until

5.1 Appendix 4

		minimum standards of redeployment and require additional training.	deemed appropriate for activity to proceed. Delayed implementation of programme.
4.	Current public sector financial climate	Loss of staff/resources, changes in structures and finances throughout the duration of the project. Redundancy costs attached to staff working over 2 years in local government.	Management and funding allocation of the project may be affected. Redundancy costs may apply to staff employed by the Council for over 2 years.
5.	Low number of volunteers to support project delivery.	Unsuccessful engagement, retention and sustainability of volunteers through the project.	Reduced capacity to deliver project objectives/outcomes.
6.	Accessibility to certain facilities at suitable times to maximise success of activity.	Peak times within leisure and community facilities may not be available for project delivery.	Reduced engagement and retention of appropriate target groups or potential reduction in delivery.
7.	Scheme over/under budget at completion	Poor management of budget, underestimated costs or not delivering on projected plans.	Shortfall or under spend in funding.

Risk register – January 2018**Project name:** Sport England Families Fund**Report for:** Hartlepool Borough Council – Sport and Physical Activity Team**Project manager:** Gemma Ptak, Sport & Physical Activity Manager**Project scope:** Delivery of activities/opportunities to low income families in contact with mental health services via Community Hubs and Sports Hubs

Rating for likelihood and seriousness for each risk			
L	Rated as low	E	Rated as extreme (used for seriousness only)
M	Rated as medium	N/A	Not assessed
H	Rated as high		

Grade: Combined effect of likelihood/seriousness					
	Seriousness				
Likelihood		low	medium	high	EXTREME
	low	E	D	C	A
	medium	D	C	B	A
	high	C	B	A	A

Recommended actions for grades of risk	
Grade	Risk actions
A	Actions to reduce the likelihood and seriousness to be identified and implemented as soon as the project commences.
B	Actions to reduce the likelihood and seriousness to be identified and appropriate actions implemented during project execution.
C	Actions to reduce the likelihood and seriousness to be identified and costed for possible action if funds permit.
D	To be noted - no action is needed unless grading increases over time.
E	To be noted - no action is needed unless grading increases over time.

Change to grade since last assessment			
NEW	New risk	↓	Grading decreased
—	No change to grade	↑	Grading increased

Risk Rating & Actions Schedule.

Ref:	Description of risk	Likelihood	Seriousness	Grade	Change	Actions	Responsible officer
1.	Inadequate funding to complete the project	M	L	D	NO CHANGE	Ongoing M&E to monitor budget and progress of the programme.	Project Manager
2.	Delayed implementation of the programme due to recruitment	M	L	D	NO CHANGE	Recruitment and Selection process will be conducted under HBC Safer Recruitment processes. Will ensure post is advertised within appropriate networks and partners to maximise opportunity for effective recruitment of appropriately qualified activators. Work closely with workforce services and HR to ensure recruitment is	Project Manager

						timely and all administration is completed.	
3.	Health and Safety	L	M	D	NO CHANGE	All HBC Health and Safety processes and procedures will be adhered to.	Project Manager
4.	Current public sector financial climate	M	M	C	NO CHANGE	HBC remain committed to the delivery of this programme and services are being safeguarded as much as possible in a landscape of cost efficiencies. Should there be a reduction in staff, resources or funding this will be highlighted in advance and allow time for contingency planning to be implemented. The programme has a multi agency approach and close partnership working	Project Manager

						will support continued delivery of the programme until completion. Redundancy costs may apply to staff with more than 2 years service in local government.	
5.	Low number of volunteer to support the delivery of activity.	L	L	E	NO CHANGE	Previous track record in relation to recruiting and deploying volunteers has been extremely successful.	Project Manger
6.	Accessibility to facilities at times to maximise success of activity.	L	L	E	NO CHANGE	Effective negotiation with facilities to gain access to times that will suit the target population and activity. Engagement of new participants using centres will have a positive impact long term on facilities and transition of the	Project Manager, Leisure and Operations Manager

						target audience to mainstream activity.	
8.	Scheme over/under budget at completion	L	M	D	NO CHANGE	Effective project and budget management will be required to ensure this does not happen. If an over spend is to occur revision of the delivery plan will be considered along with sourcing other external funding to support the programme delivery.	Project Manger

FINANCE AND POLICY COMMITTEE

18 June 2018



Report of: Chief Executive

Subject: PAY POLICY STATEMENT 2018/19

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non-key decision.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to request Finance and Policy Committee approve changes to the Pay Policy Statement 2018/19, prior to formal approval at Full Council on 21 June 2018.

3. BACKGROUND

- 3.1 Under Section 38 of the Localism Act (2011), Full Council has to approve a Pay Policy Statement (PPS) on an annual basis. The draft PPS was considered by Council on 15 March 2018. Council resolved that the PPS be referred to the Finance and Policy Committee for more detailed consideration in the context of the budget and policy framework.

4. CHANGES TO THE DRAFT PPS 2018/19

- 4.1 The following changes have been made to the draft PPS 2018/19:
- i) Paragraph 10 – Employment of individuals already in receipt of a public sector pension. Clarity provided regarding the approval process for employment of individuals already in receipt of a public sector pension. For any employee at Chief Officer grade, approval is given by Members. In respect of all other posts, approval is given by the Chief Executive as Head of Paid staff.
 - ii) Paragraph 15 – Zero Hours Contracts. Clarification of the limited circumstances when the Council may use zero hours contracts including when requested by individual employees, and clarification of the approval arrangements for the use of zero hours contracts,

including requiring the approval by the Chair of Finance and Policy before the use of any such contracts are approved’.

4.2 The above changes have been incorporated into the revised PPS and as shown as shaded text in Appendix A.

4.3 For future years, the Pay Policy Statement will be reviewed in line with the Budget Planning process and timeline

5. RISK IMPLICATIONS

5.1 None.

6. FINANCIAL CONSIDERATIONS

6.1 None.

7. LEGAL CONSIDERATIONS

7.1 It is a legal requirement under the Localism Act (2011) to publish the Pay Policy Statement on an annual basis.

8. CONSULTATION

8.1 None.

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

9.1 None.

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

10.1 None.

11. STAFF CONSIDERATIONS

11.1 None.

12. ASSET MANAGEMENT CONSIDERATIONS

12.1 None.

13. RECOMMENDATIONS

- 13.1 Finance and Policy Committee are recommended to approve the changes to the Pay Policy Statement 2018/19 and refer to Full Council for formal approval at the meeting of 21 June 2018.

14. REASONS FOR RECOMMENDATIONS

- 14.1 To comply with the requirements of the Localism Act (2011) to publish a Pay Policy Statement on an annual basis.

15. BACKGROUND PAPERS

Appendix 1 – Pay Policy Statement 2018/19

16. CONTACT OFFICERS

Claire McLaren
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Hartlepool Borough Council

Pay Policy Statement 2018/19

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1. INTRODUCTION

- 1.1 This document sets out the Council's Pay Policy in relation to the remuneration of its employees (excluding those employed by schools with delegated budgets) for the period 1 April 2018 to 31 March 2019 in accordance with Section 38 of the Localism Act 2011¹ and reflects the guidance issued by the Department for Communities and Local Government^{2 3} unless stated differently. This pay policy applies equally to all employees (excluding school employees) regardless of status and seniority unless stated differently. The policy is subject to annual review and must be approved by the Borough Council for each financial year. The policy will be published on the Council's website⁴ as soon as reasonably practicable after approval or amendment.
- 1.2 Hartlepool Borough Council is committed to transparency and fairness in its payment and remuneration of all of its employees and will comply with all relevant employment legislation.
- 1.3 In 2018/19, the Council has an overall pay budget of £58.8m (excluding school staff) including on-costs for its workforce. It will employ around 2,100 people excluding those who are employed directly by schools in Hartlepool, in a variety of diverse roles
- 1.4 The Council's values give us a desire to increase the standard of living for everyone. Given that the Council is the largest employer in Hartlepool and that around 78% of employees live in the town, it has a major influence on the economic wellbeing of the town and a direct impact on levels of inequality. The Council wants to do all in its power to make Hartlepool a fairer town and is committed to reducing inequality by leading by example and doing so through the way it operates as an organisation.

2. NATIONAL AND OTHER CONTITIONS OF SERVICE

- 2.1 The appropriate National Conditions of Service (as detailed in Table 1) are automatically incorporated into employee contracts of employment.

¹ Available at: <http://www.legislation.gov.uk/ukpga/2011/20/contents>

² Available at: [Openness and accountability in local pay: guidance - Publications - GOV.UK](#)

³ Available at: [Openness and accountability in local pay: supplementary guidance - Publications - GOV.UK](#)

⁴ Available at: https://www.hartlepool.gov.uk/downloads/download/305/pay_policy

Table 1 – National Conditions of Service in use in the Council

Condition of Service	Type of Employees
Joint Negotiating Committee (JNC) for Local Authority Chief Executives	Chief Executive
Joint Negotiating Committee (JNC) for Chief Officers in Local Authorities	Directors, Assistant Directors and some other senior managers
The Soulbury Committee	Educational Improvement Professionals, Educational Psychologists and Young People's/Community Service Managers
Conditions Of Service for School Teachers in England And Wales ⁵	Head Teachers, Deputy/Assistant Head Teachers, all Leadership, Teachers, Qualified and Unqualified Teachers
Joint Negotiating Committee for Youth and Community Workers	Youth and Community Workers
National Joint Council (NJC) for Local Government Services – Part 2 only	All other employees

For legal and other reasons, some employees are employed on other conditions of service, for example as a result of TUPE transfers into the Council.

- 2.2 The Council's Single Status Agreement is automatically incorporated into the employment contract of NJC for Local Government Services employees.
- 2.3 Sections 1 (paragraphs 1.1.3 and 1.1.4 only), 3 (sub section 3.5 only), 5-9 and 12-16 of Part 2 of the Council's Single Status Agreement apply to all employees where their national conditions of service are silent.

3. PAY STRUCTURE

- 3.1 The Council uses nationally negotiated pay rates included in the above national conditions of service as the basis for its local pay structure, which determines the pay bands of the large majority of its workforce. Locally determined pay rates apply for the remainder of the workforce.
- 3.2 National pay awards are automatically applied to the national and local pay rates where employees are employed under the national conditions of service detailed in Table 1. Employees who continue to be employed under their pre transfer conditions of service following their TUPE (or similar) transfer to the Council are

⁵ The Conditions of Service for School Teachers In England And Wales August 2000 is supplemented by the statutory School Teachers' Pay and Conditions Document available at <https://www.gov.uk/government/publications/school-teachers-pay-and-conditions>

- not entitled to receive pay awards (equivalent to the appropriate Council condition of service national pay awards) where the value of the maximum of the employees pre transfer pay band is greater than the pay they would receive at the minimum of the pay band if they were employed under the appropriate Council conditions of service and/or if the employees are entitled to increments within their TUPE pay band as they are not at the maximum of their TUPE (or similar) pay band.
- entitled to receive national pay awards in all other circumstances subject to the employees pay plus any pay award not exceeding the minimum of the appropriate pay band if they were employed under the appropriate Council conditions of service.

- 3.3 All other pay-related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.
- 3.4 In determining its grading structure and setting remuneration levels for any posts which fall outside the scope of nationally set pay grades, the Council takes account of the need to ensure value for money in respect of the use of public expenditure. This is balanced against the need to recruit and retain employees who are able to deliver high quality services to the community and the need to comply with pay related legislation e.g. in relation to equal pay, national minimum wage and the national living wage.
- 3.5 In line with good employment practice, JNC for Local Authority Chief Executives and JNC for Chief Officers in Local Authorities jobs have been evaluated using the LGA Senior Managers job evaluation scheme and NJC for Local Government Services jobs have been evaluated using the bespoke NJC job evaluation scheme. This is to ensure that the majority of jobs are graded fairly and equitably. Both job evaluation schemes used are substantial schemes. For legal and other reasons, some employees pay is not consistent with the current grading structures for example as a result of TUPE transfers.
- 3.6 No job evaluation scheme exists for the remainder of jobs i.e. those on Teachers, Youth and Community workers and Soulbury conditions of service but those employees are placed within nationally defined grading structures.
- 3.7 As part of its overall and ongoing monitoring of alignment with external pay markets both within and outside the sector, the Council will use available benchmark information as appropriate.
- 3.8 Periodic equal pay audits will be undertaken and pay structures and allowances will be reviewed as necessary.

4. REMUNERATION ON APPOINTMENT

- 4.1 Appointments to the posts of Chief Executive, Directors and other Chief Officer posts are subject to the Council's Officer Employment Procedure Rules⁶ and the salary package (including basic pay, any fees or allowances routinely payable to the appointee and any benefits in kind) for each post is determined by full Council. Appointments to posts where the salary package is £100,000 or more per annum will be approved by full Council in the case of the appointment of the Chief Executive/Head of Paid Service or by the Appointments Panel in the case of other appointments. Appointment of all other officers is the responsibility of the Head of Paid Service or his/her nominee, and may not be made by members.
- 4.2 New appointments are subject to the Council's Recruitment and Selection Policy and will generally be made to the agreed pay structures at the bottom spinal column point of all pay bands unless there are special circumstances and payment at a higher level can be objectively justified.
- 4.3 Where employees are redeployed into a lower graded post because of ill health (where this is supported by the Council's Occupational Health Advisor) or as an alternative to redundancy they will generally be appointed to the highest spinal column point within the lower grade so as to minimise financial loss.
- 4.4 From time to time, it may be necessary to take account of external pay levels in the labour market in determining starting salary levels and the use of market forces supplements in order to attract and retain employees with particular experience, skills and capacity.
- 4.5 The Council does not make any "golden hello" payment or any other incentive payments at recruitment other than market forces supplements where these are determined in accordance with the provisions in Table 3.
- 4.6 Where appropriate, the Council pays removal and relocation allowances, as detailed in the Council's Recruitment and Selection Policy upon the presentation of approved receipts.

5. SENIOR MANAGEMENT REMUNERATION

- 5.1 The definition of 'Senior Management' in this statement mirrors the definition of 'Chief Officer' as detailed in Section 42(2) of the Localism Act 2011 i.e.
- the head of its paid service designated under section 4(1) of the Local Government and Housing Act 1989;
 - its monitoring officer designated under section 5(1) of that Act;
 - a statutory chief officer mentioned in section 2(6) of that Act;
 - a non-statutory chief officer mentioned in section 2(7) of that Act;

⁶ Available at https://www.hartlepool.gov.uk/info/20004/council_and_democracy/370/hartlepool_borough_councils_constitution

- a deputy chief officer mentioned in section 2(8) of that Act.

Within Hartlepool, the above definition includes employees on JNC for Local Authority Chief Executives, JNC for Chief Officers in Local Authorities and NJC for Local Government conditions of service plus employees employed on other terms and conditions of employment as a result of TUPE (or similar) transfers.

- 5.2 The 'Senior Management' salary bands for implementation as at 1 April 2018 are set out in Table 2 overleaf.
- 5.3 In 2016, a two year 'cost of living' pay award was agreed nationally for Chief Executives and Chief Officers with 1% for 1st April 2016 to 31st March 2017 and a further 1% for 1st April 2017 to 31st March 2018. No national pay claim has been received for 2018. In 2016, the same two year agreement of 1% was agreed nationally that affected band 13-15 employees. In 2018 the national employers made a final offer to the Trade Unions covering the period 1st April 2018 to 31st March 2020. This is a complex offer that includes the introduction of a new pay spine for 1st April 2019. If accepted for bands 13-15 it would mean a 2% increase covering the period from 1st April 2018 to 31st March 2019 and a further 2% covering the period 1st April 2019 to 31st March 2020.
- 5.4 Any increments due are implemented automatically on an annual basis.
- 5.5 In respect of Chief Officers (those posts below the Chief Executive and Directors) in the Council operates with a small number of bandings to provide operational and strategic flexibilities, whilst providing a robust and competitive pay strategy to retain and attract high caliber staff.

Table 2 – Proposed Salary bands of 'Senior Management'

Role	Annual Salary Band as at 1 April 2017	No of Points in Pay Band
Chief Executive	£142,814 – £153,015	6
Director of Children's and Joint Commissioning	£102,010 - £112,211	6
Director of Adults and Community Based Services	£102,010 - £112,211	6
Director of Regeneration and Neighbourhoods	£102,010 - £112,211	6
Director of Finance and Policy	£102,010 - £112,211	6
Director of Public Health	£78,722 - £84,345	3
Chief Officer – Band A	£78,722 - £84,345	3
Chief Officer – Band B	£70,288 - £75,911	3
Chief Officer – Band C	£59,042 - £67,476	4

- 5.6 Information on 'Senior Management' responsibilities and remuneration will be published on the Council's website⁷ in line with Local Government Transparency Code 2015⁸ and the Accounts and Audit Regulations 2015⁹.

⁷ Available at: https://www.hartlepool.gov.uk/info/20004/council_and_democracy/430/local_government_transparency_code

⁸ Available at: <https://www.gov.uk/government/publications/local-government-transparency-code-2015>

6. ADDITIONAL BENEFITS

6.1 Employees receive/have access to additional benefits (in addition to basic salary) as outlined in the Table 3 overleaf.

Table 3 – Additional Benefits

Employees	Additional Benefit
All officers involved in delivering local, Parliamentary and/or European elections and/or referenda	Duty payments in connection with elections as determined locally in consultation with the other Tees Valley Councils and/or by statute depending on the duties concerned.
Employees in Development Scheme posts	Progression through pay bands where pre-determined progression criteria are met.
All employees whose pay reduces as a consequence of organisational change, job evaluation or redeployment	The pay protection arrangements detailed in the Council's Single Status Agreement apply to all employees as a means of assisting employees to adjust, over a 3 year period, to a reduction in pay arising from organisational change, job evaluation or redeployment. At the end of the 3 year protection period the standard pay arrangements apply.
All employees who are members of public sector pension schemes	The Council operates the Local Government Pension Scheme (LGPS), the Teachers Pension Scheme (TPS) and the NHS Pension Scheme (PHPS) and makes employer pension contributions, as required, for all employees who elect to participate in one of the above schemes. The employer pension contributions from 1 April 2018 are as follows Local Government Pension Scheme -15.4% of pensionable pay Teachers Pension Scheme - 16.48% of pensionable pay NHS Pension Scheme – 14.38% of pensionable pay The contribution rates are regularly reviewed and set by actuaries advising the various Pension Funds.
All employees in posts where there are particular recruitment and/or retention	As a general rule, the pay bands provide relevant and adequate compensation to attract and retain employees for the vast majority of posts and the

⁹ Available at: <http://www.legislation.gov.uk/ukxi/2015/234/contents/made>

difficulties	<p>necessity to apply a salary supplement should not exist. There may be specific circumstances, however, where an additional market forces supplement may be required to either attract hard to recruit categories of employees or to retain such employees within the employment of the Council. In all circumstances a business case will need to be developed (and reviewed regularly) to support the payment of market supplements which will be approved by members in relation to posts subject to the Council's Officer Employment Procedure Rules¹⁰ and by the Director of Finance & Policy in relation to all other posts.</p> <p>The market forces supplement arrangements detailed in the Council's Single Status Agreement apply to all employees.</p>
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Table 3 (cont) – Additional Benefits

Posts/Employees	Additional Payment
All permanent employees	Able to access the Council's Lease Car scheme through a salary sacrifice arrangement in accordance with Her Majesty's Revenues and Customs (HMRC) rules and at no cost to the Council.
Employees registered and in receipt of Childcare Vouchers via the Council run Scheme on 5 April 2018.	Able to continue to access the Council's Childcare Voucher scheme through a salary sacrifice arrangement in accordance with Her Majesty's Revenues and Customs (HMRC) rules and at no cost to the Council.
All employees	Able to access the Council's Cycle to Work scheme through a salary sacrifice arrangement in accordance with Her Majesty's Revenues and Customs (HMRC) rules and at no cost to the Council.
All employees	The Council pay a range of allowances/premium payments as detailed in National Conditions of Service (see Table 1).
All employees employed under the National Joint Council (NJC) for Local Government Services conditions of service	The Council pay a range of allowances/premium payments as detailed in the Council's Single Status Agreement subject to employees meeting the criteria for payment.

¹⁰ Available at https://www.hartlepool.gov.uk/info/20004/council_and_democracy/370/hartlepool_borough_councils_constitution

7. CHANGES TO SALARIES

- 7.1 Changes in salary for employees will occur only as a result of
- the application of the provisions in Table 3.
 - Promotion.
 - significant changes to an employee's role which results in a different pay band being appropriate (as confirmed by the outcome of an appropriate job evaluation process, where appropriate).
 - an honorarium or ex-gratia payment being appropriate to recognise circumstances or events not covered by conditions of service.
 - progression of a maximum of one increment each year within previously agreed pay bands based on service.
 - changes in the working arrangements of employees.
- 7.2 The Council does not currently award any performance related pay or bonuses to any of its employees or require them to have an element of their basic pay 'at risk' to be 'earned back' through meeting pre agreed objectives.

8. PAY STRUCTURE PAYMENTS TO ALL EMPLOYEES (INCLUDING CHIEF OFFICERS) UPON TERMINATION OF EMPLOYMENT AND PUBLIC SECTOR EXIT PAYMENT RECOVERY

- 8.1 Employees who cease to hold office or be employed by the Council will receive payments based on entitlement within their contract of employment, their general terms and conditions and existing policies in relation to the Local Government Pension Scheme¹¹, specifically the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 and Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011¹².
- 8.2 In accordance with the Council's Constitution, the determination of early retirement applications which do not generate sufficient savings to ensure that the costs of the application (including salary paid in lieu, redundancy compensation, strain on the pension fund, holiday pay and any bonuses, fees or allowances paid) are recovered within a pay-back period of 3.05 years or less are considered by members of the Personnel Sub Committee. Officers determine all other early retirement applications. This arrangement complies with previous Audit Commission guidance, has worked very well for a number of years and is an effective and efficient way of dealing with early retirement applications.
- 8.3 The Council, under the provisions of The Small Business, Enterprise and Employment Act 2015, implementing the Public Sector Exit Payment Recovery Regulations, with effect from 1st April 2016, will seek to recover, on a tapered

¹¹ Available at: <http://www.lgpsregs.org/>

¹² Available at: <http://timeline.lge.gov.uk/regidx.html>

basis, any public sector exit payments made under these regulations. This applies to those public sector workers who earned £80,000 per year or more and return to work for a public sector employer within 12 months of receipt of the exit payment.

9. LOWEST PAID EMPLOYEES

- 9.1 The lowest paid employees from 1st April 2017 will be remunerated at JNC for Government Services spinal column point 11 (equivalent to £15,807 per annum, £8.19 per hour) as a consequence of the Council increasing its own Living Wage for its employees with effect from 1 December 2015. The pay offer made nationally to trade unions, if accepted, would increase the JNC rates at spinal column point 11 to £8.82 per hour thereby surpassing both the current Hartlepool Living Wage and the National Living Wage; the latter is set to increase to £7.83 per hour on 1st April 2018. The offer also identifies a JNC minimum scale point of £9.00 per hour from 1st April 2019 linked to a new national pay spine.
- 9.2 The Council introduced its Single Status Agreement on 1st April 2007. The lowest paid employees within the Council are appointed to jobs which have been evaluated using the NJC Job Evaluation Scheme and are remunerated accordingly.
- 9.3 The relationship between the rates of pay for the lowest paid and for senior management is determined by the processes used for determining pay and grading structures as set out earlier in this Policy Statement.
- 9.4 The Council's 'median pay multiple', which complies with the Local Government Transparency Code 2015¹³, is the ratio between the taxable earnings of the highest paid employee and the median taxable earnings of the whole of the Council's workforce. The Chief Executive with a pay band of £142,814 - £153,015 at 1st April 2017 rates, is the highest paid employee.
- 9.5 The 2017 'pay multiple' with comparative data is detailed in Table 5.

Table 5 – 'Pay Multiple'

Date	Taxable earnings of the highest paid employee	Median taxable earnings of the whole of the Council's workforce	Pay multiple based upon the taxable earnings of the highest paid employee
31 March 2014	£140,833	£17,051	8.26
31 March 2015	£142,833	£18,211	7.84
31 March 2016	£119,610 ¹⁷	£18,074	6.62
31 March 2017	£126,772	£18,383	6.90

¹³ Available at <https://www.gov.uk/government/publications/local-government-transparency-code-2015>

N.B. The pay multiple changes each year as a consequence of a combination of the taxable earnings of the highest paid employee increasing due to incremental progression within the pay band of £142,814 - £153,015, the time they are in post and the median taxable earnings of the whole of the Council's workforce changing.

- 9.6 The Council will generally aim to ensure that the basic pay 'pay multiple' does not exceed a value of ten.

10. EMPLOYMENT OF INDIVIDUALS ALREADY IN RECEIPT OF A PUBLIC SECTOR PENSION

- 10.1 The Council does not generally support the employment of individuals already in receipt of public sector pensions as doing so potentially restricts the recruitment of younger workers who may be disadvantaged in the labour market. However, there may be circumstances where the employment of an individual with a public sector pension is the most effective and efficient way of meeting the Council's needs. Under the Officer Employment Procedure Rules¹⁴ Members will approve all appointments for Head of Paid Service, Directors, Chief Officers reporting to a Director or Head of Paid Service and assistants to political groups. In respect of all other posts the Chief Executive (in his/her role as head of the paid service) will formally approve any appointments.

11. EMPLOYMENT OF INDIVIDUALS ALREADY UNDER A CONTRACT FOR SERVICES

The Council does not generally support engaging individuals under a 'contract for services' where the Council is not required to make either pension or national insurance contributions for such individuals as it supports the Government's commitment to tackling all forms of tax avoidance and recognises that public appointments that involve arrangements whereby savings in tax and National Insurance contributions are made may be at the expense of other taxpayers or other parts of the public sector. However there may be exceptional circumstances where engaging an individual under these terms is the most effective and efficient way of meeting the Council's needs. If this situation applies formal approval will be sought from members in relation to posts subject to the Officer Employment Procedure Rules¹⁸ and from the Chief Executive (in his/her role as head of the paid service) in respect of other posts and individuals will be sourced through an appropriate procurement process in accordance with the Council's Contract Procedure Rules (which ensure the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service).

¹⁴ Available at:
https://www.hartlepool.gov.uk/downloads/file/3971/hartlepool_borough_councils_constitution_2017-18_part_4_-_rules_of_procedure p117.

12. INCOME TAX AND NATIONAL INSURANCE

- 12.1 The Council does not enter into arrangements with individual employees to minimise their tax and national insurance contributions other than via salary sacrifice schemes in accordance with Her Majesty's Revenues and Customs (HMRC) rules.

13. USE OF AGENCY WORKERS

- 13.1 The Council does not generally support using agency workers. However there may be circumstances where engaging agency workers is the most efficient and effective way of meeting the Council's needs. If this situation applies, formal approval will be sought from the relevant Assistant Director. Agency workers operating in the Council receive at least the Hartlepool Living Wage initially and at least the pay of comparable employees after 12 weeks of qualifying service.

14. APPRENTICES

- 14.1 Apprentices are paid the appropriate national minimum wage (depending upon individual circumstances).
- 14.2 Employees with substantive jobs who undertake apprenticeships via the Council's Adult Education service within their current duties and responsibilities will continue to be paid in accordance with their contract of employment.

15. USE OF ZERO HOURS CONTRACTS

- 15.1 The Council does not generally support the use of zero hour contracts and has acted to end such contracts, with the exception of where an individual employee has specifically requested to remain on such a contract. There may be circumstances where an individual employee requests a zero hours based contract, or where use of zero hour contracts is an effective and efficient way of meeting the Council's needs. In these circumstances the Director of Finance and Policy (or nominees) will determine when this applies. The Director of Finance and Policy **must** consult with the Chief Executive and Chair of Finance and Policy Committee before the use of any such contracts are approved. Where employees are employed on a zero hours contract they are employed on a permanent or fixed term basis, are entitled to request a review of their contracted hours at any time after six months in post and are not prevented from working for other employers.

16. CONTRACTORS

- 16.1 The Council requires that contractors comply with the national minimum wage legislation and the new national living wage legislation with effect from 1st April 2016 in all new and extended Council contracts and encourages all contractors to pay the Council's Living Wage (see 9.1 above) and avoid the use of zero hours contracts (see 15.1 above).

- 16.2 The Council will encourage all local employers employing 250 or more employees to publish their pay multiple.

FINANCE AND POLICY COMMITTEE

18th June 2018



Report of: Director of Regeneration and Neighbourhoods

Subject: SECURITY ARRANGEMENTS

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non-key decision.

2. PURPOSE OF REPORT

2.1 The purpose of the report is to provide the Committee with details of a review of security arrangements for the authority.

3. BACKGROUND

- 3.1 Hartlepool Borough Council requires a range of security services to protect its buildings and other assets. These services include static guarding, an alarm response service, deterrent guarding and the opening and closing of Council amenities across the town. The provision of security services has been contracted out for a number of years. The current contractor NES Services Limited was first awarded the contract in 2006 and this company has retained it through several tendering processes since that time. The present contract runs to August 2019.
- 3.2 NES Services is an accredited, Hartlepool based security company well known in the area for the services provided. Clients include Seymour Civil Engineering, Bellway Homes and Darlington Borough Council.
- 3.3 The Council's Facilities Management (FM) service manages the contract on behalf of all departments, Schools and Academies as well as several partner organisations who buy back the service such as Northgate Public Services and the National Museum of the Royal Navy Hartlepool. As well as liaising with both the contractor and individual clients, the officer acting as the contract manager monitors performance and arranges for costs to be recharged to users of the service.

- 3.4 As part of the considerations of the Annual Procurement Report, the committee at its meeting of 18th September 2017 requested that officers consider whether it would be feasible for the service to be brought in house at the expiry of the present contract and examine whether a more integrated approach between security and the CCTV monitoring service was possible. The remainder of this report analyses the key points that would arise should such a move be considered.

4. EXISTING CONTRACT PROVISION

- 4.1 There are three main elements of service provided as part of the existing contract. Firstly, a static guard service is placed within the foyer of the Civic Centre from Monday to Friday during office opening hours. This guard is supplied by the contractor and patrols the public area to deter aggression and provide a reassuring presence for both staff and customers. Another static guard is deployed to provide an overnight security presence at the National Museum of the Royal Navy (NMRN) Hartlepool. This is a continuation of the arrangement that existed when the site was the Hartlepool Maritime Experience. The costs of the overnight guard are fully passed onto NMRNH.
- 4.2 The contractor is also required to provide a first response to any alarm activations arising at buildings, schools and other monitored premises covered by the contract. This service operates 24 hours a day/7 days a week and the contractor's target time for arriving at site is within 30 minutes of receiving the call. On arrival at site an external patrol would be carried out before entry is made. An evaluation would be made by the security guard as to whether a false alarm or an actual incident has occurred and whether the presence of the police is required.
- 4.3 Thirdly, deterrent guarding is provided. Actions are taken to deter and prevent incidents of criminal damage, arson, vandalism or similar behaviour at the premises being protected. Measures include erecting warning signs and the provision of a service to lock and unlock gates at Council amenities such as parks, cemeteries, public conveniences and those car parks where there is a requirement to secure the site. A full list of sites that are secured in this way are shown at **APPENDIX 1**.
- 4.4 In addition to the core contract elements outlined above, a number of additional services are provided from time to time at the Council's request. These include door supervision and security for events at the Town and Borough Halls, guarding duties at the count on election night and temporary security patrols at vulnerable locations. These vulnerable locations may, for example, be outdoor public spaces prior to and during a major event or construction sites where valuable plant, equipment and machinery is located. The current contractor provides these additional services at short notice and will flexibly increase or decrease provision on all elements of the contract to match the Council's changing requirements.

5. CONTRACTOR PERFORMANCE

- 5.1 The Facilities Management (FM) service ensures the contractor is performing according to the specification set and instructions given by the Council. This team also deals with Head Teachers and site managers across the town on a daily basis as part of the cleaning and catering provision and uses these contacts to ensure effective liaison between contractor and individual sites takes place.
- 5.2 Contractor performance is generally good and officers have no concerns regarding the quality or responsiveness of the service provided by NES Services. More details in relation to performance is set out at **APPENDIX 2**.

6. FINANCIAL CONSIDERATIONS

- 6.1 Details of the contractor's charges to the Council for different aspects of the current service are set out at **CONFIDENTIAL APPENDIX 3. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.** Alongside the detailed contractor costs are financial estimates which show how much the same service would cost if it was to be brought in house. A commentary on the financial considerations is also included.
- 6.2 In summary, the Committee will note that bringing the security service in house would prove more expensive than continuing with the present arrangements.

7. LINKS WITH THE COMMUNITY MONITORING SERVICE

- 7.1 The existing security contract is primarily focused on protecting the assets and buildings of the Council and other organisations. It does not generally provide a service to the wider community in terms of addressing cases of crime and anti-social behaviour. An exception to this is the Security Response Service provided for the Longhill and Sandgate Business Improvement District (BID). Under this service the Council's security contractor is called out where the Community Monitoring Centre witnesses crime, anti-social behaviour or suspicious behaviour at or around any BID business premises. This response is in addition to a CCTV operator reporting the incident to Cleveland Police.
- 7.2 The Council's security service already operates in an integrated manner with the Community Monitoring Centre. The Centre operates as the 24/7 single point of contact for all alarm companies to inform the Council that a building alarm has been activated. The Centre will then notify NES Security of the alarm activation and provide them with the relevant key pack to access the

building. The Community Monitoring Centre is then responsible for building surveillance to help manage any incident, track and identify any suspects present and help safeguard NES Security personnel attending the site. This is done using any external or internal CCTV cameras from the building or any public space CCTV cameras in the area.

8. PROPOSALS

- 8.1 Given the available performance and financial data as well as the flexibility that now exists for increasing and decreasing resources referred to Section 4.5, it is proposed that the delivery of security services remains an outsourced service. If this proposal is accepted, a new tendering exercise would be carried out in 2019 when the current contract comes to an end.
- 8.2 The security and community monitoring services will continue to work together in an integrated manner to prevent and detect crime, anti-social behaviour and damage to Council buildings and assets as well as for premises monitored on behalf of organisations who buy the service.

9. RISK IMPLICATIONS

- 9.1 The financial risks of bringing the security service in house are highlighted in **CONFIDENTIAL APPENDIX 3. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.** There is a high risk of schools and external organisations deciding to make their own separate arrangements for security if the charges being passed onto them from the Council were increased to the levels required to recover the costs of an in house team.
- 9.2 It would be unlikely that a core in house team would be sufficiently resourced to be able to deal with security needs at special events, other peaks in workload or unexpected staff absences. In such cases external resources may need to be bought in to supplement the core team. Without a formal contract in place there is a risk that the necessary cover could not be sourced, especially where a requirement arises at short notice.
- 9.3 NES Services Limited and other similar companies have established a strong reputation in the area for delivering security related services. There is a risk that in using its own staff to protect its assets, the Council may be perceived by others as opting for a weaker or less effective arrangement than the one presently delivered by a professional security company.
- 9.4 At the moment, it is the contractor that deals with all aspects of management such as ensuring competent staff are recruited, trained and kept safe whilst at work. Individuals providing security services are at high risk of being

subject to verbal or sometimes physical abuse. At present it is the contractor that is required to fulfil health and safety obligations including ensuring robust risk assessments are in place and are kept fully updated. This work, responsibility and accompanying risk would fall directly on the Council should this service be brought in house.

10. LEGAL CONSIDERATIONS

- 10.1 The existing contract with NES Services is in place until August 2019 and therefore action in relation to bringing the service in house could not be taken until next year. Should insourcing occur, the Council would need to abide by TUPE regulations that apply. This may necessitate the transfer of several NES Services staff to the Council.

11. CONSULTATION

- 11.1 At this stage no detailed consultation has been undertaken.

12. CHILD AND FAMILY POVERTY

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

13. EQUALITY AND DIVERSITY CONSIDERATIONS

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

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

- 14.1 This report does not propose any reductions in the security provision but rather assesses an alternative delivery model. There are therefore no Section 17 considerations relating to this report.

15. STAFF CONSIDERATIONS

- 15.1 Should insourcing occur, there is a possibility of security personnel currently employed by the contractor needing to be transferred to the Council under TUPE regulations. Should the service become directly managed by the Council, there is also likely to be some change to managerial job descriptions in order to accommodate the transfer.

16. ASSET MANAGEMENT CONSIDERATIONS

- 16.1 The service under review contributes significantly to the protection of Council's assets and buildings. This report does not propose any reductions in the security provision and no adverse impact should therefore arise.

17. RECOMMENDATIONS

- 17.1 It is recommended that the provision of security services remains a contracted out function and that a further tendering exercise is carried out in 2019 when the current contract comes to an end.

18. REASONS FOR RECOMMENDATIONS

- 18.1 The primary reason for the recommendation is the additional costs to the Council that would be associated with bringing this service in house.
- 18.2 Members' attention is also drawn to the various risks set out in Section 9 of this report. In particular, the risk of not being able to increase or decrease security resources at short notice to match the Council's ongoing requirements is felt to be an important consideration.

19. BACKGROUND PAPERS

- 19.1 None.

20. CONTACT OFFICER

- 20.1 Denise Ogden
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DETERRENT GUARDING SERVICE**List of sites where opening and/or closing is carried out by NES Services**

Lock up (Evening)

Site	Number of Gates / Locks
Stranton Crematorium and Cemetery	3 (plus Remembrance Room)
Ward Jackson Park	5
Burn Valley Park and Gardens	14
Rossmere Park	4
Seaton Park	8
Seaton Coach Park	2
North Gare	1
Thornton Street Garden	2
North Cemetery	4
Grayfields	4
Serpentine Gardens	2
Bevan House	1

Public Conveniences

Coronation Drive	5
Seaton Clock Tower	2
Middlegate – Headland	4
Light House – Headland	3

Open up (Morning)

Site	Number of Gates / Locks
Stranton Crematorium and Cemetery	3 (plus Remembrance Room)
Seaton Coach Park	2
North Gare	1
Thornton Street Garden	2
North Cemetery	4
Grayfields	4
Serpentine Gardens	2
Bevan House	1
Windsor Building	2

Note. The following will also be opened weekends and Bank Holidays

Site	Number of Gates / Locks
Ward Jackson Park	5
Burn Valley Park and Gardens	14
Rossmere Park	4
Seaton Park	8

ANALYSIS OF NES SERVICES PERFORMANCE

Contractor performance is generally good. There were four incidents/complaints investigated in relation to the locking and unlocking service in the two year period between 1st April 2016 and 31st March 2018. Full details are set out in Table 1 below.

Table 1

Date	Location	Incident / Complaint	Investigation Findings
31 st March 2016	Seaton Park	Complaint received that the park's car park closed before the nearby Doctors Surgery.	Car park was found to be being secured by NES at the correct times. Visitors to the surgery across the road were using the car park. The surgery was advised of the car park closure times and requested to remind visitors.
23 rd November 2016	Rossmere Park	Complaints received about a park gate being left unlocked at night on several occasions.	It was confirmed by the NES vehicle tracker that the guard had been visiting all areas of the park to lock up. It subsequently came to light following a discussion between the guard and a fisherman at the park that this person appeared to have obtained a duplicate key to the park. This may have been the reason for the unlocked gate. The Parks Section immediately arranged for the locks to be changed and no further complaint was received.
17 th February 2017	Ward Jackson Park	Complaint regarding the car park at Ward Jackson Park not being closed at the correct time which was said to be contributing to the problems with youths gathering at this location.	There was a discrepancy in times set by HBC for closing the car park and the park itself. NES indicated that the guard had not locked the car park gate at the stated closure time on several occasions due to several cars still being there. The guard had however revisited the site later to secure. The timing discrepancy between the park and its car park was referred to the Parks Section for further consideration. It was felt that the actions of the guard had not been unreasonable in view of the circumstances.
27 th March 2017	Ward Jackson Park	NES received a call out to an incident at the park at 9.20pm. A lady had tried to climb out of the locked park over the fence and had slipped and impaled herself. Emergency services attended.	Investigations with NES confirmed that the park had been locked at the correct time of 7pm. Unconfirmed reports from local residents indicated that they had seen the lady climbing into the park after closure time. There is signage at entrances advising of park closure times and giving a telephone number to call for assistance should anyone find themselves locked in.

The contractor co-operated fully with the Council's investigations into the above complaints and incident. Evidence provided from their vehicle tracking system was able to verify the precise location of the mobile guard at specific times. In all cases, there was nothing found to suggest that the contractor was at fault or was not following the Council's contract specification.

Another measure of contractor performance is the response time to alarm activations. The contract standard is a response within 30 minutes of receiving the call. The latest available figures for 2017/18 show that 380 alarm activations had been responded to by NES and of these 98.7% had been within the 30 minute target. The five response that missed the target were subject to a delay of no more than five minutes.

In 2016/17 all responses were within the 30 minute target time and 90% of these were within 20 minutes.

FINANCE AND POLICY COMMITTEE

15 June 2018



Report of: Chief Executive

Subject: COUNCIL PLAN 2017 – 2020 QUARTER 4
PERFORMANCE REPORT

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key Decision

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to update Finance & Policy Committee of the progress made against the Council Plan 2017-2020 at the end of quarter 4 2017/18 and ask Members to agree to a number of changes/updates to the plan.

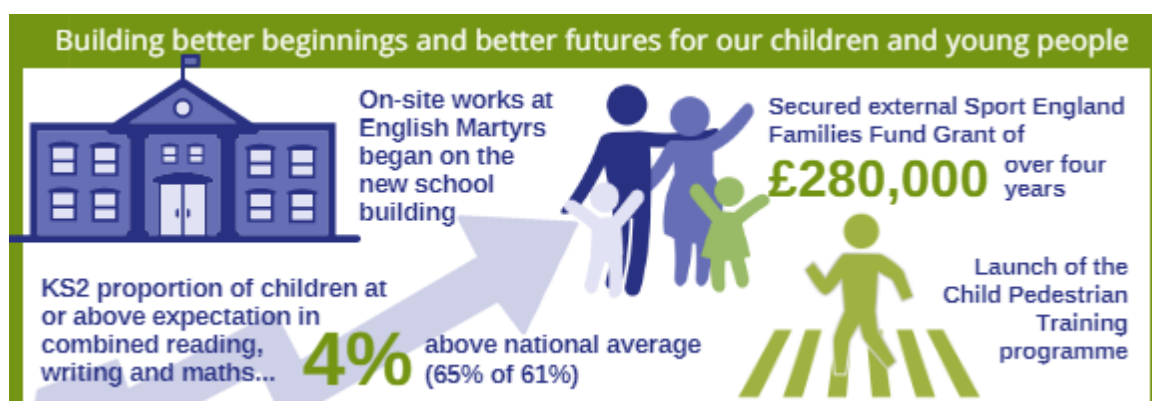
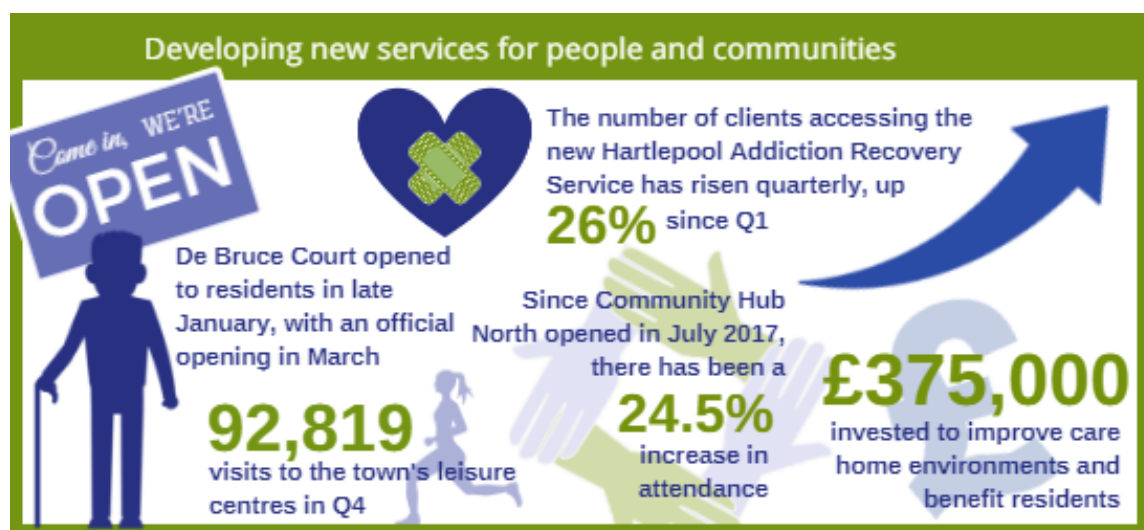
3. BACKGROUND

- 3.1 A new style 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 we have identified 6 strategic priorities that will most quickly accelerate delivery of our ambition and shape a sustainable financial future of the Council. These strategic priorities are underpinned by clear plans and commitments - our key deliverables. There are milestones for each of the key deliverables which along with our performance indicators will enable us to demonstrate our progress toward achieving our overall vision.

4. QUARTER 4 - SUMMARY OF PROGRESS

- 4.1 Quarter 4 2017/18 marks the end of the first year of the new Council Plan. A lot has been achieved during this year and the foundations have been laid for the delivery of even more ambitions in the next 2 years. Members are requested to note the key achievements made this quarter as set out by strategic priority in the following infographics:





4.2 In addition, Members are reminded that many achievements were reported in the previous three quarters of the year, including:

- Rossmere Park Care Home opened creating additional capacity and choice in the town;

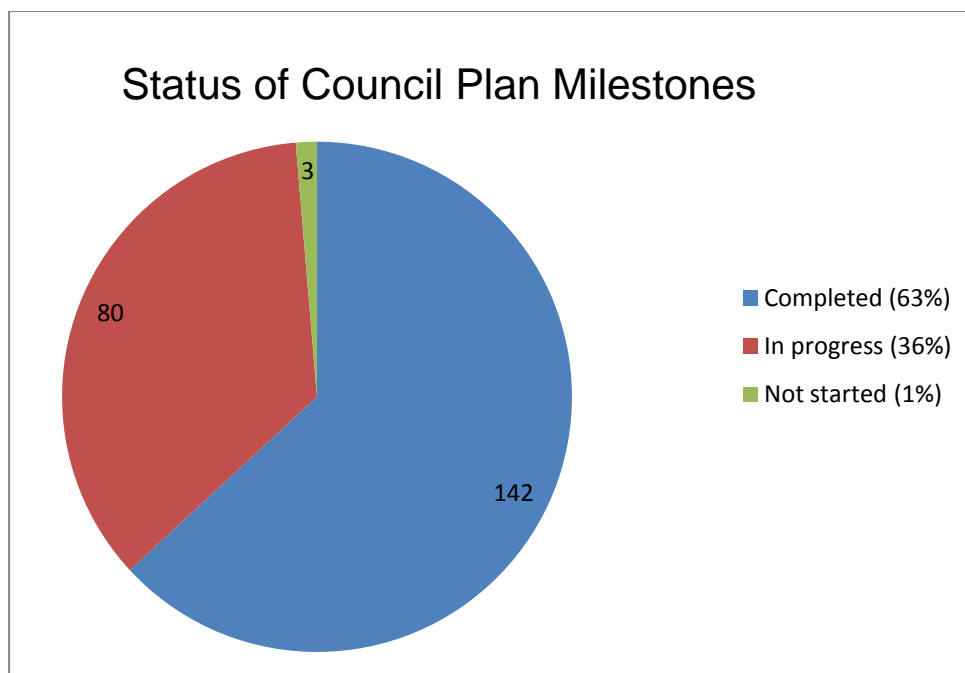
- The Council's own home care service was rated as 'good' by the Care Quality Commission;
- Three Community Hubs were opened serving the North, Centre and South of the town;
- An open day was held at Waverley Allotments to celebrate the completion of £120,000 of capital works;
- The Integrated Hospital Discharge Team won the Best Innovation Project at the Commissioning Awards;
- All Further Education providers were graded as 'good' or 'outstanding' by Ofsted;
- The first Hartlepool Waterfront Festival was held with 15,000 people attending and was one of three events shortlisted for Best Event Teesside in the Journal Culture Awards 2018;
- Work has begun, and is nearing completion, on 3 major capital regeneration projects in the town – The Bis, Seaton Carew seafront and Church Street;
- The Town Wall flood defence scheme received 2 awards from the Civil Engineering Contractors Association for going the extra mile and project of the year;
- Hartlepool was shortlisted for Dementia Friendly Community of the Year;
- Talk Matters was launched to encourage parents and carers to read with their children;
- The Council was awarded best performer in the Roads, Highways and Winter Maintenance category at the Association for Public Service Excellence (APSE) performance network awards.

4.3 As in previous years an Annual Report will be produced and delivered to every household identifying the progress that the Council has made on the delivery of the Council Plan.

4.4 **Milestones**

The 6 strategic priorities within the Council Plan are underpinned by 45 key deliverables. A set of milestones (actions) have been identified for each key deliverable.

4.5 At the end of quarter 4, the progress against the milestones within the Council Plan is set out in Figure 1 below:



4.6 Milestones for consideration and decision

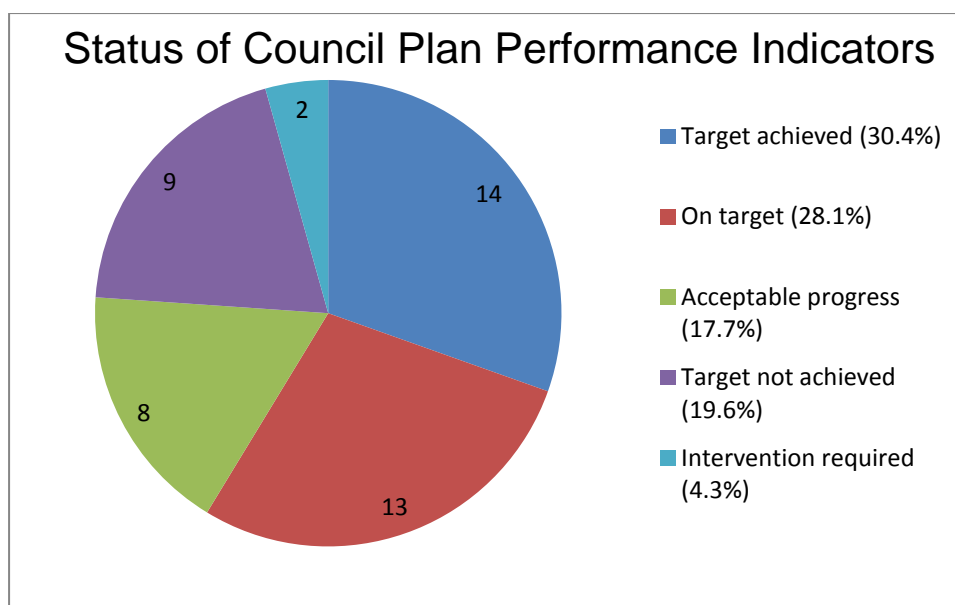
Members are asked to note that of the milestones that are currently in progress, 20 require new due dates as set out in **pages 1 - 6 of Appendix 1**. Work is still progressing towards delivering these important projects and the revised due dates reflect changes in circumstances. These milestones relate to just 9 of the 45 key deliverables and in total they represent 8.9% of all of the milestones in the plan. The approach of identifying milestones in the new style Council Plan means that when one milestone is delayed it often has a knock on effect to the next milestones in that key deliverable and therefore more than one date change may be required. **Members are asked to review these and agree the proposed new due dates.**

- 4.7 In addition, Members are also asked to agree the cancellation of two milestones which have not yet started as the Council's approach to that particular project has changed from what was planned when the Council Plan was originally developed. These are included on **page 5 of Appendix 1**. **Members are asked to review these and agree to their cancellation.**

- 4.8 Work is currently being undertaken through the annual refresh process to review the Council Plan and ensure that the due dates for milestones over the next 2 years of the plan are realistic and deliverable.

4.9 Performance Indicators

At the end of quarter 4 data is available against targets for 46 performance indicators in the Council Plan and this identifies that almost 60% of those have achieved or are on track to achieve target with a further 17.7% having made acceptable levels of progress. A summary of the current progress is set out in Figure 2 below:



4.10 Performance Indicators for consideration

Members are asked to note that 11 performance indicators are identified as areas for improvement as set out on page 7 - 8 of **Appendix 1**. Members are requested to note that this includes 2 performance indicators where data is not yet available for quarter 4. However, in each of the previous quarters these performance indicators have been off target and this is not anticipated to change in quarter 4 therefore they also require the attention of Finance and Policy Committee. These performance indicators are *CSD P157 Rate of Looked After Children per 10,000 population* and *NI192 Percentage of household waste sent for reuse, recycling and composting*.

4.11 Conclusion

This last year has been a very successful year for the Council and a number of key priorities have been delivered as outlined in paragraphs 4.1 and 4.2. This was the first year of a new three year Council Plan and work undertaken this year has set the foundations for the delivery of the 6 ambitious strategic priorities. Where progress has not been made as quickly as hoped or progress has been delayed owing to external factors, measures have been put in place to ensure the delivery of the overarching strategic priorities.

5. RISK IMPLICATIONS

- 5.1 The Council Plan is monitored quarterly to enable early identification and reporting to Members of any emerging risks which might prevent delivery of the strategic priorities identified in the Council Plan.

6. FINANCIAL CONSIDERATIONS

- 6.1 No implications.

7. LEGAL CONSIDERATIONS

7.1 No implications.

8. CHILD AND FAMILY POVERTY

8.1 No implications.

9. EQUALITY AND DIVERSITY CONSIDERATIONS

9.1 No implications.

10. STAFF CONSIDERATIONS

10.1 No implications.

11. ASSET MANAGEMENT CONSIDERATIONS

11.1 No implications.

12. RECOMMENDATIONS

12.1 Finance and policy Committee is asked to consider and agree:

- the overall progress made on the Council Plan 2017-20 at the end of quarter 4 2017/18 as set out above;
- the 20 milestones that require date changes and the proposed removal of an additional 2 milestones as set out in **pages 1 - 6 of Appendix 1**;
- the 11 performance indicators that have been identified as areas for improvement as set out in **pages 7 - 8 of appendix 1**.

13. REASONS FOR RECOMMENDATIONS

13.1 Finance and Policy Committee have overall responsibility for the monitoring of the Council Plan and has specific responsibility for a number of services that are included within the Council Plan.

14. BACKGROUND PAPERS

14.1 Council Plan 2017-2020 - as agreed in 16th March 2017 report to Council.

15. CONTACT OFFICER

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Overview of Key Achievements and Positive Performance made during Quarter 4 2017/18

Milestones not completed by due date or will not be completed by their due date.

The following 20 milestones within the Council Plan have not been completed by their initial due date or will not be completed by their due date and therefore new due dates are proposed. It is proposed to cancel 2 further actions.

STRATEGIC PRIORITY - Growing our economy, jobs and skills			
Key Deliverable – Promote Hartlepool as a location for TV and Film production by Summer 2018			
Milestone	Due date	Proposed new due date	Note
Promote Hartlepool as a location for TV and Film production by Summer 2018.	March 2018	March 2019	Options being considered for Project Officer post following unsuccessful recruitment exercise. Market Research is being carried out with specialist TV and film managers from the industry for their opinions on the proposed facility.
Promotional visit targeting film makers and production companies	June 2018	Sept 2018	Film symposium with industry professionals and experts to be arranged in autumn 2018 following research.

STRATEGIC PRIORITY – Regenerating our town			
Key Deliverable – Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020			
Milestone	Due date	Proposed new due date	Note
Tender for a development partner	June 2017	PROPOSE TO CANCEL	Action needs to be removed as the Council is no longer progressing with a “development partner” instead we will be using a “construction/delivery partner”.
Appoint a development partner	Sept 2017	PROPOSE TO CANCEL	Action needs to be removed as the Council is no longer progressing with a “development partner” instead we will be using a “construction/delivery partner”.
Key Deliverable – Complete a master plan for the Raby Road corridor and Mill House area and deliver investment in new sport and leisure facilities by 2019/20			
Milestone	Due date	Proposed new due date	Note
Secure Committee agreement for a preferred option to invest in sport and leisure built facilities	March 2018	Sept 2018	Work is continuing and initial report taken to CMT. An additional option was requested and a fourth planning model run has been completed. Now consulting again with key stakeholders and a final draft will go to CMT and then forward to Committee by the end of September 2018.
Develop a design and prepare tender documentation	April 2018	Dec 2018	Started to consider the possible planning and design for all four options in new draft proposals that will go to CMT and then forward to Committee by the end of December 2018.
Submit bid to Sport England	June 2018	Dec 2018	Unable to make application until preferred option agreed by Committee and planning and design is undertaken.

Funding bid outcome	Sept 2018	March 2019	Bid will not be submitted until December 2018 at earliest so due date needs putting back to 31 March 2019.
Start build	Dec 2018	Dec 2019	Until formal decision on option made, planning and design carried out, council funding identified and bid made to Sport England the build cannot start. Due date needs delaying until December 2019.
Build complete	Dec 2019	Dec 2020	Until formal decision on option made, planning and design carried out, council funding identified and bid made to Sport England the build cannot start. Due date for completion of build needs delaying until December 2020.

STRATEGIC PRIORITY - Developing new services for people and communities
Key Deliverable – Implement a new approach to supporting the development of the community and voluntary sector by 2017

Milestone	Due date	Proposed new due date	Note
Delivery model for securing a strong voluntary and community sector infrastructure agreed by Council	Feb 2018	Sept 2018	Delay in progress, the development of model is in progress, a report will be presented to Finance & Policy Committee outlining the proposed model of infrastructure support for the VCS during Quarter 2.

Key Deliverable – Implement the new model for encouraging and supporting healthy lifestyles by 2018

Milestone	Due date	Proposed new due date	Note
Review use of community pharmacy in supporting healthy lifestyles	March 2018	September 2018	This review will start after the Review of NHS Health Checks (now complete) and the Review of NHS Stop Smoking Services (about to start) have been completed. It is expected that we can review the role and use of community pharmacy by the end of September 2018. This due date needs to be slipped to 30 September 2018.

Deliver new health and well being offer	April 2018	Sept 2018	Full delivery of the new model depends on the outcome of a number of ongoing reviews, continued development of community hubs and budget considerations band will not now be complete until September 2018. Due date needs to be delayed until 30 September 2018
Key Deliverable – Widen participation in sport and leisure activities by April 2018			
Milestone	Due date	Proposed new due date	Note
Complete the indoor sports strategy to ensure planning and investment in services reflects need	March 2018	Sept 2018	The Playing Pitch Strategy and Indoor Facilities Strategy was slightly delayed due to the difficulty in engaging stakeholders over the summer period. The strategy has now been made available to us in draft and went to CMT in January 2018 as a draft but required some additional work. It is hoped to go to Committee before the end of September 2018. The due date needs to be delayed to September 2018.
Work with sporting bodies and associations to increase the range and quality of activities on offer	April 2018	Sept 2018	The Playing Pitch Strategy and Indoor Facilities Strategy will have an associated action plan, which will be included in the report to Committee by September 2018. The action plan will be delivered over the lifetime of the strategy.

Key Deliverable – Implement the new model for supporting drug and alcohol recovery by September 2017			
Milestone	Due date	Proposed new due date	Note
Review new service model	March 2018	June 2018	As part of the corporate restructure the service moved from Public Health to Adult Services on 8th February 2018 and will be subject to an early review which is taking place over May 2018. A Report should be ready by the end of June 2018. The due date needs to be delayed to 30 June 2018.

STRATEGIC PRIORITY - Building better beginnings and better futures for our children and young people			
Key Deliverable – Hartlepool is recognised as a learning town with every school good or outstanding by 2019			
Milestone	Due date	Proposed new due date	Note
Launch a programme of careers education, information and guidance for children and young people from 5- to 16-years-of-age	Sept 2018	TBC	Meeting with TVCA rep due in late April to discuss how a careers continuum for pupils in Hartlepool may be joined up with emerging Combined Authority plans around careers and skills development. Based on current progress it is not expected to be achieved by due date. This will be reviewed next quarter and a new date requested if necessary.
Launch event to commence delivery.	July 2018	TBC	Issues over branding logo now resolved after a delay. Official launch of CECA likely to be in the summer term, after pre election period, now that proposed film symposium has been deferred. Based on current progress it is not expected to be achieved by due date. This will be reviewed next quarter and a new date requested if necessary.

Key Deliverable – Implement improvements in the way organisations work together to protect and safeguard children at risk of harm by 2018			
Milestone	Due date	Proposed new due date	Note
Review of role and function of LSCB in light of recommendations from Wood review	March 2018	Sept 2018	Proposals have been drafted and revised to be presented at project group at end of April. Aiming for implementation in September 2018
Key Deliverable – Deliver the specialist support services children in care need to ensure they are cared for and feel cared about in stable and secure placements and that they are healthy, happy and making good educational progress			
Milestone	Due date	Proposed new due date	Note
Review progress against Looked After Strategy (2014-2017) and identify priorities for 2018-2021	April 2018	Sept 2018	Finalised strategy due to be completed by end of June to present to Children's Services Committee in new municipal year.
Carry out consultation on draft Looked After Children Strategy (2017-2021)	March 2018	Sept 2018	Consultation taken place. Sufficiency assessment drafted. Charter and Pledge have been agreed. Looked After Strategy to be completed to be presented to Children's Services Committee and Children's Strategic Partnership for approval in June 2018
Implement recruitment and retention strategy for foster carers	March 2018	Sept 2018	Ongoing recruitment - plan to launch a new marketing campaign 2018/19



Performance Measures – Areas for improvement

The following 11 performance indicators within the Council Plan are not on track to achieve or have not achieved their annual target.

Performance Measure	Q4 Actual (unless stated)	Annual Target	Latest Note
Percentage of household waste sent for reuse, recycling and composting	31.6% Q3	40%	Reduction in recycling rate this quarter due to suspension of green waste collection service.
Percentage of schools judged as good or outstanding by OfSTED	84%	87%	06 Apr 2018 No change since last update. There has been no change to the current proportions since the start of the academic year 2017-18. There have been two primary school inspections of low risk schools - both retained their GOOD status. To effect a change to the overall proportion in Hartlepool we must wait another two terms or so until our current REQUIRES IMPROVEMENT SCHOOLS are inspected, or until Manor Academy is inspected (due this term). All current RI schools are on a positive improvement journey towards their next inspection.
Rate of Looked After Children per 10,000 population	129.4 Q3	113.5	The Qtr 4 figure will be available approx. Sep 2018. After the SSDA903 statutory return has been submitted / validated.
CAD P104 Proportion of children reaching the required standard in the Year 1 Phonics Screening Check	82%	87%	Aspirational target however Hartlepool is above the national average and has improved year on year since 2012 when the assessment was introduced.
CAD P107 Key Stage 2 progress score greater than or equal to zero for writing	77.4%	85%	Aspirational target. Assessment framework not yet embedded in schools. DfE are making further changes to the framework for the forthcoming year.
CAD P109 Overall Attainment 8 score in Hartlepool secondary	44	48	Data relates to 2016/17 Academic Year - This value is low, work is being undertaken with secondary schools to better understand data and improve

Performance Measure	Q4 Actual (unless stated)	Annual Target	Latest Note
schools			outcomes.
CAD P110 Proportion of secondary schools below average for Progress 8 measure	80%	60%	Data relates to 2016/17 Academic Year. This was a disappointing score and work is being undertaken with secondary schools to improve performance.
CSD P040 Percentage of pupils achieving the English Baccalaureate	11%	17%	This figure is based on 2016/17 academic year. This remains a low percentage as it is not a key priority for our schools due to the Ebacc curriculum not offering the pathways desired by our pupils or the pathways dictated by local labour market intelligence.
CSD P144 Achievement gap between disadvantaged pupils in Hartlepool and all pupils nationally at Key Stage 4 GCSE 5 A*-C including maths and English	-26.3	30	DfE no longer publish this figure but internal figures show that the gap has closed this year but is still below the target.
CSD P150 Achievement gap between disadvantaged pupils in Hartlepool and all pupils nationally at Key Stage 2 national standards in combined reading, writing and mathematics	-9	20	Figures are below the target but the gap continues to reduce each year.
CSD P151 Achievement gap between disadvantaged pupils in Hartlepool and all pupils nationally at Key Stage 4 in progress 8 residual	-0.3	-0.4	Figures are below the target but the gap continues to reduce each year.

FINANCE AND POLICY COMMITTEE

18th June 2018



Report of: Director of Regeneration and Neighbourhoods

Subject: RABY GARDENS COUNCIL OWNED LAND
TRANSFER TO THIRTEEN GROUP

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 For Information

2. PURPOSE OF REPORT

2.1 This report is for information only regarding the transfer of land at Raby Gardens and Challoner Road, completed 30th March 2017.

3. BACKGROUND

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

3.2 The Thirteen Group development commenced on site late March 2017.

3.3 The Council supported Thirteen Group in delivering this development. The Council's ongoing support was demonstrated at the Council's Regeneration Services Committee on 13th January 2017 where it was agreed that the Council would support the use of the Council's reserved powers of Compulsory Purchase should it be necessary to acquire remaining private properties on the Raby Gardens scheme.

3.4 Part of the site for which planning permission was granted was Council owned land. A transfer to Thirteen Group of this land was approved by Finance and Policy Committee on 10th February 2017. The financial details regarding this land can be found at **CONFIDENTIAL APPENDIX 2 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information**

relating to the financial or business affairs of any particular person (including the authority holding that information. The land is shown hatched on the plan at **APPENDIX 1.**

4. PROPOSALS

4.1 This report is for information only.

5. RISK IMPLICATIONS

5.1 There are no risk implications relating to this report.

6. FINANCIAL CONSIDERATIONS

6.1 The Council received a capital receipt as detailed in **CONFIDENTIAL APPENDIX 2 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (paragraph 3) information relating to the financial or business affairs of any particular person (including the authority holding that information** for the land and this has contributed towards the capital receipts target included within the Medium Term Financial Strategy (MTFS).

7. LEGAL CONSIDERATIONS

7.1 There are no legal considerations.

8. CONSULTATION

8.1 No consultation was carried out in respect of this matter.

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 There are no staff considerations relating to this report.

13. ASSET MANAGEMENT CONSIDERATIONS

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

14. RECOMMENDATIONS

14.1 Report is for information only.

15. REASONS FOR RECOMMENDATIONS

15.1 Report is for information only.

16. BACKGROUND PAPERS

16.1 There are no background papers in this instance.

17. CONTACT OFFICERS

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