

FINANCE AND POLICY COMMITTEE

AGENDA



Monday 27 November 2023

at 10.00 am

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

MEMBERS: FINANCE AND POLICY COMMITTEE

Councillors Boddy, Brown, Buchan, Feeney, Hall, Harrison, Lindridge, Little, Martin Wells, Morley and Young.

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To receive the minutes of the meeting of the Finance and Policy Committee held on 18 September 2023.
- 3.2 To receive the minutes of the meeting of the Safer Hartlepool Partnership held on 20 June 2023.
- 3.3 To receive the minutes of the meeting of the Health and Wellbeing Board held on 10 July 2023.

4. BUDGET AND POLICY FRAMEWORK ITEMS

- 4.1 Strategic Financial Management Report as at 30 September 2023 – *Director of Finance, IT and Digital*
- 4.2 Local Council Tax Support 2024/25 – *Director of Finance, IT and Digital*
- 4.3 Council Tax Base 2024/25 – *Director of Finance, IT and Digital*
- 4.4 Medium Term Financial Strategy (MTFS) 2024/25 TO 2026/27 – *Director of Finance, IT and Digital*

CIVIC CENTRE EVACUATION AND ASSEMBLY PROCEDURE

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

5. KEY DECISIONS

- 5.1 Net Zero Strategy and Action Plan – *Executive Director of Development, Neighbourhoods and Regulatory Services*
- 5.2 Disposal of Land at Mainsforth Terrace, Hartlepool – *Executive Director of Development, Neighbourhoods and Regulatory Services*
- 5.3 Strategic Asset Management Plan – *Executive Director of Development, Neighbourhoods and Regulatory Services*
- 5.4 Development of Children's Home – *Executive Director of Children and Joint Commissioning Services, Executive Director of Development, Neighbourhoods and Regulatory Services and Director of Finance, IT and Digital*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Progress Update on the Hartlepool Food Partnership: Healthy, Affordable and Sustainable Food for All – *Director of Public Health*

7. ITEMS FOR INFORMATION

- 7.1 Council Plan 2021 – 2024 – Progress Update – *Managing Director*
- 7.2 Corporate Peer Challenge – 6 Month Progress Review Visit Update – *Managing Director*
- 7.3 Tall Ships Races Hartlepool 2023 – *Executive Director of Adult and Community Based Services*
- 7.4 Hartlepool Town Deal Programme – *Executive Director of Development, Neighbourhoods and Regulatory Services*
- 7.5 Corporate Procurement Quarterly Report on Contracts – *Executive Director of Development, Neighbourhoods and Regulatory Services*

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

For Information:

Dates and times of forthcoming meetings of the Finance and Policy Committee –

Monday 22 January, 2024 at 10.00 am
Monday 19 February, 2024 at 10.00 am



FINANCE AND POLICY COMMITTEE

27 NOVEMBER 2023



Subject: DISPOSAL OF LAND AT MAINSFORTH TERRACE,
HARTLEPOOL

Report of: Executive Director of Development, Neighbourhoods
and Regulatory Services

Decision Type: Key Decision Test (i) applies (General Exception)

1. COUNCIL PLAN PRIORITY

Hartlepool will be a place:

- that has an inclusive and growing economy.

2. PURPOSE OF REPORT

- 2.1 To seek approval to the disposal of an area of land at Mainsforth Terrace.
2. This report has been brought forward without previous entry on the Forward Plan as the Council received an unsolicited approach to sell the site which is considered to be Best Value and time is of the essence in making the decision to complete the sale.

3. BACKGROUND

- 3.1 The site marked on the plan, attached as **APPENDIX 1**, amounts to 0.97 acres (0.39 hectares) and is the site of the former Centre for Independent Living (CIL) which was demolished in 2020 and is surplus to Council operational requirements. The former CIL had become redundant prior to its demolition following the construction on the adjacent site of the new CIL facility.
- 3.2 The Council has recently been approached by a local company who are interested in acquiring the site to develop a number a small light industrial units with office space above. Such use, subject to planning consent, is one

that would enhance the Borough's light industrial base, helping to grow the Hartlepool economy.

- 3.3 Following negotiations with the company, agreement has been reached to dispose of the site in accordance with the terms set out in **CONFIDENTIAL APPENDIX 2. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**
- 3.4 The Council previously set a capital receipts target to provide funding to offset the removal of Housing Market Renewal funding in 2011 by the Government. Owing to the continuing challenging economic and housing market conditions, these capital receipts have taken longer to achieve than initially anticipated. The remaining target is £0.204m.
- 3.5 The agreed terms for the disposal are unconditional and considered to meet the Council's obligation to obtain best value under the Local Government Act 1973.

4. PROPOSALS/OPTIONS FOR CONSIDERATION

- 4.1 The options available to the Council are therefore as follows:

- I. Do nothing and let the site continue to detract from local housing and the adjacent CIL facility;
- II. Advertise the land for sale or to let on the open market or
- III. Accept the offer received, considered to represent Market Value and thus Best Value in the present circumstances.

5. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	No relevant issues
FINANCIAL CONSIDERATIONS	The sale of the land will result in a significant capital receipt which will contribute to the capital receipts target.
LEGAL CONSIDERATIONS	There are no significant legal considerations. The Council's Assistant Chief Solicitor will be instructed to complete the sale if approved by Members.
CHILD AND FAMILY POVERTY	No relevant issues.

EQUALITY AND DIVERSITY CONSIDERATIONS	No relevant issues.
STAFF CONSIDERATIONS	No relevant issues.
ASSET MANAGEMENT CONSIDERATIONS	. This disposal enables the Council to optimise use of an asset to support its key business goals and objectives.
ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	No relevant issues.
CONSULTATION	None.

6. RECOMMENDATIONS

- 6.1 Committee is recommended to approve the sale in line with the terms set out in **CONFIDENTIAL APPENDIX 2. This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**
- 6.2 It is recommended that Committee delegate authority to the Executive Director of Development, Neighbourhoods and Regulatory Services in consultation with the Director of Legal, Governance and Human Resource and Chair of Finance and Policy Committee to agree detailed terms of the contract.

7. REASONS FOR RECOMMENDATIONS

- 7.1 The land has been vacant for some years and neither Council departments, nor outside bodies have considered it suitable for their purposes.
- 7.2 The sale terms are considered to represent best value in the current market and the completion of the sale will result in a significant capital receipt as well as potential for Non Domestic Rating Revenue.
- 7.3 There is a good level of demand in the Borough for this kind of development and this sale presents an opportunity to meet some of this demand and

provide a boost to employment opportunities through the regeneration of and unused site.

8. BACKGROUND PAPERS

8.1 There are no Background Papers in this instance.

9. CONTACT OFFICERS

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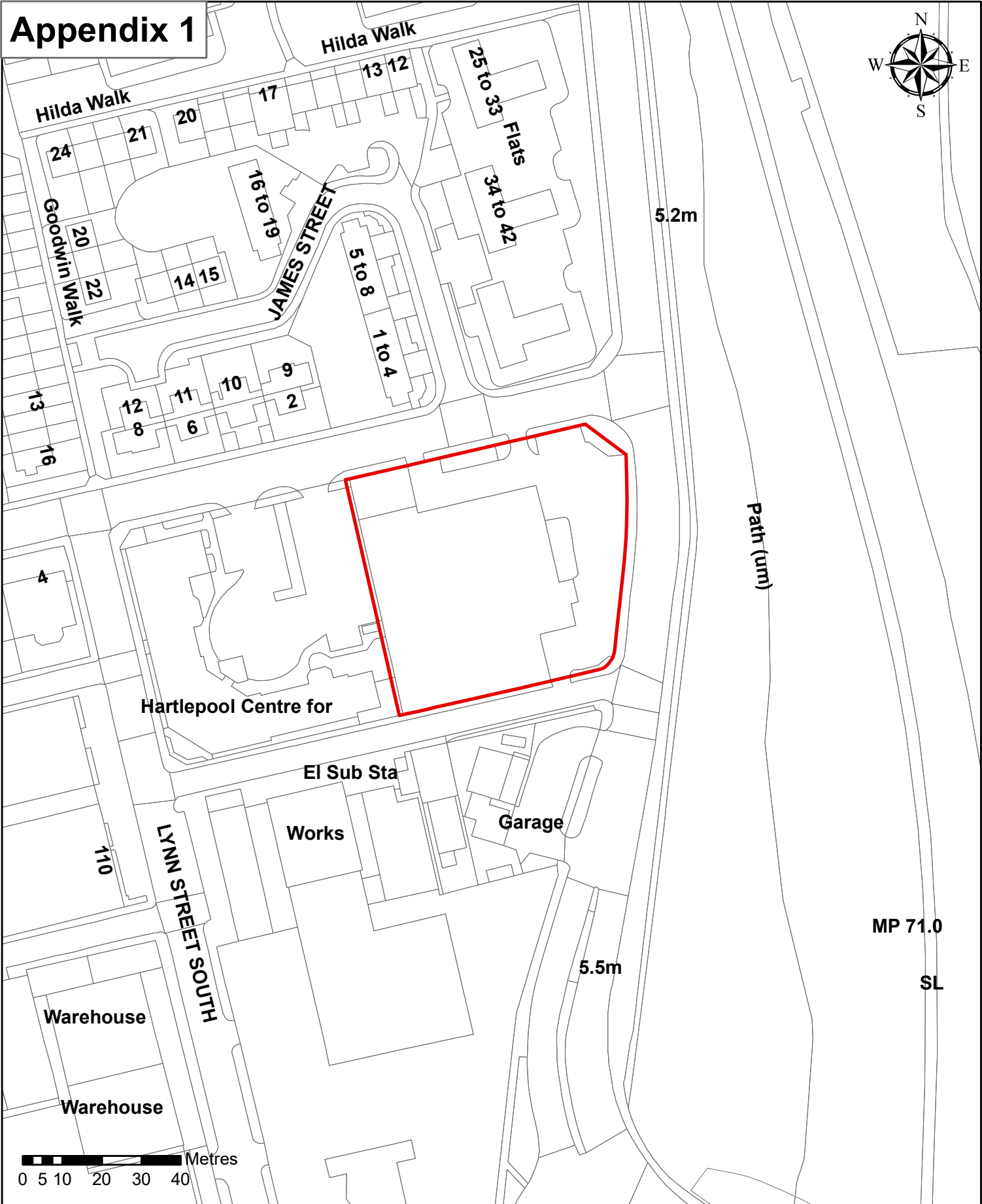
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Sign Off:-

Managing Director	Date: 30.10.2023
Director of Finance, IT and Digital	Date: 30.10.2023
Director of Legal, Governance and HR	Date: 30.10.2023

Appendix 1



LOCATION	Land at Mainsforth terrace/ Havelock Street, Hartlepool AREA - 0.97 Acres	DRAWN BY	CT	DATE	05/10/2023
		SCALE 1:1250			
DEED PACKET -	OS MAP NZ -	DRWG No	E/S/945		



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FINANCE AND POLICY COMMITTEE

27TH NOVEMBER 2023



Subject: STRATEGIC ASSET MANAGEMENT PLAN

Report of: Executive Director of Development, Neighbourhoods and Regulatory Services

Decision Type: Key Decision – Test (ii) applies (CE 91/23)

1. COUNCIL PLAN PRIORITY

Hartlepool will be a place:

- that has an inclusive and growing economy.
- with a Council that is ambitious, fit for purpose and reflects the diversity of its community.

2. PURPOSE OF REPORT

- 2.1 The purpose of the report is to seek approval for the Asset Management Plan 2023-2028.

3. BACKGROUND

- 3.1 Land and property plays an integral role in supporting the achievement of all our ambitions and strategic objectives and with an asset base valued at over £180 million it requires strategic direction and management to ensure that it supports the delivery of our services and wider objectives for the Borough.
- 3.2 A Strategic Asset Management Plan has therefore been prepared which sets out how the Council will effectively manage, use and review the assets we hold. It details the Council's asset management policies and practices and raises awareness of property matters to guide and influence all property related activities and serve to ensure that consideration is given to property issues at the strategic level.

4. PROPOSALS/OPTIONS FOR CONSIDERATION

- 4.1 It is considered to be “best practice” for the Council to agree and publish an Asset Management Plan (AMP) which sets out how the Council will effectively manage, use and review the assets we hold, detail the Council’s asset management policies and practice as well as raise awareness of property matters
- 4.2 The AMP sets a broad direction for asset management over the medium term enabling the property portfolio to be optimised to meet identified needs. It facilitates rational property decision-making based on identified corporate and service priorities.

5. OTHER CONSIDERATIONS/IMPLICATIONS

Risk Implications	There are no direct risk implications.
Financial Considerations	There are no direct financial implications arising from adopting the Asset Management Plan. The financial considerations relating to individual Council assets are addressed as part of the strategies and policies of the plan.
Legal Considerations	No relevant issues
Child and Family Poverty	No relevant issues
Equality and Diversity Considerations	No relevant issues
Staff Considerations	No relevant issues
Asset Management Considerations	As detailed in Asset Management Plan, Appendix 1 .
Environment, Sustainability and Climate Change Considerations	No relevant issues
Consultation	None

6. RECOMMENDATIONS

- 6.1 It is recommended that Members approve the Asset Management Plan 2023-2028 as included at **Appendix 1**.

7. REASONS FOR RECOMMENDATIONS

- 7.1 To ensure the council has a formal Asset Management Plan, aligned to the Capital Strategy and other key strategies, setting out how the Council will effectively manage, use and review its assets, detailing asset management policies and practice as well as raising awareness of property matters.

8. BACKGROUND PAPERS

- 8.1 There are no background papers for this report.

9. CONTACT OFFICERS

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Sign Off:-

Managing Director	Date: 30 October 2023
Director of Finance, IT and Digital	Date: 30 October 2023
Director of Legal, Governance and HR	Date: 30 October 2023

Hartlepool Borough Council

Asset Management Plan

2023-2028



Contents

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1. Foreword

The Borough Council faces a multitude of economic, social and financial challenges that need be managed through careful allocation and use of scarce resources to provide exceptional services for our residents.

Apart from our workforce, property is our most valuable asset in terms of financial value as well as being a critical component in supporting service delivery. It is influential in the provision of suitable spaces and places from which to provide public services and contributes to the creation of jobs, new housing and promoting economic growth through the social, economic and environmental regeneration.

It can also generate income to invest towards supporting our public services. However, it is costly to use and maintain so we must ensure that we optimise the effective use of our assets.

We are therefore pleased to introduce this Asset Management Plan which sets out how the Council will effectively manage, use and review the assets we hold, detail the Council's asset management policies and practice and raise awareness of property matters.

Tony Hanson

Executive Director of Development, Neighbourhoods and Regulatory Services

2. Purpose and Scope of the Plan

Asset Management is the process that aligns business and property asset strategies, ensuring optimisation of an organisation's property assets in a way which best supports its key business goals and objectives.

The Asset Management Plan (AMP) identifies the key strategic policies and resource influences affecting the Council and sets a broad direction for asset management over the medium term enabling the property portfolio to be optimised to meet identified needs.

It facilitates rational property decision-making based on identified corporate and service priorities. It is intended as a practical tool which helps to define and implement how the Council:

- Maintains and improves its assets.
- Increases the cost effectiveness of its portfolio.
- Makes its investment decisions.
- Rationalises its property portfolio where appropriate.

The plan has a 5 year time horizon but will be subject to continuous review. It is restricted to consideration of property assets, excluding the council's housing stock or Housing Revenue Account (HRA) which is subject to separate detailed consideration. It also excludes infrastructure that the Council owns or uses.

The AMP is intended for a wide audience including:

- Members - to support decisions on investment priorities in the portfolio.
- Executive Leadership Team - to identify portfolio changes to meet their needs.
- Public – a statement of the Council's asset management practices and priorities.

3. Asset Management Planning

The Council continues to face considerable challenges arising from growth in demand for services, economic pressures and changes to government funding. To help meet these financial challenges, the Council's portfolio in the future will have to be leaner and used more effectively. The Council also needs to be able to respond quickly to opportunities or challenges that may arise. Our Asset Management focus in the short to medium term will therefore be on:

- Challenging asset performance in terms of need, utilisation and cost.
- Maximising income and capital generation where possible.
- Rationalising the portfolio where it is appropriate to do so.

Asset management policy is designed to make sure the property asset management strategy is reflected in the business decisions of all parts of the organisation. It sets down the rules of behaviour for the organisation, as far as property decision making is concerned, to ensure that the strategy can be delivered transparently through a consistent process.

Property is a key resource which is an integral part of service delivery. It can be leveraged to facilitate changes, service transformation and provide a catalyst for innovation. Used strategically, property assets can contribute significantly to our ambitions for growth and development of the Borough.

Property also comes with a substantial cost and failure to plan as well as poor management can make the portfolio a financial burden, as well as risk disruption to services.

Corporate business planning requires an integrated approach towards the planning of its resources. This AMP sets the strategic direction for the use, management and development of our property resources.

4. Vision and Strategic Aims

In February 2021, a new Council Plan was formally adopted covering the period up to 2023/

24. The Council Plan sets out our vision for Hartlepool:

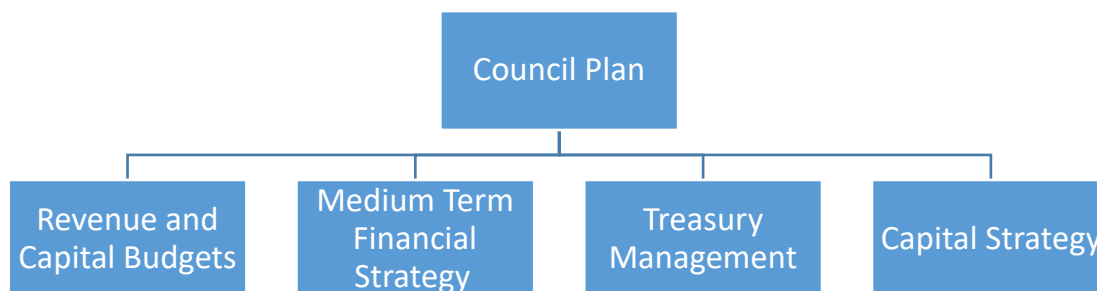
- Where people are enabled to live healthy, independent and prosperous lives.
- Where those who are vulnerable will be safe and protected from harm.
- Of resilient and resourceful communities with opportunities for all.
- That is sustainable, clean, safe and green.
- That has an inclusive and growing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

The Council has also undertaken significant work to engage with wide ranging stakeholders and develop an evidence base to strategically plan the Borough's growth for the next 10 years.

As a result, the Council and its key stakeholders set out a vision for:

“.....a modern, connected, vibrant and liveable waterfront town - an inclusive, proud and productive town where aspiration and creativity are valued - a town which supports and welcomes visitors, learners and innovative businesses - where people are inspired and enabled to get more out of their work and investment - which promotes itself with pride and makes its mark in the wider world”.

The Council's Strategic and Financial Planning Framework, which sets out to sustainably deliver the Council's vision, plans and objectives is set out below:-



This AMP supports the Council Plan and Capital Strategy and sets out a strategic approach in respect of the Council's land and property assets so the portfolio is managed as a whole rather than considering assets in isolation.

To ensure that capital assets continue to be of long-term efficient use, the Council is developing an updated Asset Management Strategy embodied in this Asset Management Plan for approval. The strategy will set out how the Council will effectively manage, use and review the assets it holds.

Asset Management Strategy

1. The AMP is designed in such a way so as to ensure that our asset management strategy is reflected in the business decisions of all parts of the organisation and to ensure that the Council's property assets are not only held strategically but managed centrally for the overall Council's benefit.
2. This approach ensures that any decision, either directly or indirectly involving property is taken centrally rather than driven by an individual service in isolation.

The anchors underpinning our strategy are:-

Estate Optimisation

Maintain and develop the management of our property assets to continually improve how our assets work for the Council by optimising returns, minimising the costs of operation and ensuring ownership and occupation of assets is robustly challenged. When a capital asset is no longer needed, we will seek to sell this asset, if

appropriate, to reduce running costs and generate capital receipts that can fund spend on new assets, capital projects or used to repay borrowing.

Economic Growth and Development

Support economic growth and regeneration across the borough by using land and buildings to:-

- Stimulate and support the regeneration of the Borough working when necessary with initiatives such as *Towns Deal* and *Levelling Up* and the Hartlepool Development Corporation.
- Support local business needs and encouraging new business to the Borough.
- Support our Town Centre through facilitating its repurposing with a modern offering which fosters greater footfall, social interaction, community spirit, local identity and heritage.

Partnerships

Develop innovative *One Public Estate* and Public/ Private Partnerships to maximise the benefit of the asset base. This could include co-location with other partners and the development of integrated service delivery partnerships combining public and private expertise and resources.

5. Governance and Central Management

As a Council, we operate a centralised corporate approach to the planning and management of the property portfolio to support the delivery of our service needs and achieve our corporate objectives.

The Council's Finance and Policy Committee is responsible for all key decisions relating to property. It also expects all service and other decision reports to consider and include Property and Asset Management implications.

The Council's strategic property function, headed by the Strategic Asset Manager, sits within the Development and Growth division of the Development, Neighbourhoods and Regulatory Services directorate. This division's responsibilities, include the management of the Councils property portfolio and the delivery of the Council's capital investment programme.

Responsibility for facilities management, repairs, energy management and statutory compliance assurance also lies with the Development, Neighbourhoods and Regulatory Services Directorate, under the specific arm of the Building Maintenance service.

It is the intention of the Council to instigate a Strategic Estates Group chaired by the Executive Director of Development, Neighbourhoods and Regulatory Services with the necessary stakeholders including asset management professional officers and representatives from each directorate. Terms of reference for the group will be developed in due course.

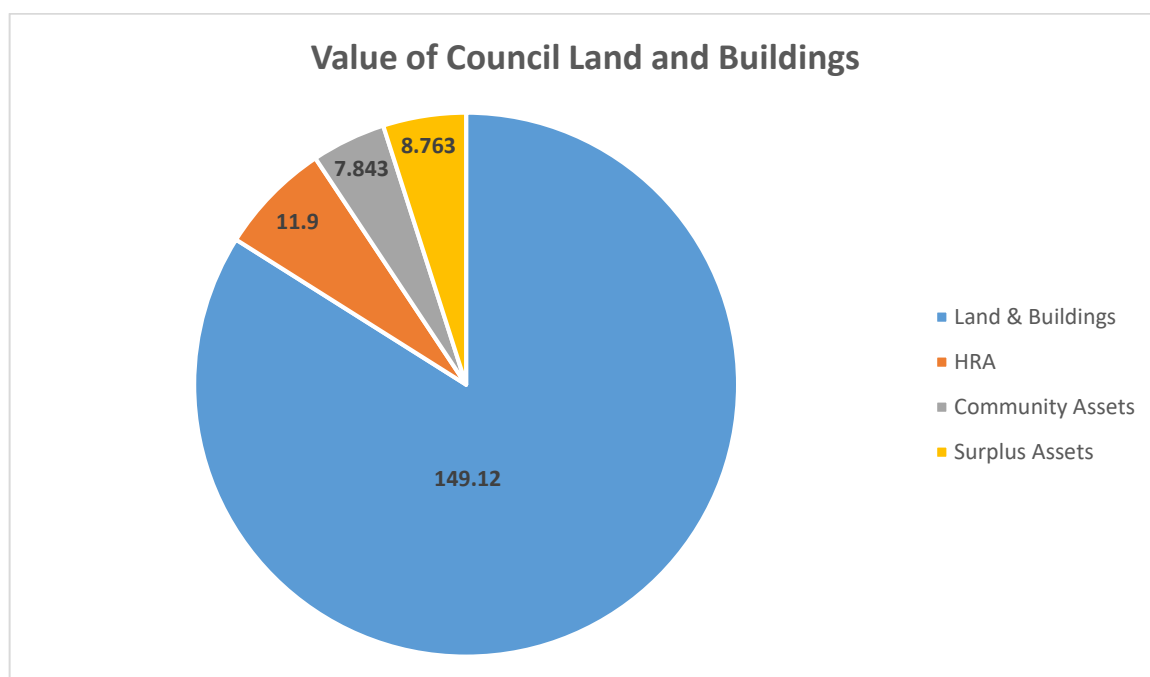
6. The Councils Property Portfolio

The Council owns a wide range of land and property with over 500 properties and can be viewed at www.hartlepool.gov.uk/assetregister. The portfolio ranges from agricultural land, offices, retail and industrial investments to operational land and buildings, open space and schools. This excludes Housing Revenue Account units, which as at 1st August 2023 has some 341 houses.

Such assets are in the main held freehold by the Council but in some instances the Council is a leaseholder itself. The Council's assets have a capital accounting valuation, as at 31st March 2023, of approximately £178 million.

The breakdown of the Councils property assets as at 31st March 2023 is as follows:-

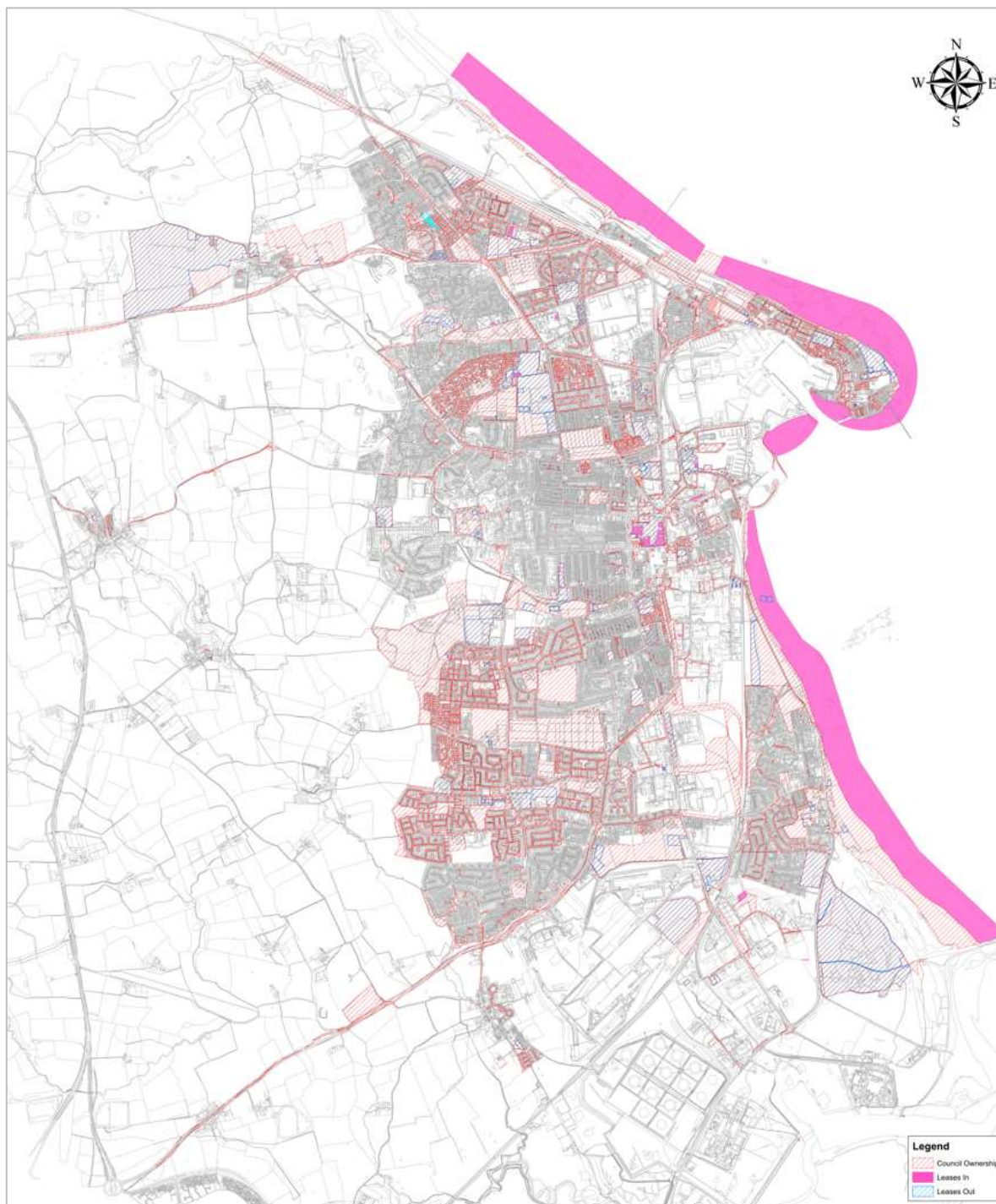
£149.120m	Land & Buildings
£11.900m	HRA
£7.843m	Community Assets
£8.763m	Surplus Assets
£177.626m	Total



Work is at an advanced stage on a draft Strategic Asset Review to challenge the need for, and performance of properties in the operational estate. The review process integrates

service strategy and property performance of individual buildings and is underpinned by data on liabilities and suitability alongside departmental service plans. The review process will provide management action for those assets than can be released and those that are retained.

HBC's Land Holdings as at 1st August 2023



The Council's Asset Register can be accessed at www.hartlepool.gov.uk/assetregister

Whilst our property portfolio includes mainstream schools and housing, the growth of Academies and the development of a Housing Revenue Account mean that these currently have or are developing their own management and governance arrangements and as such this Asset Management Plan does not refer to these assets in detail.

7. Property Strategies and Policies

The Council operates the following strategies and policies relating to its Assets:-

- Acquisition Strategy & Policy
- Disposal Strategy & Policy
- Community Asset Transfer Policy
- Social Value Discount Policy

Acquisition Strategy and Policy

Purpose

To ensure that there is a consistency of approach involving appropriately qualified officers, it is appropriate that the Council develops and implements a formal Acquisition Strategy to form part of its overall Asset Management Planning processes.

Core principles of the Council's Asset Management policy are to optimise the utilisation of our assets and support economic growth and regeneration across the Borough.

It is logical therefore that these principles underpin the acquisition of all land and property assets in addition to making a contribution to the Council's vision. Land and property interests should therefore be considered for acquisition if the following applies:-

1. The acquisition will make a positive contribution to the current or future delivery of Council services and cannot necessarily be achieved via private parties or partnership working.
2. The acquisition has economic benefits in reducing occupational costs.
3. Detailed consideration has been given which highlights acquisition as the most economic and efficient means of service delivery, for Council and wider public services.
4. The acquisition of the interest has potential for future strategic regeneration and/or redevelopment or contributes to wider corporate objectives and appropriate funding has been identified.
5. Such acquisition can be achieved at best value under the principles set out in s123 of the *Local Government Act 1972*.

Definition of an Acquisition

This strategy will apply to all acquisitions of land and property and for the purpose of this strategy, an acquisition is defined as the taking of a freehold, leasehold or licence in land and property or any rights in relation to that property, such as rights of way.

Statutory Powers for an Acquisition

Under the *Local Government Act 1972* the Council has powers to acquire any property or rights which facilitates, or is conducive or incidental to, the discharge of any of its functions.

The Process for acquiring assets

Protocol

In all cases where the acquisition of an interest in land and property is being considered by the Council that will materially affect the Council's Asset base, then the service directorate must liaise with the Assets Team at the earliest possible

opportunity to ensure that the acquisition is consistent with the strategic direction and frameworks set out in the AMP.

Service directorates must instruct Assets to handle negotiations and all valuations must be carried out or verified by a fully qualified member of the Royal Institution of Chartered Surveyors with sufficient current local knowledge of the particular market, and the skills and understanding necessary to undertake/ verify the valuation competently and to ensure the acquisition is consistent with AMP.

Budget Responsibilities

It will be the responsibility of the service directorate to ensure funding is in place to complete an acquisition and advise the Assets Team of the budget available (including all internal fees, external fees and applicable taxes). The Assets Team will work closely with the directorate supporting the acquisition to consider service objectives. If appropriate, Assets will provide advice on possible amendments to the proposal which might facilitate service objectives by reducing the initial and long term costs of acquisition, the likelihood or otherwise of the use of Compulsory Purchase powers and options for reducing the likelihood of objections to the scheme. Assets will report back to the service with details of findings and seek further instructions.

Acquisition Process

The Assets Team will negotiate terms and conditions for an acquisition and liaise with the service throughout the process. Acquisitions will be carried out in accordance with the principles of best value and other appropriate Council authority depending on the nature and quantum of the acquisition.

Once agreement has been reached either the Assets Team or the instructing service directorate will prepare either an Officer Decision Record or a report to Finance and Policy Committee to obtain authority to proceed.

There may be limited circumstances where services will become involved in negotiations directly with property owners or agents to acquire an interest in property. Such involvement must be in conjunction with Assets Team who will take the lead in such matters.

Once acquisition approval is obtained the Assets Team will instruct Legal Services to proceed with formalising the acquisition including the provision of all necessary plans and details of any special terms. The Assets Team will assist Legal Services throughout the process until completion.

Management Responsibility

Where appropriate, the Assets team and the service representatives will carry out a pre-completion inspection of the property's and if necessary seek instructions from the service regarding the interim management of the property acquired pending development or occupation.

Data

In all cases where an acquisition occurs, arrangements will be made to ensure that details are recorded in the Council's Asset Management records. Where appropriate a review of the Council's Business Rates and liabilities will be instigated in addition to the property being placed on cover by the Council's insurers.

Use of Compulsory Purchase Powers

Acquisitions of property interests by private treaty can sometimes prove unsuccessful, and, in such instances the Council can use Compulsory Purchase Order (CPO) powers where it can be demonstrated that the use of such powers is in the public interest, meeting the necessary statutory tests and the strategic aims of the Council.

Disposal Strategy and Policy

To assist the Council in making best use of its assets and to support the delivery of our Asset Management Plan, the Council has established processes and procedures for how we will:

- Identify and declare assets as surplus,
- Manage the asset prior to disposal and;
- Formally dispose of the asset

In establishing this, it should be acknowledged however, that each disposal is treated on its own merits and nothing in this strategy will bind the Council to a particular course of action. Alternative methods of disposal, not specifically mentioned, may be used where appropriate.

Definition of a Disposal

The transfer of a freehold or a leasehold interest to a third party, the letting of land and buildings, surrenders of leases to landlords or assignments of leases to third parties for the payment of a premium or a reverse premium. A disposal may also involve the granting of certain interests in Council land such as rights of way.

Statutory Powers for Disposal

The disposal of assets are subject to statutory provisions, in particular the overriding duty on the Council under section s123 of the *Local Government Act 1972* to obtain the best consideration that can be reasonably obtained for the disposal of land which includes the granting of leases in excess of 7 years.

This applies to assets held for most Local Authority functions, except for the disposal of assets held for housing purposes within the Housing Revenue Account or otherwise let on secure tenancies (governed by the Housing Acts) and for planning purposes (governed by planning legislation).

The *General Disposal Consent (England) 2003* gives a Local Authority the ability to dispose of assets, or grant a lease in excess of 7 years for less than the best consideration reasonably obtainable, where:-

- The Authority considers that the purpose for which the land and property is to be disposed is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of the whole or any part of its area or any persons resident or present in its area; and,
- The difference between the full market value and the actual consideration payable does not exceed £2m.

If the Council wish to dispose of assets for less than best consideration, and it is not covered by the General Disposal Consent, the Council can resolve to do so, but will require the formal consent of the Secretary of State for Levelling Up, Housing and Communities. Any such proposal must be initially considered and approved by the Finance and General Policy committee.

Such disposals can be subject to a challenge that the Council is needlessly foregoing receipts and it is therefore essential that such disposals only take place in clear furtherance of Council priorities.

Process for Identifying and Declaring Assets Surplus to Requirements

Definition of Surplus Property

Property should be regarded as being surplus if:

- It makes limited or no contribution to delivery of the authority's services, corporate aims or objectives, either directly or indirectly, nor generates income and has no potential for future service delivery or community regeneration purposes.
- An alternative property has been identified which would achieve a more cost effective delivery of service and the existing property has no potential for future alternative service delivery or regeneration purposes.
- Its disposal is important for the delivery of the Council's aims and objectives including its Capital Strategy.

Definition of Under-Performing Property

Property should be deemed to be under-performing and with potential for being declared surplus to requirements if:

- Part of the property is vacant and likely to remain vacant for some time.
- The beneficial use or financial return, in terms of both revenue and capital growth, generated from the property is below that which could be achieved from an alternative use, or from a disposal and an alternative investment opportunity.

Identification Process

The process for identifying surplus or underperforming property will arise in a number of ways as follows:-

- Strategic Asset Management reviews.
- Service reviews declaring property no longer meeting operational needs.
- Accommodation/ Service Strategies.
- Condition Surveys.
- Master-Planning exercises
- Property has potential for development or redevelopment and service can be relocated.
- Capital accounting valuation processes which considers development/ alternative uses.
- Approaches from third parties e.g. developers, adjoining owners
- Entering into development partnerships such as asset backed vehicles or local housing companies.
- Requests from community groups or public bodies to transfer assets.
- Where a statutory duty to transfer arises.

Disposal of Non-Surplus or Non Under-Performing Assets

It is acknowledged that there are occasions where the Authority may wish to dispose of property that is not formally classified as surplus or considered to be under-performing. Examples include disposals following unsolicited approaches from developers or nearby owners as well as disposals to developers facilitating community regeneration schemes.

External consents and formal notification of a disposal

External consents are required to declare certain types of properties surplus i.e. potential disposal of surplus school playing fields where DfE and Sports England consent is required and public open space that has to be advertised. This process should be commenced at the earliest opportunity as it can take some considerable time to obtain these consents.

Once a property has been identified as being potentially surplus, the Assets Team will establish whether there are any constraints on the site such as legal, planning and varied government policy. It will also establish whether there are any financial constraints such as the property having been the subject of funding in the past that necessitates the “clawback “or repayment of grant monies.

Notice Procedure

Service Directorates must give the Assets Team at least three months written notice of their intention to vacate Council property. In instances where properties are leased in by the Authority, the Assets Team will liaise with the occupying service and a joint decision will be taken as to whether to renew the lease.

At the expiry of the three months period of notice, the Service Directorate must leave the property in a clean and tidy condition to the satisfaction of the Assets Team. The following actions will need to be undertaken and responsibility for carrying these actions will need to be agreed in advance of notice between the Assets Team and the Service itself. These actions will include:

- Servicing contracts.
- Meter readings.
- Intruder and fire alarms.
- Draining down of pipes.

- Handover of keys.
- Removal of all furniture and equipment.
- Security.
- Risk assessment.
- Responsibility for ensuring payments for outgoings such as Business Rates are stopped.

Decision Making Process

Once a property falls within the category of surplus, the Asset Management Section will then instigate a process of appropriate consultation of six weeks before seeking a formal approval to declare a property as being surplus to requirements. Properties should only be sold after comprehensive consultation internally and if needs be rigorous option appraisal testing for retained future authority needs and those of related bodies. Consultees will include other Council Services to notify of any potential Third Sector interest, Ward Members, Public Sector partners, local Parish and Town Councils and tenants of the property if appropriate.

If the surplus asset has an income target set against it, such as a car park, then the any decisions around disposals would be taken in consultation with the department and Finance to ensure budget pressures associated with existing income targets are fully assessed and mitigated before approval is sought for disposal.

Managing the asset prior to disposal

Management Responsibilities

The Asset Management section is responsible for the management of the surplus property from an agreed date at the end of the three month formal notice period. If any temporary use is to be made of a surplus property for storage, temporary occupation etc., this must be first agreed with the Assets Team. No demolition work

or alterations are to be carried out to any surplus property without the prior inspection of the property by the Assets Team and their approval in writing.

Budget Responsibilities

The Service department will retain responsibility for all outgoings required to manage the property prior to its disposal. Any savings or revenue loss arising as a consequence of disposal will be taken into account of in the Medium Term Financial Strategy.

Data Collection

A schedule of all surplus and potentially surplus property will be held by the Asset Management section and will be managed and updated by them. To protect the integrity of the data and to ensure that the schedule remains accurate and up to date, access to the surplus property schedule will be only be made available to key service representatives.

Disposal of Surplus Assets Timescale

Surplus assets will be disposed of as expeditiously as possible. It is recognised however that in the interests of proper budgetary planning, the timing of a disposal needs to be considered against the background of the authority's budget and capital programme requirements, current state of the market, local and regional planning framework and potential for property values to increase in the future. Once these factors have been assessed the disposal will be included in the Councils formal Disposal Programme.

In determining the optimum time to dispose of surplus assets consideration will be given to:

- Obtaining planning consent or investment in the property prior to disposal to enhance its value and make it more attractive to the market.
- Finding a temporary use when the market is not conducive to a disposal. This will circumvent the requirement for payment of Empty Property rates and security

costs. In circumstances where the use is an external letting, a lease contracted out from the *Landlord and Tenant Act 1954* will be favoured. This will enable vacant possession of the property to be obtained more easily.

Disposal Process

All disposals will be arranged and managed by the Assets Team. The Council will obtain the best consideration by the most appropriate method of disposal although consideration does not necessarily need to be financial.

Where appropriate, a planning brief will be prepared and included in sales particulars. It is acknowledged that purchasers will have their own development preferences and it is important not to be too prescriptive in stifling innovation to ensure best consideration is achieved and potential bidders are not deterred. On sensitive or large sites it is accepted that a brief will be required but given the resources and potential delays that this would cause, the Assets Service will have the discretion as to whether a brief is required.

Consideration needs to be given at all times to the confidentiality of all property transactions particularly until legal formalities are completed.

Valuations

A valuation of the property for disposal will be undertaken at the earliest opportunity in the process by a suitably qualified member of the Royal Institution of Chartered Surveyors, and continually reviewed through the disposal process. All valuations should be approved by the Strategic Asset Manager.

Where it is decided to negotiate a disposal to a single party, rather than offer on the open market, all negotiations for disposals should be conducted or advised by a suitably qualified property professional, preferably a member of the Royal Institution of Chartered Surveyors.

The policy to be followed in disposals of land at an undervaluation is referred to above. In addition where a disposal is undertaken at less than best price, then to protect the authority's interest in the event of subsequent sales, it should include,

where, appropriate a “claw back” or uplift clause, restrictive covenants, ransom strip retention, user rights or right of pre-emption.

The overriding factor to be considered when disposing at below the best price is to ensure that it is within the authority’s power to so, and the reasons are well documented, transparent and justifiable.

It should be noted that the conversion of Schools to Academies are covered by the Academies Act and are at a nil consideration and similarly transfers of assets to the Mayoral Development Corporation are also at a nil consideration.

Method of disposal

The most appropriate method of disposal should be adopted from the following:-

Private Treaty Sale

The land will ideally have been marketed as available for sale for an appropriate duration with sufficient marketing exposure from either the Assets Team or external agent. A binding legal agreement is created on 'exchange of contracts' between the Council and the purchaser.

Auction

Used when there is wide interest and easy to allocate a reserve. The sale will be advertised in advance and available to any interested party. A binding legal agreement is created upon the acceptance of a bid by the auctioneer.

Informal Tender

Appropriate for sales where there are uncertainties such as planning, and, large or complex redevelopment sites. Involves a public advert that requests informal offers or bids that meet a given specification or set of objectives. The Council may then negotiate further on more detailed terms with one or more individuals submitting the most advantageous bid or bids. A binding legal agreement is not created until the exchange of contracts between the authority and the chosen bidder.

Formal Tender

Appropriate for sales where there is wide interest, land ownership is not complex and no uncertainties regarding the grant of planning permission. Marketed via a process of public advert and tenders submitted by a given date in accordance with a strict procedure. A binding legal agreement is created upon the acceptance of a tender by the Council.

Direct negotiation with special purchaser

Sale to adjoining owner or lessee where special circumstances exist.

Conditional disposal where authority is selling for a particular purpose e.g. to a developer for regeneration or to a nominated Registered Social Landlord for social housing development.

Sales to former owners under the Crichel Down rules i.e. land previously acquired using CPO powers and if surplus has to be offered back to the previous owner.

Disposal by exchange of land

Appropriate when it will achieve best consideration for the Council and is advantageous to the Council and other parties to exchange land in their ownerships. The exchange will usually be equal in value but an inequality in land value may be compensated for by an equality or balancing payment or by other means where appropriate.

Dealing with Late Bids

Guidance from the Local Government Ombudsman recognises the problem caused to local authorities by 'late bids'. The Guidance says that difficulties are less likely if Councils ensure that exchange of contracts take place as quickly as possible after the decision to sell (or lease) is made. It suggests that local authorities should be allowed to sell at an agreed price within a reasonable period of reaching a 'subject to contract' agreement. Should undue delay occur then negotiations may be entered into or bids invited again from interested parties.

Future Control Over Land

In cases where the Council does not wish to exercise any control over the future use of the property, other than through the planning process, then the disposal of the freehold will obtain the best price. In certain instances however, the Council may want to exercise some control of the future use of the land. In such cases restrictive covenants and/ or “claw back “clauses may be appropriate or a leasehold disposal for a term necessary to ensure the satisfactory completion of the scheme. For example, a leasehold transfer to the community may need to be for at least 25 years to attract grant funding.

A leasehold disposal to a developer for a major regeneration scheme may need at least 150 years to secure institutional funding. Due to the complexity and time frames involved a Development Agreement will also usually be entered into before a formal disposal is concluded.

Disposal Costs

Surveyors Fees, whether they be either in house or an external company, should be recovered from purchasers and whilst subject to negotiation in most circumstances will be no less than 3% of disposal price with generally a minimum fee of £1,000.

Purchasers would also be responsible for the payment of the Councils reasonable legal costs.

Community Asset Transfer Policy

The Authority has developed the *Community Asset Transfer policy (CAT)*, which sets out a transparent and positive framework for their transfer and can be viewed at [https:// www.hartlepool.gov.uk/ download/ downloads/ id/ 2530/ community_asset_management_transfer_policy.pdf](https://www.hartlepool.gov.uk/download/downloads/id/2530/community_asset_management_transfer_policy.pdf)

A CAT application will only be considered for assets which are suitable for community uses. Such CATs are typically granted on a leasehold basis for a period of up to 35 years and only in exceptional circumstances will the freehold be disposed of if

supported by a business case that demonstrates such exceptional circumstances or requirements from funders or lenders.

One such an example is the West View Library and Community Centre on Miers Avenue which was let out on a 25 year lease following a CAT application.



Figure 1: West View Library & Community Centre, Miers Avenue

An asset will only be considered for Community Asset Transfer where:

- The application is supported by a robust business case; and
- The transferee has sound, long term management and governance arrangements.

Social Value Discount Policy

The Council's existing Social Value policy sets out where rent reductions of between 25% and 75% of the property's market value would be considered on lettings where the proposed use is to have a positive impact on the community. Such applications must demonstrate that the tenant's use will have a positive effect on the wider community. For example, sports facilities that encourage youth engagement or other uses that create ongoing opportunities for apprentice training and employment.

The Social Value Policy can be viewed at

[https:// www.hartlepool.gov.uk/ info/ 20215/ commercial property for saleto let/ 872/ social value reduction for rent and licence fees/ 1.](https://www.hartlepool.gov.uk/info/20215/commercial_property_for_saleto_let/872/social_value_reduction_for_rent_and_licence_fees/1)

It is proposed that this policy will be reviewed to take account of the current economic climate and to support on-going inflation pressure mitigation measures to protect Council budgets and services.

8. Energy Management

Energy management legislation under the *European Directive on Energy Performance* came into effect on 1st October 2008. This saw the compulsory introduction of Energy Performance Certificates (EPC's) for all commercial buildings when built, sold, leased or materially changed.

EPCs provide an energy rating of the building from A to G, where A is very efficient and G is the least efficient. The EPC is accompanied by an advisory report which takes account of the building and makes recommendations on efficiency measures and how energy performance could be improved.

Since April 1st 2023, both new and existing commercial lettings must have an EPC rating of E or above and under current plans, a C rating will be needed by 2027 and B will be the minimum from 2030.

To allow an in depth analysis to be completed the *Strategic Asset Management* section has carried out an exercise with external consultants to ensure that the Council is in possession of up to date EPCs for its entire leased estate. This work includes the identification of the most cost effective works to achieve the required EPC compliance. Works are therefore being commissioned from the results provided.

FINANCE AND POLICY COMMITTEE

27 NOVEMBER 2023



Subject: DEVELOPMENT OF CHILDREN'S HOME

Report of: Executive Director of Children and Joint Commissioning Services, Executive Director of Development, Neighbourhoods and Regulatory Services and Director of Finance, IT and Digital

Decision Type: Key Decision, Test (i) General Exception applies

1. COUNCIL PLAN PRIORITY

Hartlepool will be a place:

- where those who are vulnerable will be safe and protected from harm.

2. PURPOSE OF REPORT

- 2.1 To enable Members to consider a proposal to increase the Council's children's home capacity.

3. BACKGROUND

- 3.1 As outlined in successive reports to Finance and Policy Committee, councils have seen a sustained increases in the numbers of vulnerable children requiring care and support. Currently there are 340 children and young people in the care of Hartlepool Borough Council and this represents a rate of 169 per 10,000 children.
- 3.2 The MTFs report presented to Finance and Policy Committee on 03 July 2023 detailed the challenges in placement sufficiency for children in care and in particular the high costs of placements for those with the greatest need. The number of children in our care within external residential placements has only increased by two children in the past two years; as at 30 September 2023 there were 37 compared with 35 in July 2021. However, the increasing complexity of children's needs and finite capacity in the residential market is

leading to ever increasing prices being charged for residential care. The average weekly cost of a placement has increased by over 45% over the last three years as outlined in the MTFS report. Currently, the highest external placement cost is in excess of £11,000 per week.

- 3.3 In response to the challenges posed by the external residential sector market, HBC opened a new children's home and this has prevented the need for higher cost placements for these young people in the independent sector. Two children from external residential placements have moved into this home.
- 3.4 In the context of the current level of demand and new and emerging demand in particular the transfer of young people under the National Transfer Scheme further placement capacity is needed to meet existing and forecast demand and ensure the Council has sufficient supply of placements within residential care. Currently the Council operates five children's homes which provides a permanent home for 14 children and short break care for children with additional needs. These homes are fully occupied and the children who live there receive high quality care and support. Children's homes are regulated by Ofsted and all are judged to be good with one home judged as outstanding.
- 3.5 Due to all the Council's homes being fully occupied, where a child in our care requires a placement in residential care it is necessary to seek a placement in the independent sector. It is widely recognised that the cost of these placements is increasing at a rate significantly above inflation and providers are profiteering from vulnerable children. Too many local authorities are experiencing high levels of demand for young people with complex care needs and there is a shortage of providers that can care for these young people. This further drives placement costs.

4. PROPOSALS/OPTIONS FOR CONSIDERATION

- 4.1 The proposal is to bring a former children's home in the Council's ownership back into use to provide care for three children and split the building into two homes offering a specialist one bed home and two bed home. The one bed home will be available from May 2024 following completion of the work and registration with OFSTED with works to the two bed home following on from this.
- 4.2 The 'Star Centre' has been office accommodation for the past 20 years. The building requires significant internal building work to meet current building standards and Ofsted regulations for children's homes. Planning permission was granted by Planning Committee on 16 August 2023. The Managing Director, under urgency powers (delegation MD8 in the Constitution refers), agreed that the costs of the urgent works, estimated to be in the region of £45,000, would be funded from a STAR Centre unscheduled maintenance budget. Subject to the decision of Full Council on 30th November, then this funding will be replaced if the prudential borrowing decision is approved.

- 4.3 Consideration has been given to purchasing two properties and refurbishing these to children's homes standards, however, this has been discounted for the following reasons:
- The cost of purchasing and refurbishing two properties are likely to be higher than those estimated to develop the Star Centre;
 - Finding properties that are suitable and appropriately located for development as a children's home will be challenging;
 - Timescales for completion will be significantly longer due to the need to locate and purchase accommodation, apply for planning/certificate of lawfulness and then undertake any required refurbishment works to meet children's home and building regulation standards;
 - The STAR Centre benefits from creating two properties next to each other and this will yield operational savings in terms of one unit manager over both homes.
- 4.4 Additional information is set out in **CONFIDENTIAL Appendix A This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 1, 2 and 3). Information relating to any individual/likely to reveal the identity of an individual/Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

5. FINANCIAL CONSIDERATIONS

- 5.1 The costs of the renovation are estimated to be £700,000. Works are required to bring the property up to current Building Regulation standards with significant works required to upgrade the mechanical and electrical parts of the building as well as installing fire doors to the property. A summary breakdown of the costs are as follows:

Cost breakdown	Cost (£)
Preliminaries	£ 30,000.00
Construction	£ 326,532.00
Mechanical	£ 96,155.00
Electrical	£ 78,015.00
Asbestos Removal	£ 24,675.00
Alarm System	£ 23,375.00
Inflation	£ 33,225.00
Sub-total	£ 611,977.00
Contingency	£ 30,598.85
Construction total	£ 642,575.85
Fees	£ 57,423.45
Total Budget Estimate	£ 699,999.30

- 5.2 It is proposed to use prudential borrowing to fund this scheme. Based on current interest rates the annual cost of borrowing is forecast to be £44,000 per annum. Note the actual costs incurred will be dependent on the prevailing interest rate at the time the council takes out the borrowing.
- 5.3 Given the current differential between external placement costs and residential care provided by HBC, this will reduce the overall cost the council incurs for a child in residential care. As such it is financially advantageous for the Council to progress the scheme. Analysis of placement cost shows that residential care provided by HBC is approximately 30% less than the lowest priced placements in the independent sector.

6. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	<p>There are key two risks:</p> <ul style="list-style-type: none"> • The cost and availability of building materials may affect both the completion date and forecast costs of the project • If the project does not go ahead, the Council will continue to be reliant on the volatile external care market and rising costs.
LEGAL CONSIDERATIONS	There are no legal considerations arising from this report
CHILD AND FAMILY POVERTY	There are no specific child and family poverty considerations arising from this report, the Council has a statutory duty to provide children in our care with accommodation, care and support.
EQUALITY AND DIVERSITY CONSIDERATIONS	There are no specific equality and diversity considerations arising from this report. The Star Centre building works will meet compliance standards for the Disability Discrimination Act and be responsive to the individual needs of the children who will reside there.
STAFF CONSIDERATIONS	There are no staffing considerations arising from this report.
ASSET MANAGEMENT CONSIDERATIONS	A Council asset will be developed into a children's home.
ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	The property will be upgraded to meet the latest Building Regulation standards which will include energy efficiency measures. In addition this will bring a vacant building back into use preventing it from becoming derelict.

CONSULTATION	Formal consultation as required for Planning Committee has been completed and responses reported to that Committee. Planning was granted by Planning Committee on August 8 th 2023.
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6. RECOMMENDATIONS

- 6.1 It is recommended that Members agree to the proposal to increase the council's children's home capacity by redeveloping the Star Centre and refer the use of Prudential Borrowing of up to £700,000 to Full Council for approval.

7. REASONS FOR RECOMMENDATIONS

- 7.1 To enable the Star Centre to be developed as a Children's Home which will provide a reduced cost for care compared to external provision.

8. BACKGROUND PAPERS

- 8.1 Finance and Policy Report Medium Term Financial Strategy 03 July 2023.

9. CONTACT OFFICERS

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Sign Off:-

Managing Director	Date: 02/11/23
Director of Finance, IT and Digital	Date: 02/11/23
Director of Legal, Governance and HR	Date: 07/11/23

FINANCE AND POLICY COMMITTEE

27TH NOVEMBER 2023



Subject: PROGRESS UPDATE ON THE HARTLEPOOL FOOD PARTNERSHIP: HEALTHY, AFFORDABLE AND SUSTAINABLE FOOD FOR ALL

Report of: Director of Public Health

Decision Type: Non-key Decision

1. COUNCIL PLAN PRIORITY

Hartlepool will be a place:
- where people are enabled to live healthy, independent and prosperous lives.
- of resilient and resourceful communities with opportunities for all.
- that is sustainable, clean, safe and green.
- that has an inclusive and growing economy.

2. PURPOSE OF REPORT

- 2.1 To update Finance and Policy Committee on progress on the development of the Hartlepool Food Partnership

3. BACKGROUND

- 3.1 Development of a Sustainable Food Partnership in Hartlepool was expressed as a priority within senior leadership at the council. It was recognised that developing a Food Partnership may have short term benefits (e.g. maximising affordable food distribution during the cost of living crisis) through synergies with existing food, poverty and sustainability groups.
- 3.2 The Partnership would also have longer term benefits to Hartlepool's residents and economy through increased availability and consumption of local, healthy, affordable and sustainable food.

- 3.3 Positive discussions took place between council and VCS colleagues, and Hartlepool Food Council expressed interest in leading development with the support of partners. On December 15th 2022 CMT approved development of a partnership based on the Sustainable Food Places¹ model.

4. HARTLEPOOL FOOD PARTNERSHIP PROGRESS SO FAR

- 4.1 The partnership agreed initial funding to develop the partnership and produce a Hartlepool Food plan. This included funding for a system-wide event (£5K from the Joseph Rowntree Foundation) and coordination of the partnership (£3.75K from HBC Public Health and £3.75K matched funding from the PFC Trust²).

- 4.2 Since then progress includes:

- Establishment of a steering group and vision: healthy, affordable and sustainable food for all in Hartlepool.
- Further development of the partnership through inviting key people & organisations to be part of the Food Partnership.
- Ongoing communication with stakeholders, via the new Hartlepool Food Partnership website³, social media⁴, email newsletter⁵ and a survey⁶ of community priorities regarding food, as well as existing services such as Hartlepool Now, Hartlepool Life and Hartbeat⁷.
- A Full day System-Wide Event in May⁵ where co-production of the Hartlepool Food Plan commenced.
- An Open Forum in June for feedback on a one-page summary draft food plan with deep dive into one of the growing food themes, which attracted 25 people and included an outside speaker from Barefoot Kitchen.
- An Open Forum in September regarding children's nutrition. This forum included sharing of local good practice and discussion of key issues, with more than 20 people attending. A children's subgroup of the partnership is being considered, given the significant interest in this area and the importance of childhood experience of food for children's whole lives. Meetings would include opportunities for members to share good practice and collectively come up with solutions to issues.
- Supporting the Fairtrade Town renewal application.
- Quick wins identified, including:
 - Sharing information on affordable food (e.g. sharing low/no cost food leaflet³)
 - Sharing newly identified opportunities for growing in schools/allotments (e.g. in the Food Partnership newsletter⁵ and

Hartlepool Life⁸) and personally connecting people who can offer mutual support.

- Mapping of food providers with the aim to support people looking for local healthy supply of food (e.g. caterers, public and Holiday, Activities and Food Programme providers) and exploration of other available food data.

4.3 The system-wide full day event was a key milestone and was attended by more than 50 people. Representation included people from various council departments, VCS, schools, colleges, universities, local community groups/residents and farming. The event involved collective identification of ideas, challenges and opportunities around healthy, affordable and sustainable food production, supply, consumption and surplus. Key themes were identified, with suggestions on addressing emerging themes discussed in more detail by attendees.

4.4 These themes were a key output of the system-wide event and formed the basis of the Food Plan. A one-page version of the plan has been refined further, following feedback at the Open Forum on 27th June 2023.

4.5 Themes in the Hartlepool Food Plan include:

1. Supporting local food growing, to increase access to local healthy food, increase physical and mental health and build knowledge and skills.
2. Working with local businesses and supply chains to facilitate residents' access to local, affordable, healthy and sustainable food.
3. Encouraging and enabling children, and people of all ages, to eat nutritious, sustainable food, by understanding what helps, and addressing any barriers (including availability, cooking facilities, skills and opportunity).
4. Creating and celebrating a good food culture, by using inclusive existing or new events, with good food, bringing together different cultures and generations.
5. Establishing effective local food governance, with involvement in the Food Partnership open to all (facilitated by regular open forum meetings, newsletter and co-production of key plans) and particular focus on ensuring engagement from key stakeholders. The Food Partnership Terms of Reference includes key principles, such as evidence-based, non-stigmatising, collaborative action that is proportionate to need (thereby reducing unfair inequalities).

4.6 It was agreed that the Fairtrade Steering group would become a subgroup of the Hartlepool Food Partnership given the overlap with sustainability, and mutually beneficial opportunities to share expertise and reach more people and organisations. A member of the Food Partnership steering group (from HBC Public Health) is providing representation at the Fairtrade steering

group, assisting with promotion of involvement and preparation of the renewal application.

A variety of communication methods have been used to promote involvement in Fairtrade and school, business, church and public representation at the steering group. These include several face-to-face meetings (e.g. mentions at the Food Partnership open Forum and Head Teachers meeting), emails to key contacts for sharing, mailing lists, newsletters and HBC and Food Partnership social media.

More than 20 churches were contacted via Churches Together, all schools have been contacted via the head teacher email mailing list, 350 community and public sector staff have been contacted via the Sector Connector Newsletter mailing list and around 500 businesses have been contacted via the Business News Newsletter from the council's economic development team. Recent activity has resulted in some new interest in steering group membership.

The Steering Group is meeting regularly to complete the Fairtrade renewal application (first meeting held 23rd Oct). The renewal application requires a description of activities since the last renewal (Sept 2019) and plans/desires for the future. The application will be submitted in December.

5. NEXT STEPS FOR HARTLEPOOL FOOD PARTNERSHIP WORK

5.1 Next steps include:

- Further feedback on the Food Plan from Hartlepool residents and other stakeholders
- Open Forums with deep dives into other key themes
- Creating a social movement and exploration of the feasibility of actions suggested by stakeholders, acting on quick wins/initial steps and sharing successes. Actions suggested by stakeholders so far include, supporting food growing in schools and on unused land, a seed bank, more effective use of food surpluses from allotments or residential gardens, supporting anchor institutions/ businesses/ community organisations to buy good local food by developing connections with local suppliers, maximising access to healthy school meals, exploring the feasibility of reinstating the Hartlepool show, organising "pop up events", collaborating with existing event organisers and identifying opportunities for encouraging greater access to healthier food in fast food outlets
- Further working with officers across the council and others with expertise in potential actions identified e.g. community and allotment growing, events to celebrate good food culture and engaging with businesses and supply chains. There is some involvement from businesses within the wider partnership, including personal discussion, but representation at in-person events appears to be more challenging

- Becoming a full member of Sustainable Food Places¹ (application submitted on 19th October), which gives access to member-only support and funding campaigns. Applications open twice a year and the eligibility criteria includes 6 months of active meetings of the Food Partnership
- Continued coordination of the Food Partnership and Food Plan implementation (including effective communication). There has been significant interest in the Food Partnership, with many opportunities or actions that could be taken given sufficient capacity. However, coordinator workload and communication needs to date have been greater than anticipated. Costings for future funding have, therefore, been adapted to better reflect coordinator time, communication needs and opportunities to act on areas identified.

6. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	Risks are identified and minimised by careful governance from multiagency steering group (including council representatives) and input from the wider partnership.
FINANCIAL CONSIDERATIONS	The financial implication for the council is a recurring £25k from the Public Health Grant. Funding for the last 11 months was sourced from Public Health, the PFC Trust and Joseph Rowntree Foundation. Funding for the next 2 years has been recently agreed from Public Health, the PFC Trust and Thirteen Group.
LEGAL CONSIDERATIONS	No legal considerations
CHILD AND FAMILY POVERTY	Affordable, healthy food for all is a key aim of the Hartlepool Food Partnership. This work should have a positive impact on children and families at risk of or living in poverty.
EQUALITY AND DIVERSITY CONSIDERATIONS	Key principles in our Terms of Reference include reducing unfair inequalities, diversity and inclusion. This is also embedded in what we do. For example, the theme of “Creating and celebrating a good food culture” in the Food Plan includes “using inclusive existing or new events, with good food, to bring together different cultures & generations.
STAFF CONSIDERATIONS	Council staff have been involved in the partnership in accordance with relevance to their work areas. Prior funding has also supported a coordinator for a few hours a week.
ASSET MANAGEMENT CONSIDERATIONS	The Hartlepool Food Partnership does not own any assets but aims to bring key people together to help ensure best use of resources across the borough.

ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	Improving sustainability of food is a key aim of the Hartlepool Food Partnership.
CONSULTATION	Co-production is a key part of this work. No additional consultation is required.

6. RECOMMENDATIONS

6.1 It is proposed that Finance and Policy Committee consider:

1. Supporting further participation of relevant HBC staff in the Food Partnership work
2. Supporting continued funding from HBC Public Health (alongside matched PFC Trust funding and funding from other VCS sources) to ensure effective implementation of the Food Plan
3. Any feedback on additional internal/external sources of funding, Food Plan themes or actions planned

7. REASONS FOR RECOMMENDATIONS

- 7.1 The Hartlepool Food Partnership vision of healthy, affordable and sustainable food for all in Hartlepool aligns well with the Council's vision. The availability of good food and access to activities that support good food is an excellent vehicle for improving health.
- 7.2 Significant progress in the development of the partnership has been achieved in the past months.
- 7.3 Continued support at senior level within the council will allow the Hartlepool Food Partnership to effectively build on achievements to date and implement the Food Plan to achieve the vision of healthy, affordable and sustainable food for all in Hartlepool.

8. BACKGROUND PAPERS

8.1 Food Plan and TOR – **Appendix 1**

8.2 Links referenced in the document:

1. Sustainable Food Places at <https://www.sustainablefoodplaces.org/>
2. PFC Trust at <https://www.thepfctrust.org/what-we-do>

3. New Hartlepool Food Partnership website at <https://hartlepoolfoodpartnership.co.uk/>
4. Hartlepool Food Partnership social media at <https://www.facebook.com/people/Hartlepool-Food-Partnership/100090746650143/>
5. Example of Food Partnership email newsletter (more available on Food Partnership website) with mention in newsletter re full day System-Wide Event in May and sharing newly identified opportunities for growing in schools/allotments at <https://mailchi.mp/6f9428b9bcf0/hartlepool-food-partnership-newsletter-12611104?e=f66c75ccd1>
6. Survey of Food Priorities at https://docs.google.com/forms/d/e/1FAIpQLSfG_IESF_6ojEYKZBUVoen_S7FgUqfUrCggRDI6t9xNSm0dA/viewform
7. Hartbeat article re Food Partnership on page 28 at https://issuu.com/hpoolcouncil/docs/hartbeat_september_2023_digital
8. Sharing newly identified opportunities for growing in schools/allotments via Hartlepool Life 12th Jul page 26 at <https://www.hartlepoollife.co.uk/12-july-2023-issue-280>

9. CONTACT OFFICERS

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or

Catherine Guy, Public Health, Catherine.guy@hartlepool.gov.uk

Sign Off:-

Managing Director	Date: 07/11/23
Director of Finance, IT and Digital	Date: 02/11/23
Director of Legal, Governance and HR	Date: 07/11/23

1: Supporting local food growing

Support urban food growing (with flexible, inclusive use of unused land and allotments) to increase access to local healthy food, increase physical and mental health and builds knowledge and skills. Initial steps include, supporting development the council's Waverley Allotments site for community use and exploring setting up a seed bank

Support schools to grow food on site and use this as a vehicle for learning. Interested schools so far include St. Aiden's Primary school (growing expertise requested), Hartlepool Sixth Form College and High Tunstall School.

Effective use of food surpluses from allotments & residential gardens. This could be a commercial or social enterprise opportunity and could include mapping of fruit trees and surpluses.

2: Working with local businesses and supply chains

Support anchor institutions*, businesses and community organisations to buy local, affordable, healthy sustainable food by developing connections with local good food suppliers.

Using **procurement, enterprise, logistics and communication skill/opportunities** to improve residents' access to local, affordable, healthy and sustainable food for all Hartlepool citizens

3: Enabling children, and people of all ages, to eat nutritious, sustainable food

Understanding & addressing enablers/barriers to eating nutritious, sustainable food & reducing inequalities (e.g. food availability with instructions, cooking facilities, skills and opportunity, as well as ways of identifying any issues early).

Work with nurseries, primary & secondary schools and colleges to explore food origins, meal preparation & nutritional awareness raising opportunities.

Work with partners to maximise access to healthy school meals with sufficient time to eat

4: Creating & celebrating a good food culture

Using inclusive existing or new events, with good food, to bring together different cultures & generations. Our first steps will be to:

- **Look to reinstate the Hartlepool Show.** Build on successes organising other events e.g. Tall Ships.
- **Organise pop-up events,** e.g. for plant, produce & seed sharing.
- **Collaborate with existing event organisers** to celebrate good food (including food preparation & eating together) & food culture. E.g. Food & Fuel Fairs, Grace Church communal meal, Wintertide festival, Headland carnival, Hartlepool Food Network, Hartlepool restaurant week.
- **Encouraging greater availability of healthier food in fast food outlets**

5: Establishing local food governance

Membership of the Hartlepool Food Partnership will be open to anyone – individual or organisation. Members will be invited to Partnership meetings and to other food-related events as well as receiving a periodic newsletter. Inclusion on an email distribution list will signal membership.

Meetings of the Food Partnership will be held approximately every two months as an open forum. All Partnership members will be invited to attend. Facilitation of meetings will be responsive to numbers attending & the nature of topics for discussion but based on the principle of ensuring that everyone attending can contribute and following the Partnership's terms of reference.

The steering group will take responsibility for developing & supporting the Partnership. This group will collectively be accountable to Partnership meetings and guided by its terms of reference. The steering group will be open to any Food Partnership member or appropriate organisation that wishes to contribute to the group's work.

*Anchor institutions are large organisations whose long-term sustainability is tied to the wellbeing of the populations they serve e.g. council, NHS, schools/colleges, large sports clubs

Hartlepool Food Partnership – Terms of Reference

A Purpose

Hartlepool Food Partnership (henceforth “the Partnership”) will work to enable the people of Hartlepool to have access to healthy, affordable and sustainable food.

B Approach

The Partnership’s work will be based on the Sustainable Food Places approach by:

- Taking a strategic and collaborative approach to good food governance and action
- Building public awareness, active food citizenship and a local good food movement
- Tackling food poverty, diet related ill-health and lack of access to affordable healthy food
- Creating a vibrant, prosperous, diverse and sustainable food economy
- Identifying & developing opportunities with catering & procurement to revitalise local supply chains
- Tackling the climate and nature emergency through more sustainable practices, including minimising food waste.

C Partners/Members

The Partnership will seek to work collaboratively and bring together the following individuals/organisations:

- Hartlepool citizens or organisations with an interest in the Partnership’s goals
- Voluntary & community sector organisations,
- Hartlepool Borough Council
- Food-related businesses with a presence in Hartlepool
- The NHS and other health-focused organisations
- Educational institutions, including Hartlepool College of Further Education, Hartlepool Sixth Form College, Hartlepool’s nurseries, Primary & Secondary schools and local universities

D Objectives

The Partnership’s four primary objectives are to:

1. Facilitate & empower interested individual citizens, voluntary organisations, statutory & educational institutions & businesses to work collaboratively to deliver a sustainable local food environment
2. Promote & enable the growth, production, distribution & sale of nutritious, affordable, sustainable food to all Hartlepool citizens
3. Address food poverty, reducing dependency on foodbanks & food aid and promote dignified healthy food acquisition by Hartlepool citizens.
4. Contribute to achieving a healthier population by helping citizens to achieve a healthy weight and reducing the impact of diet-related/non-communicable ill health

E Principles

Principles include collaboration, evidence-based action (where evidence includes data, research and lived experience) targeted proportionate to need (thereby reducing unfair inequalities), non-stigmatising and non-shaming communication/action (recognising financial limitations can act as a barrier to eating more healthily), transparency, diversity and inclusion.

F Initial priorities

The five priorities for the period up to December 2023:

1. To join the Sustainable Food Places network
2. To consolidate our proposed model of good food governance
3. To analyse & understand Hartlepool’s current food system
4. To publish & begin implementation of the first Hartlepool Food Plan
5. To secure funding for effective implementation of the food plan

FINANCE AND POLICY COMMITTEE

27TH NOVEMBER 2023



Subject: COUNCIL PLAN 2021-2024 – PROGRESS UPDATE

Report of: Managing Director

Decision Type: For information

1. COUNCIL PLAN PRIORITY

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

2. PURPOSE OF REPORT

- 2.1 To provide an update to Finance and Policy Committee on the progress made on the delivery of the Council Plan 2021/22 – 2023/24. The report also includes the latest version of the Strategic Risk Register.

3. BACKGROUND

- 3.1 The Council Plan 2021-24 was agreed by Council on 25th February 2021 and sets out a clear vision for Hartlepool and identifies what the delivery of that vision will mean. This reflects what was identified through consultation with residents, elected members and our public, voluntary, community and private sector partners whilst also recognising the emerging and continually evolving

challenges the Council faces as we continue to recover from the pandemic and manage the impact of inflation and cost of living crisis on Hartlepool residents and the authority itself.

- 3.2 Finance and Policy Committee have received progress update reports at their meetings on 15th November 2021, 14th March 2022, 26th July 2022, 12th December 2022, 13th March 2023 and 3rd July 2023.

4. PROGRESS UPDATE – OCTOBER 2023

- 4.1 This update outlines the progress made on the delivery of the Council Plan since the last report to Committee in July 2023:

Hartlepool will be a place where people are enabled to live healthy, independent and prosperous lives.

Cycling Developments

Premises for the Town Centre Cycling Hub opened at 15 Church Street in July 2023 and are being operated by the national cycling organisation Sustrans on behalf of Tees Valley Combined Authority.

New cycle parking facilities were installed and operational at Central Community Hub in September 2023.

Highlight Leisure Centre

A main contractor has been appointed under a Pre-Construction Services Agreement (PCSA) to develop a fixed price tender for the construction phase of Highlight. The fixed price tender was used to develop a revised funding strategy which was approved by Full Council in September 2023 and construction work will begin on site by November.

Holiday Activities and Food (HAF) Programme

The HAF programme delivered another summer of fun for children and young people in Hartlepool. We had over 13,000 individual sessions attended which is an increase on last summer. Provision scored highly in terms of quality assurance and initial feedback indicates a near 100% would attend future provision.

Waterfront connectivity (Towns Deal)

Phase 1 of the Waterfront Connectivity Project is complete including accessible ramps at the rear of Tees and Hartlepool Yacht club including a new tarmac / ultracrete footpath along the promenade and a new tarmac footpath along the water's edge. Phase II will be presented to the Town Deal board for consideration later this year.

Health and Social Care Academy (Towns Deal)

The Grant Agreement has been signed for the £1.25 million of Town Deal funding to deliver the Health and Social Care Academy project and the project is progressing well with completion of the capital build expected by May 2024. The

academy, a partnership between the Council, North Tees and Hartlepool NHS Trust and Hartlepool College of Further Education, will be a state-of-art health and social care training facility. It will be one of only a handful in the country with purpose built medical simulation suites – with the academy focused around multiple fully-equipped rooms which replicate a range of environments that trainees will be working in.

Tobacco Control

The tobacco strategy has formally been signed off and progress is being made on the accompanying action plan. Themed sessions have been delivered to tobacco alliance members by Fresh on vaping, communications and illicit tobacco. Hartlepool Council and partners have taken part in Stoptober, promoting the importance of quitting smoking and contributing to the regional and local communications campaign. A vape pilot, has commenced and is targeted at patients who live in areas in the 60% most disadvantaged according to the Index of Multiple Deprivation (IMD), are eligible for a NHS health check and smoke, patients who are part of a lung health pilot within a GP surgery and patients who are part of the waiting well pilot, awaiting elective surgery. This targets support at those most in need. Additional funding for stop smoking services has been allocated to the Council to increase the current smoking cessation offer from central government.

Food Partnership

The food partnership has brought the Fairtrade Town steering group into the partnership. This continues to go from strength to strength and key events include attendance at the food and fuel fair and an open forum on childhood nutrition. A mapping exercise has also been completed of the local food system which will help inform the future work of the Hartlepool Food Partnership.

Carlton Adventure

A new 10 year lease has been approved for Carlton Adventure. Formerly known as Carlton Camp, the service provides outdoor education opportunities for local children and is remembered fondly by generations of Hartlepool residents. The new 10 year lease will be supported by capital investment in the site to ensure that Carlton Adventure continues to deliver high quality experiences that are valued by children, young people, families and schools.

Hartlepool will be a place where those who are vulnerable will be safe and protected from harm.

Substance Misuse

A behavioural insights study has been completed to enable us to better understand what barriers there are to substance misuse service users accessing services to support their health. This has enabled us to better understand barriers and enablers to service access from the perspective of service users. We will be using this information to develop and enhance our existing health offers.

Togetherall

Togetherall was launched in April providing a diverse and safe online community aimed at improving and maintaining mental wellbeing – a place where people can feel safe to share their feelings, support each other and start to feel better. This initiative has expanded the role and reach of peer support and is available to anyone over the age of 16 with a Hartlepool postcode.

Adult Social Care

The Chief Social Worker for England visited some of our community resources and met with newly qualified Social workers. Our Community Led Support model delivered through the Community Hubs and our approach to supporting people with mental health concerns were highlighted as good practice and have been shared with other Local Authorities.

A new service has been launched to support people who are experiencing or at risk of self-neglect or hoarding. The service is delivered through a collaborative approach involving three Hartlepool Voluntary & Community Sector organisations and offers deep cleans, house decluttering and psychological support utilising the Disabled Facilities Grant.

A more interactive and dynamic approach to performance reporting has been implemented using Power Bi. This approach will develop further over coming months enabling us to respond to operational capacity and demand challenges in a more timely way.

Support at Home

A new provider (Taking Care) has been commissioned to provide an assistive technology service and just over 3,000 people have been transferred from the previous provider. This will enable us to introduce improved technological solutions to meet people's needs more creatively going forward.

A new overnight home care service is being introduced to complement our assistive technology offer and help us to support more people in the community who have planned overnight support needs. This will enable people to live independently in their own homes for longer and will reduce the need for people to move into residential care.

Multi Agency Child Exploitation Hub

Contextual safeguarding hub continues to support children and young people vulnerable to exploitation and harm. Recent scrutiny of the hub by Hartlepool and Stockton on Tees Safeguarding Children Partnership has found positive impact and improved outcomes secured for young people through the proactive work of the hub to safeguard them.

Hartlepool will be a place of resilient and resourceful communities with opportunities for all.

Tall Ships

Successful delivery of Hartlepool Tall Ships Races 2023 attracting over 300,000 visitors and 38 visiting ships from across the world, with 85 local young people aged 15-25 supported to access the opportunity of a lifetime to sail on a Tall Ship.

The Shipbuilders and Fisher Folk Exhibition and outreach programme saw over 2,000 people taking part in the community programme and the exhibition, with attendances for the opening evening exceeding any other exhibition.

£154,000 was secured from the Arts Council to deliver a cultural programme as part of the Tall Ships Event enabling the Council to work with local artists and creative businesses.

Learning and Skills

Secured £900,000 as the lead organisation for a Tees Valley UK Shared Prosperity Fund grant to support increased access to learning and skills for people at most in need in the community.

Delivered the first People, Power and Purpose programme, supporting 15 young adults with additional needs to fulfil their aspirations through a programme of learning, opportunities and access to volunteering and employment.

Hartlepool Art Gallery

Submitted a bid to bring the British Museum 'Drawing Attention' exhibition to Hartlepool in 2024, and been confirmed as one of only three places to be successful internationally.

Civil Engineering Academy (Town Deal)

Early development works are underway on the £2.25m Civil Engineering Academy is underway with the signing of the Grant Agreement taking place in early November. The project provides investment in the growth of teaching and training capacity at two existing sites:

Hartlepool College of Further Education Exeter Street Annex, a 1960s college training facility (classrooms & workshops) for fabrication, welding and construction skills located in the Church Street area. Demolition and other work has commenced to allow for internal reconfiguration.

Seymour Skills Academy, Brenda Road, an 11-acre 'real world' training ground with teaching facilities opened in 2019. The academy offers space and capital equipment for practical and classroom skills delivery across house building, surveying, planning, street works, plant & machinery training, horticulture, landscaping, tree surgery and general construction operative apprenticeships. A modular building supplier has been appointed and new building designs have been confirmed.

Hartlepool will be a place that is sustainable, clean, safe and green.

Parks

The Parks Levelling Up Funding programme to improve Burn Valley Park has been successfully delivered through tree planting, natural play equipment, sensory maze and new signage and furniture.

Council Housing

The last period has seen the Council's Housing Revenue Account (HRA) take possession of 18 new units (10 houses and 8 bungalows) having been built by Keepmoat on Brenda Road.

Hartlepool Railway Station

Works are ongoing to re-establish the second platform at Hartlepool Railway Station, which will increase service frequency and provide a new entrance and exit access point on the Waterfront side of the station. This will be enhanced by Phase 2 works on the Town Deal Waterfront Connectivity project which will improve public realm, footpaths and cycleways to connect to waterfront destinations as part of capital works in 2024.

Tackling Climate Change

Completed draft of Net Zero Strategy and Action Plan -the Council's full carbon Audit was completed earlier in 2023 forming the basis of the development of the Council's first Net Zero Strategy and Action Plan. This is due to be presented to F&P Committee in November 2023 and delivers one of the key objectives of the adopted Climate Pledge.

Early stage development of Net Zero projects - work is underway developing feasibility studies for renewable energy generation at a number of key council assets, with desktop feasibilities being delivered to Brierton Sports Centre and CETL, while more detailed technical feasibility and early project development works being undertaken at Tofts Farm.

Developed monitoring and reporting of carbon emissions including submission to 'Carbon Disclosure Project' - the Council will publically declaring its carbon emissions and inventory upon adoption of the new Net Zero Platform.

A19 / Elwick Road / North Lane Junction and Elwick Road / Hartlepool Western Link Project

The planning application for the project has been validated and the consultation period progressed.

Negotiations with developers continue to secure funding towards the project and other local road network improvements required to facilitate developments on the western fringe of Hartlepool.

Road Improvement and Safety Schemes

Safety schemes have been identified for West View Road and Jesmond Gardens based on a prioritisation process. These schemes were approved by the Neighbourhood Services Committee in October 2023 and will progress later this financial year.

Developer funding of £100,000 has been secured towards further improvements at the A689 / The Meadows roundabout at Wynyard.

The 2023/24 Highway Maintenance Programme is now two thirds complete.

Dog Warden Service

The Council's dog warden service, which collects stray dogs, was awarded the Platinum award (the highest level) from the RSPCA as part of its Pawprints Awards Scheme.

Fleet Services

The Council's Fleet Services section was awarded Transport News' Northern Local Authority Fleet of the Year Award reflecting the work undertaken to operate a fleet that is efficient and meets the needs of the Authority.

Crime Reduction

UK Shared Prosperity Fund bid submitted to support initiatives to reduce crime in the town centre.

Hartlepool will be a place that has an inclusive and growing economy.**Hartlepool Destination Management Plan**

A Destination Management Plan for Hartlepool has been completed and was agreed by Economic Growth Committee in September 2023. The DMP identifies the vision for the growth of Hartlepool's tourism economy and creates a strategic focus for the development of the town's tourism offer.

Hartlepool Economic and Business Forum

The Hartlepool Economic Regeneration and Tourism Forum has been refreshed into the Hartlepool Economic and Business Forum. A new steering group has been selected from businesses to drive forward business interests in the town including the annual Business Awards that will take place on 17th November 2023.

Summer at Seaton

Summer at Seaton activities and promotion delivered in July 2023 to encourage families to visit Seaton.

Wesley Chapel (Town Deal)

Internal demolition and safety works continue at pace and on schedule with scaffolding works completed in time for the installation of roof trusses for the £3.8 million Wesley Chapel Project with Grant Agreement Signed.

Wingfield Castle Restoration

A business case has been developed and submitted to the Arts Council to support the restoration of the Wingfield Castle.

Screen Industries Production Village (Levelling Up Fund)

The Council have completed the acquisition of 5 target properties necessary for the Production Village with a further 2 properties to imminently complete bringing overall purchases to around £2m. Assets now in the Council's control, in addition to The Shades Hotel, include 10 - 11 Church Street, 12 - 14 Church Street, Victoria Buildings, Diamond Car Wash, The Corporation Club, The Vault and Zaiki's restaurant.

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

The Workforce Strategy 2023-26 was approved by Finance and Policy Committee in July 2023 and provides a 3 year strategic plan with a key focus on leadership, wellbeing, performance and workforce planning.

As part of the Workforce Strategy the Council has agreed a set of workforce values with underpinning positive behaviour standards that are due to be launched and promoted across the Council. They will be embedded over time in all appropriate employee policies, procedures and practices with the aim of setting standards of positive behaviours at work, driving behavioural change, creating the best work environments and improving performance.

Data and Intelligence Hub

Work is underway to establish a virtual Data and Intelligence Hub bringing together officers from across the council to improve the use of data and intelligence.

Consultation and Engagement

The Council's Your Say consultation and engagement platform continues to develop and recent activity has included:

- The Future of Hartlepool Parks
- Big Lime Triathlon for marshalls and competitors
- Summer at Seaton
- Public Space Protection Orders
- Derelict Land Buildings in Hartlepool for Audit and Governance Committee's ongoing scrutiny investigation
- Museum of Hartlepool Survey
- Wingfield Castle Restoration

In addition a new Hub has been launched to support the 'Parents Pulling Together' project, a 3 year project funded by the National Lottery to offer training and support to parents across Hartlepool.

Digital Progression

The Council continues to develop its digital offer and has been providing increasing opportunities for residents and customers to contact the Council through digital channels. At the end of quarter 1 there were 30,515 active HBC self-online accounts and there had been 93,495 transactions delivered digitally across the platform. Digital projects delivered during the quarter include:

- A range of Tall Ships projects, including parking pre-booking and pay what you decide.
- Procurement of a new digital solution that will allow residents to check their Council Tax balance online and request an e-bill, making the service more convenient and sustainable.
- Configuration of hand-held devices that allow remote card payments at the Tall Ships event.

Corporate Peer Review

As part of the Corporate Peer Review process each authority receives a progress review visit. This enables us to update the Peer Team on the progress that we have made since their last visit and for them to give us further feedback on our approach and share their reflections on any new opportunities or challenges that have arisen since they were on site. This progress review took place on 30th August 2023 and the feedback report is included on the agenda for this committee meeting. It will also be shared with all elected members and published on our website.

Equality, Diversity and Inclusion (EDI)

Work to develop a new Single Impact Assessment (SIA) is underway and it is intended that this new approach will be rolled out later this year along with training for elected members and officers across the Council. The SIA will bring together the current Equality and Child and Family Impact Assessments and will include consideration of care leavers, the Armed Forces Community (as established in our Armed Forces Covenant) and poverty and disadvantage as well as the nine protected characteristics set out in the Equality Act 2010.

New Council Plan

At their September meeting Finance and Policy Committee agreed the process for developing a new Council Plan 2024/25 – 2028/29 including a Borough-wide consultation and engagement exercise. The 'Big Conversation' will take place over 8 weeks and the underlying principle is to engage with people where they are rather than holding large scale events and expecting people to come to us. The exercise will include activities at our Community Hubs, engagement through a range of groups and events that the Council is already involved with and opportunities to engage online through our Your Say platform.

4.2 Current areas of concern

Whilst good progress is being made on the delivery of the Council Plan there are a number of areas of concern that may impact on future progress including:

- Impact of cost of living pressures on residents and issues of poverty and deprivation across Hartlepool;
- Difficulties in the recruitment and retention of employees being felt by both the Council and those who deliver commissioned services on our behalf.
- Ageing workforce and potential future knowledge and skills gaps if we are unable to recruit new talent as people retire from the Council;
- Impact of covid recovery and the cost of living crisis on achieving projected income targets across a range of service areas.
- Potential financial and operational impact of anticipated legislative changes (Mental Health Act, Mental Capacity Act and Liberty Protection Safeguards);
- Difficulties in maintaining service standards and managing expectations in the context of funding reductions, increasing demands and uncertainty around future funding stream availability;
- Continued delays to the delivery of the Free School for children with social, emotional and mental health needs. This project is led and delivered by the Department for Education and is delayed by at least 12 months with an anticipated opening date of September 2024;
- The Community Support Team is no longer in operation due to demand and staffing pressures and the need to pull social workers back into safeguarding teams;
- Increased incidence of unacceptable and unreasonable behaviour from members of the public across Council services.

4.3 Strategic Risk Register

The Strategic Risk Register sets out the key strategic risks that the Council faces and the areas of concern identified above are reflected within it. Risks within the SRR have been reviewed and the Tall Ships risk has been removed now that the event has taken place. The latest full version of the SRR is attached as **Appendix 1** for Finance and Policy Committee's information.

5. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	<p>The Council agreed the Risk Management Framework in June 2019 and this ensures that appropriate arrangements are in place for the management of the Council's key strategic risks. Embedding the identification and management of risk supports the achievement of our Council Plan and provides assurance to elected members that these risks are being appropriately managed.</p> <p>The Council Plan and Strategic Risk Register are monitored regularly to enable early identification and reporting to</p>
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	Members of any emerging risks which might prevent delivery of the strategic priorities identified in the Council Plan. The latest version of the Strategic Risk Register is included as Appendix 1 of this report.
FINANCIAL CONSIDERATIONS	The Council Plan was prepared alongside the Medium Term Financial Strategy and the 5 year Capital Plan as three parts of a single plan to ensure the links between the three are strengthened. In addition, effective risk management arrangements should help improve the use of valuable and limited financial resources.
LEGAL CONSIDERATIONS	Whilst there are no legal requirements to have a Council Plan it is good practice to have one in place.
CHILD AND FAMILY POVERTY	The priorities identified in the Council Plan include work to reduce child and family poverty within Hartlepool. There is no change to the Child and Family Poverty Impact Assessment included within the Council Plan 2021/22 – 2023/24 report to Council on 25th February 2021.
EQUALITY AND DIVERSITY CONSIDERATIONS	Since the first equality objectives were published in April 2012 the Council has based them on the strategic objectives set out in our Council Plan. By doing this the Council demonstrates that equality and diversity is a core part of what we do as an organisation and not an add-on activity. The Council's vision as set out in the Council Plan sets out our equality objectives. The priorities identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool and those with protected characteristics. There is no change to the Equality Impact Assessment included within the Council Plan 2021/22 – 2023/24 report to Council on 25th February 2021.
STAFF CONSIDERATIONS	No implications.
ASSET MANAGEMENT CONSIDERATIONS	No implications.
ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	No implications.
CONSULTATION	The Council Plan was informed by extensive consultation including a 4 week consultation exercise in September 2019, a further 5 week consultation starting in January

	2020 and a wide ranging consultation over the summer of 2020. This consultation included Elected Members through Members Seminars on 27th November 2019, 29th January 2020 and 14th July 2020 and through reports to individual Policy Committees in January and February 2020.
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6. RECOMMENDATIONS

6.1 Finance and Policy Committee are requested to:

- note the progress made on the Council Plan 2021-2024 by October 2023;
- note the updated Strategic Risk Register as set out in **Appendix 1**.

7. REASONS FOR RECOMMENDATIONS

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

8. BACKGROUND PAPERS

8.1 Council Plan 2021/22 - 2023/24 report to Council on 25th February 2021.

Council Plan 2021-2024 – Progress Update report to Finance and Policy Committee on 15th November 2021.

Council Plan 2021-2024 – Progress Update report to Finance and Policy Committee on 14th March 2022.

Council Plan 2021-2024 – Progress Update report to Finance and Policy Committee on 26th July 2022.

Council Plan 2021-2024 – Progress Update report to Finance and Policy Committee on 12th December 2022.

Council Plan 2021-2024 – Progress Update report to Finance and Policy Committee on 13th March 2023.

Council Plan 2021-2024 – Progress Update report to Finance and Policy Committee on 3rd July 2023.

9. CONTACT OFFICERS

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01429 523001

Sign Off:-

Managing Director	Date: 7 th November 2023
Director of Finance, IT and Digital	Date: 7 th November 2023
Director of Legal, Governance and HR	Date: 7 th November 2023



Strategic Risk Register

October 2023

Risk Scoring Matrix:

	IMPACT			
LIKELIHOOD	1 NEGLECTIBLE	2 MINOR	3 MAJOR	4 CRITICAL
4 ALMOST CERTAIN	AMBER 4	RED 8	RED 12	RED 16
3 PROBABLE	GREEN 3	AMBER 6	RED 9	RED 12
2 POSSIBLE	GREEN 2	AMBER 4	AMBER 6	RED 8
1 HARDLY EVER	GREEN 1	GREEN 2	GREEN 3	AMBER 4

HBC Strategic Risk Register

No.	Risk Title	Risk Score	Risk Owner
1	Finance - Failure to deliver a balanced budget for 2024/25 leading to a reduction in services provided, damage to reputation and negative impact on the community.	RED 12	James Magog Director of Finance, IT and Digital
2	Workforce - The skills, expertise, wellbeing, performance and overall size of the workforce available may not be sufficient to support the overall aims of the organisation resulting in the failure to deliver services.	RED 9	Hayley Martin Director of Legal, Governance and HR
3	Communication and Engagement – Failure to deliver effective communication, consultation and engagement could impact adversely on the Council’s reputation and ability to deliver plans and strategies.	AMBER 6	Bev Bearne Assistant Director – Development and Growth
4	Health and Safety - Failure to comply with Health and Safety legislation and ensure appropriate risk controls are in place to ensure the health, safety and wellbeing of individuals at work and those who may be affected by our act or omission.	RED 12	Sylvia Pinkney Assistant Director – Regulatory Services
5	Information Governance and Cyber Security - Failure to comply with legislation and ensure appropriate system safeguards to ensure the confidentiality, integrity and availability of personal and corporate information and data leading to data loss, cyber-attacks, legal proceedings and significant financial penalties.	RED 8	James Magog Director of Finance, IT and Digital
6	Information Technology – Failure to provide a resilient and responsive ICT infrastructure leading to ineffective service delivery or the loss of services.	RED 8	James Magog Director of Finance, IT and Digital
7	Children and Young People – Failure to improve life chances, provide opportunities for education for children and young people particularly those whose circumstances make them vulnerable to poor outcomes.	RED 9	Sally Robinson Director of Children’s and Joint Commissioning Services

7.1 Appendix 1

No.	Risk Title	Risk Score	Risk Owner
8	Drugs and Alcohol – Failure of the drugs and alcohol addiction services to prevent, treat and provide recovery for those with substance misuse problems in Hartlepool.	RED 9	Craig Blundred Director of Public Health
9	Safeguarding children – Failure to protect children and young people from harm and promote their welfare.	RED 12	Jane Young Assistant Director - Children and Families
10	Market failure and sufficiency of provision (Adults) – Provider failure within residential or non-residential care leading to insufficient capacity to support vulnerable adults appropriately.	AMBER 6	Danielle Swainston Assistant Director - Joint Commissioning
11	Adult Safeguarding – Failure to protect an adult’s right to live in safety, free from abuse and neglect.	AMBER 6	John Lovatt Assistant Director - Adult Social Care
12	Access to Leisure, Community and Preventative services - Failure to engage the at risk population in preventative, cultural, leisure and community based activities could impact on demand led services.	RED 9	Gemma Ptak Assistant Director - Preventative and Community Based Services
13	Highways and Flood Defences – Failure to maintain the Borough Highway infrastructure and protect areas from flooding risks could impact on the economy and quality of life.	AMBER 6	Kieran Bostock Assistant Director – Neighbourhoods
14	Community Safety - Failure to provide a safer Hartlepool where residents and visitors can live free from crime, fear of crime and anti-social behaviour could impact on quality of life and tourism.	AMBER 6	Sylvia Pinkney Assistant Director – Regulatory Services
15	Waste Management - Council are unable to collect and dispose of all household waste within existing financial resources.	RED 9	Kieran Bostock Assistant Director – Neighbourhoods

7.1 Appendix 1

No.	Risk Title	Risk Score	Risk Owner
16	Business Continuity - Failure to provide Council services as a result of disruption to the normal day to day activities.	RED 8	Sylvia Pinkney Assistant Director – Regulatory Services
17	Economic Regeneration – Failure to encourage regeneration, support enterprise, reduce unemployment and grow new and existing businesses could impact adversely on the sustainability of Hartlepool.	AMBER 6	Bev Bearne Assistant Director – Development and Growth
18	Housing – Failure to address the housing requirements of the borough and provide affordable, high-quality housing.	AMBER 6	Bev Bearne Assistant Director – Development and Growth / Kieran Bostock Assistant Director – Neighbourhoods / Danielle Swainston Assistant Director - Joint Commissioning
19	Inflation - Increasing inflation leading to increased costs for goods and services resulting in overspend against allocated budgets, reduced level or standard of service delivery, longer waiting times for services or cuts to existing services.	RED 12	Denise McGuckin Managing Director
20	Adult Social Care - Workforce, system and financial pressures within the NHS may negatively impact on Adult Social Care and the broader Council by placing unrealistic expectations on Adult Social Care to assess and provide services to vulnerable and ill people earlier.	RED 8	John Lovatt Assistant Director - Adult Social Care

7.1 Appendix 1

No.	Risk Title	Risk Score	Risk Owner
21	Market failure and sufficiency of provision (Children's) – Failure within the children's care or education sector to provide sufficient foster care, special school and residential care that can meet the needs of children leading to insufficient capacity to support vulnerable children appropriately.	RED 9	Danielle Swainston - Assistant Director - Joint Commissioning

7.1 Appendix 1

RISK TITLE:	Finance - Failure to deliver a balanced budget for 2024/25 leading to a reduction in services provided, damage to reputation and negative impact on the community.
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DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<p>Changes in government funding leading to the necessity to deliver savings, cuts and efficiencies.</p> <p>Council Tax not increased in line with government referendum limits including the Adult Social Care precept.</p> <p>Individual service pressures for example rising number of looked after children; increasing demands on Adults' services.</p> <p>Higher national pay awards, interest rates and / or inflation than forecast.</p> <p>Permanent reduction in business rates base – e.g. Power Station and impact of current economic conditions.</p> <p>Impact of inflation on capital programme costs and other service delivery across the Council.</p> <p>Political uncertainty – national and local.</p>	<p>Potentially a significant impact on service delivery and achievement of Council objectives.</p> <p>Loss of reserves leading to reduced investment income and increased borrowing costs.</p> <p>Potential redundancies.</p> <p>Reputational damage with our communities, but also regionally and nationally.</p> <p>Increased risk of Section 114 notice in the near term.</p>	<p>A three year Medium Term Financial Strategy including the Capital Strategy in order to demonstrate the financial position of the Authority.</p> <p>Ongoing monitoring and delivery of savings and efficiency targets.</p> <p>Maximise and safeguard income for the council, including effective treasury management strategy, debt recovery, maximise funding opportunities.</p> <p>Timely and effective financial performance reporting and monitoring.</p> <p>Good understanding and interpretation of changes to funding regimes and analysis of the Government annual budget statements.</p> <p>Robust governance framework.</p> <p>Compliance with relevant accounting principles and standards to satisfy legislative and regulatory requirements.</p> <p>Capital programme monitoring arrangements in place.</p>

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				RED 12
	POSSIBLE				
	HARDLY EVER				

RESPONSIBLE OFFICER	James Magog – Director of Finance, IT and Digital
DIVISION	Corporate and Financial Services
DEPARTMENT	Finance, IT and Digital Department
DATE OF ASSESSMENT	October2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Being prepared to respond quickly to future changes	Measures in place to mitigate the in year position as far as possible to safeguard reserves.	Director of Finance, IT and Digital	March 2024
	Agree savings programme for 2024/5.	Managing Director	November 2023
	On-going revenue budget monitoring, including the impact of inflation and the existing savings programme.	Director of Finance, IT and Digital	March 2024
	On-going capital budget monitoring, including of the impact of inflation pressures on the Capital programme and service delivery arrangements.	Director of Finance, IT and Digital	March 2024

7.1 Appendix 1

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

7.1 Appendix 1

		<p>Workforce planning, including the Council's values and behavioural standards, succession planning, pay and reward.</p> <p>Employee development and engagement to further enhance the skills and capacity of our workforce.</p> <p>Support the development of the Council's Digital Strategy through My View and HR Dashboard for employee and managers to access and manage employee information.</p> <p>Support the health of the workforce through the Council's Health & Wellbeing of the Workforce Programme.</p> <p>Report on concerns and actions to monitor recruitment and retention across the Council to the Corporate Management Team.</p> <p>Utilise market forces supplements where the criteria is met under the Council's terms and conditions of employment (in the absence of funding a full pay and grading review).</p> <p>Managers encouraged to review essential criteria in person specifications such as qualification level (possible JE implications to pay banding).</p> <p>Introduction of development schemes for career development to attract quality candidates.</p> <p>Development of recruitment platforms with NEREO and other partner agencies to reach a wider audience.</p>
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7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE			RED 9	
	POSSIBLE				
	HARDLY EVER				

RESPONSIBLE OFFICER	Hayley Martin - Director of Legal, Governance and HR
DIVISION	HR
DEPARTMENT	Legal Governance and HR
DATE OF ASSESSMENT	October 2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Control measures are regularly reviewed to ensure effectiveness.	Annual review of the effectiveness of the 'existing control measures' related to recruitment.	Director of Legal, Governance and HR	September 2024

7.1 Appendix 1

RISK TITLE:	Communication and Engagement – Failure to deliver effective communication, consultation and engagement could impact adversely on the Council's reputation and ability to deliver plans and strategies.
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DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<p>Failure to respond effectively to public relations / media.</p> <p>Poor partnership working and media relations.</p> <p>Lack of marketing and communication skills.</p> <p>Lack of correct equipment and technology.</p> <p>Not effectively engaging with the public so that their views are heard.</p> <p>Negative news stories coming from poor local performance.</p> <p>Failure of staff and elected members to uphold the Nolan principles (In particular the principle of accountability where holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.)</p>	<p>Poor image, public discontent and reputational damage.</p> <p>Failure to attract investment and visitors to the town leading to loss of jobs and/or economic hardship.</p> <p>Difficulties in attracting and retaining staff.</p> <p>Poor staff morale and employee engagement.</p> <p>Lack of engagement from media companies</p>	<p>Annual Communications Plan.</p> <p>Ongoing website and social media including Facebook, Instagram and Twitter development.</p> <p>Proactive communications.</p> <p>HR policies and procedures (Code of Conduct, Values).</p> <p>Internal communications and staff engagement work including development of the Staff Hub</p> <p>Public engagement and consultation activities including Face the Public events and the Your Say online consultation platform.</p> <p>Horizon scanning for key themes emerging from public and tackling through proactive communications.</p>

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				
	POSSIBLE			AMBER 6	
	HARDLY EVER				

RESPONSIBLE OFFICER	Beverley Bearne - Assistant Director – Development and Growth
DIVISION	Development and Growth
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	October 2023

7.1 Appendix 1

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

7.1 Appendix 1

<p>Lack of suitable work place maintenance programmes and condition surveys</p> <p>Lack of suitable health and safety audits, fire risk assessment and inspection programmes to identify health and safety risks across the work force</p>	Costs arising from loss or damage of plant or property	<p>Unannounced site safety inspections conducted by the H&S team to ensure compliance with safety legislation</p> <p>Director appointed to provide resources for H&S safety</p> <p>Monitoring in place for high risk actions including HSE improvement notice actions.</p>
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CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				RED 12
	POSSIBLE				
	HARDLY EVER				

RESPONSIBLE OFFICER	Sylvia Pinkney - Assistant Director – Regulatory Services
DIVISION	Regulatory Services
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	October 2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Risk Management Group that has been established to meet fortnightly is working well.	Review the Risk Management Group to ensure it has appropriate membership and is having a demonstrable impact on improving health and safety.	Assistant Director – Regulatory Services	December 2023

7.1 Appendix 1

RISK TITLE:	Information Governance and Cyber Security - Failure to comply with legislation and ensure appropriate system safeguards to ensure the confidentiality, integrity and availability of personal and corporate information and data leading to data loss, cyber-attacks, legal proceedings and significant financial penalties.
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DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<p>Non-compliance with legislation and best practice standards.</p> <p>Human error.</p> <p>Deliberate attack.</p> <p>System failure.</p>	<p>If the Council does not effectively manage personal data, a penalty of up to £17.5m or 4% of total annual worldwide turnover (whichever is higher) may be levied by the Information Commissioner.</p> <p>Detrimental impact on end user/customer.</p> <p>Service disruption.</p> <p>Potentially major reputational damage.</p>	<p>Compliance with legislation and information publication requirements.</p> <p>Information management policies, strategies, processes and procedures and associated staff training (mandatory).</p> <p>Data Security and Protection (DPS) Toolkit.</p> <p>Regular monitoring of information governance by Corporate Information Governance Group with all Department's represented and chaired by an Assistant Director.</p> <p>Mandatory for all staff to undertaken IG training once a year.</p> <p>Automatic email encryption where TLS certificates exist.</p> <p>Encryption of removable media – laptops, tablets, USB devices.</p> <p>Security of our system monitored by NEC and reported to HBC monthly through Operations Board.</p> <p>8 weekly meetings with NEC re Cyber security.</p> <p>Information security incident management process incorporating lessons learned improvement action plans.</p> <p>Internal arrangements for the secure disposal of information through shredding.</p> <p>Anycomms secure file transfer between HBC and its partner organisations.</p>

7.1 Appendix 1

		<p>Business continuity arrangements in place covering availability of information systems.</p> <p>Cyber security is a standing item on the agenda for the corporate Business Continuity Group.</p> <p>Regular application of security patches and updates to system.</p> <p>Support accessed from external bodies (DLUHC and LGA) to review and ensure our approach to cybersecurity and information governance is up to date with current best practice.</p>
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CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLECTIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				
	POSSIBLE				RED 8
	HARDLY EVER				

RESPONSIBLE OFFICER	James Magog - Director of Finance, IT and Digital
DIVISION	Customer Services and IT
DEPARTMENT	Finance, IT and Digital Department
DATE OF ASSESSMENT	October 2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE

7.1 Appendix 1

Cyber Security Response Plan agreed.	Agree draft cyber response security plan with Business Continuity Group and I.T. provider (NEC) once new contract is operational.	Director of Finance, IT and Digital	December 2023
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7.1 Appendix 1

RISK TITLE:	Information Technology - Failure to provide a resilient, flexible and responsive ICT infrastructure leading to ineffective service delivery or the loss of services.
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DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<p>Out of date equipment, software and technology.</p> <p>Lack of robust disaster recovery, business continuity and cyber-crime plans.</p> <p>Environmental threats.</p> <p>Lack of CICT staff knowledge and expertise.</p> <p>Lack of general ICT knowledge and expertise of all staff.</p> <p>Poor user awareness of threats.</p> <p>Failure to protect our ICT assets.</p> <p>Poor contract management of outsourced ICT service and/or collapse of provider.</p> <p>Lack of suitable ICT provider.</p>	<p>Negative impact on productivity and availability of services.</p> <p>Failure to ensure security of personal data.</p> <p>Failure to comply with legislation.</p>	<p>Relevant information security policies and training in place.</p> <p>8 Weekly Cyber Security meetings with NPS which highlight any potential threats to the network</p> <p>Work From Anywhere (WFA) project to introduce a solution to support staff without mobile devices and provide Business Continuity options.</p> <p>Self-help/training videos on intranet support staff 24/7</p> <p>Monthly Operations Board meetings with NPS to monitor Contract and Service issues</p> <p>Dedicated and skilled CICT Team / NEC managed contract</p> <p>Microsoft office buyout to avoid excessive increase in IT costs</p> <p>Quarterly Partnership Board - manages contract at strategic level</p> <p>Value for Money (VFM) review completed on existing contract with ICT provider NEC and findings implemented.</p>

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLECTIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				
	POSSIBLE				RED 8
	HARDLY EVER				

RESPONSIBLE OFFICER	James Magog - Director of Finance, IT and Digital
DIVISION	Customer Services and IT
DEPARTMENT	Finance, IT and Digital Department
DATE OF ASSESSMENT	October 2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
New contract implemented place for IT provision	Confirm and begin implementing transition period activities.	Director of Finance, IT and Digital	December 2023

7.1 Appendix 1

RISK TITLE:	Children and young people - Failure to improve life chances, provide opportunities for education for children and young people particularly those whose circumstances make them vulnerable to poor outcomes
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DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<p>Failure to promote life chances for a child or young person due to:</p> <ul style="list-style-type: none"> Lack of investment and/or public sector cuts impacting upon capacity of schools, health services and local authorities to deliver services that meet need and improve life chances. Lack of educational opportunities Lack of access to community health services Lack of opportunities to develop life skills 	<p>Ineffective support and opportunities for children can result in significant implications for the future life chances, increasing the risk of them being dependent on the state throughout their adult life, for example:</p> <ul style="list-style-type: none"> Worklessness Mental health needs Drug and alcohol dependency Entering the criminal justice system. 	<ul style="list-style-type: none"> Education Improvement Strategy and DfE Priority Investment Area Child and Family Poverty Strategy and Plan 0-19 service and pathways Early help offer Using all opportunities to influence policy makers on impact of austerity for children and young people in Hartlepool.

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE			RED 9	
	POSSIBLE				
	HARDLY EVER				

RESPONSIBLE OFFICER	Sally Robinson
DIVISION	Children's and Joint Commissioning Services
DEPARTMENT	Children's and Joint Commissioning Services
DATE OF ASSESSMENT	October 2023

7.1 Appendix 1

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Education Improvement Strategy	Implement EIS Year 3 through Education Partnership Board Align and target resources to vulnerable children	Assistant Director Education	March 2024
SEND Improvement Plan	Remodel how funding is maximised to support inclusion and meet children with SEND needs in mainstream settings wherever possible Implementation of year three of SEND action plan Deliver SEND Regional Expert Partnership	Assistant Director Joint Commissioning	March 2024
Health and Wellbeing Strategy	Implement Starting Well (Health and Wellbeing Strategy) 0-19 pathways regularly reviewed	Director of Public Health	March 2024
Early Help	Remodel Early Help around Supporting Families and Family Hubs model Implement Workforce programme for Early Help workforce	Children's and Joint Commissioning Services Departmental Management Team	March 2024

7.1 Appendix 1

RISK TITLE:	Drugs and Alcohol - Failure of the Drugs and Alcohol addiction services to prevent , treat and provide recovery for those with substance misuse problems in Hartlepool
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DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<ul style="list-style-type: none"> Failure to break intergenerational cycles of drug and alcohol misuse in Hartlepool Failure of the service to fully engage with the at a risk population Failure of the service to deliver an evidenced based model of treatment and addiction recovery Failure to increase capacity, resources and expertise to meet the level of need 	<ul style="list-style-type: none"> Continuing increase in the prevalence of substance misuse in Hartlepool leading to Increased prevalence of ACEs, children suffering significant harm and crime At risk population do not receive appropriate levels of treatment and behavioural support with increasing numbers failing to achieve a sustained recovery Increased incidence of drug related deaths. 	<ul style="list-style-type: none"> Health and Wellbeing Board Safer Hartlepool Partnership Systematic review of Drug Related Deaths (DRD) and ongoing review of the process with key learning reported to the strategic governance group 0 to 19 service and pathways Agreed strategy for substance misuse with clear vision, objectives and outcomes identified. This strategy is performance monitored and managed by the strategic governance group

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLECTIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE			RED 9	
	POSSIBLE				

RESPONSIBLE OFFICER	Craig Blundred – Director of Public Health
DIVISION	Public Health
DEPARTMENT	Children’s and Joint Commissioning Services
DATE OF ASSESSMENT	October 2023

	HARDLY EVER				
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ADDITIONAL CONTROLS TO BE PUT IN PLACE: TBC			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Outcome review for strategy	Monitor and review outcomes in the action plan associated with the strategy	Director of Public Health	March 2024

7.1 Appendix 1

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

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				RED 12
	POSSIBLE				
	HARDLY EVER				

RESPONSIBLE OFFICER	Jane Young - Assistant Director Children and Families
DIVISION	Children and Families
DEPARTMENT	Children's and Joint Commissioning Services
DATE OF ASSESSMENT	October 2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Continuous improvement in assessment planning, implementation and review of the needs of children and young people	Performance management in place with audits cycle to review practice	Assistant Director Children and Families	March 2024
	Managers oversee performance within their teams through PowerBI dashboard	Assistant Director Children and Families	March 2024
	Workforce development to maintain practice standards and continuous learning and development	Assistant Director Children and Families	March 2024

7.1 Appendix 1

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

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				
	POSSIBLE			AMBER 6	
	HARDLY EVER				

RESPONSIBLE OFFICER	Danielle Swainston - Assistant Director - Joint Commissioning
DIVISION	Joint Commissioning
DEPARTMENT	Children's and Joint Commissioning Services
DATE OF ASSESSMENT	October 2023

7.1 Appendix 1

RISK TITLE:	Adult safeguarding - Failure to protect an adult’s right to live in safety, free from abuse and neglect.	
DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
Failure to protect an adult from death or serious harm as a result of increased referral activity and workload pressures, leading to either a failing in policies / procedures, personnel or partnerships.	Ineffective safeguarding has potentially critical implications for individuals (vulnerable adults, responsible officers/Members), and the reputation of the organisation.	<p>Adult safeguarding alerts / referrals are managed in a timely manner.</p> <p>Head of Service role has been created and there is a fully staffed, dedicated Adult Safeguarding Team. Relevant training is provided to all staff involved in adult safeguarding, including Advanced Safeguarding Training and legal literacy training.</p> <p>The Teeswide Safeguarding Adults Board (TSAB) is the statutory body that sets the strategic direction for safeguarding and approves and updates all policies and procedures. HBC is represented on the Board and all sub groups.</p> <p>The Quality Assurance Framework (QAF) is completed by a number of peers from other local authorities and other statutory bodies, e.g. the Police. This is linked to the guiding principles of the Care Act.</p> <p>New legislation (Domestic Abuse Act) is now in place to help deal with the increase in domestic abuse.</p> <p>There are a range of multi-agency arrangements in place at Teeswide and local level to share information and support the safeguarding of vulnerable adults including:</p> <ul style="list-style-type: none">• Multi Agency Risk Assessment Conference• Multi Agency Tasking & Coordination• Integrated Community Safety Team• Ensure all providers have up to date training for their staff in identifying, dealing with and reporting Safeguarding issues <p>We have recently taken a Teeswide Safeguarding Adults Board (TSAB) report to Adult Services Committee to provide assurance about our adult safeguarding arrangements.</p>

7.1 Appendix 1

		<p>We are working across the Tees Valley to review our Team Around The Individual (TATI) arrangements with our strategic partners.</p> <p>We have completed a review in March 2023 with the Local Government Association (LGA) for our safeguarding arrangements to provide further assurance that our practice is safe.</p> <p>HBC currently chairs two sub groups of the TSAB arrangements - Communication & Engagement and Safeguarding Adults Review(s).</p>
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CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				
	POSSIBLE			AMBER 6	
	HARDLY EVER				

RESPONSIBLE OFFICER	John Lovatt – Assistant Director - Adult Social Care
DIVISION	Adult Social Care
DEPARTMENT	Adults and Community Based Services
DATE OF ASSESSMENT	October 2023

7.1 Appendix 1

RISK TITLE:	Access to Leisure, Community and Preventative Services – Failure to engage the at risk population in preventative, cultural, leisure and community based activities could impact on demand led services.		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	
<ul style="list-style-type: none">• Unable to operate buildings due to lack of financial resource including capital investment.• Unable to operate buildings due to lack of staff resource.• Insufficient investment in the redevelopment of leisure and community assets.• Lack of investment in preventative services and financial resource being allocated to treatment/crisis/social care services.	<ul style="list-style-type: none">• Lack of investment could result in moth balling facilities or selling/leasing to other organisations.• Unable to retain high quality staff to support long term delivery of services.• Existing assets are ageing and in need of investment or replacing. Without investment it will be increasingly challenging to maintain an offer for the whole population.• Demand will increase and further resources will be committed to treatment / crisis responses rather than investing in prevention.	<ul style="list-style-type: none">• Planned maintenance programme.• External funding opportunities are being explored.• Social Capital opportunities are being explored• Empowering communities to create their own opportunities.• Working with VCS organisations to support the delivery of community priorities.• Demonstrating to internal and external partners the difference preventative work can make to the economy.	

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE			RED 9	
	POSSIBLE				
	HARDLY EVER				

RESPONSIBLE OFFICER	Gemma Ptak – Assistant Director - Preventative and Community Based Services
DIVISION	Preventative and Community Based Services
DEPARTMENT	Adult and Community Based Services
DATE OF ASSESSMENT	October 2023

7.1 Appendix 1

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

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE		AMBER 6		
	POSSIBLE				
	HARDLY EVER				

RESPONSIBLE OFFICER	Kieran Bostock – Assistant Director - Neighbourhoods
DIVISION	Neighbourhoods
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	October 2023

7.1 Appendix 1

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

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				
	POSSIBLE			AMBER 6	
	HARDLY EVER				

RESPONSIBLE OFFICER	Sylvia Pinkney - Assistant Director - Regulatory Services
DIVISION	Regulatory Services
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	October 2023

7.1 Appendix 1

RISK TITLE:	Waste Management - Council are unable to collect and dispose of all household waste within existing financial resources.
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DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<ul style="list-style-type: none"> Increased costs relating to waste disposal. Provision of new contract or re-negotiation of existing contract. Lack of contractors willing to remove certain waste products. Current Government consultation relating to waste and future implications of findings. Existing plant/equipment insufficient to meet current needs. 	<ul style="list-style-type: none"> Financial. Reputational. Legal. 	<ul style="list-style-type: none"> Ongoing discussions with existing contractor. Procurement options being considered. Consultation response sent to Government on their proposed new strategy and the possible implications for Councils that may need further consideration. Contractors appointed to produce long term strategy and business case for Tees Valley future waste provision. Waste Management and Officer Groups established across Tees Valley. Availability of ear-marked reserves to cover budget overspend.

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE			RED 9	
	POSSIBLE				
	HARDLY EVER				

RESPONSIBLE OFFICER	Kieran Bostock – Assistant Director - Neighbourhoods
DIVISION	Neighbourhoods
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	October 2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Additional income sources introduced	Identify possible income sources that could offset the cost increases and share with elected members for consideration and approval.	Assistant Director – Neighbourhoods	December 2023

7.1 Appendix 1

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

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				
	POSSIBLE				RED 8
	HARDLY EVER				

RESPONSIBLE OFFICER	Executive Leadership Team - ELT (Sylvia Pinkney - Assistant Director - Regulatory Services)
DIVISION	All
DEPARTMENT	All
DATE OF ASSESSMENT	October 2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Effective Business Continuity Group in place with regular reporting to ELT and escalation of concerns as required.	Review the effectiveness of the feedback mechanism between the Business Continuity Group and ELT.	Assistant Director – Regulatory Services	December 2023

7.1 Appendix 1

RISK TITLE:	Economic Regeneration: Failure to encourage regeneration, support enterprise and improve development opportunities for new and existing businesses across the borough.
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DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<ul style="list-style-type: none"> • Failure to secure capital/revenue funding to deliver future regeneration projects • Failure to deliver existing and future regeneration projects on time/budget • Impact of inflation on capital programme costs. • Failure for the BIS/HEC to meet their business/income targets and remain economically viable. • Failure of the Council to effectively engage with local businesses and offer appropriate advice and financial assistance. • Failure of the Tees Valley Combined Authority to effectively engage with local businesses and offer appropriate advice and financial assistance. • Failure of other publicly funded business support organisations to effectively engage and deliver appropriate advice and financial assistance. • Failure of the Council to develop and deliver activities, events and projects that directly contribute to the growth in the economy. 	<ul style="list-style-type: none"> • Legal and financial impacts relating to Council capital/revenue and external funding of regeneration projects and assets. • Reputational damage to the Council. • Adverse effect on local economy. 	<ul style="list-style-type: none"> • Ensuring the Council teams have adequate staff and resources to undertake duties effectively. • Close monitoring of the current Regeneration Programme to identify issues/constraints/obstacles and look to positively remedy. • Capital programme monitoring arrangements in place and capital contingency built in to 2022/23 MTFS. • Continued close working relationship with the Tees Valley Combined Authority and other business support organisations. • Yearly plan of economy related interventions/activities to be undertaken.

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				
	POSSIBLE			AMBER 6	
	HARDLY EVER				

RESPONSIBLE OFFICER	Bev Bearne - Assistant Director - Development and Growth
DIVISION	Development and Growth
DEPARTMENT	Development, Neighbourhoods and Regulatory Services
DATE OF ASSESSMENT	October 2023

7.1 Appendix 1

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

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				
	POSSIBLE			AMBER 6	
	HARDLY EVER				

RESPONSIBLE OFFICER	Bev Bearne - Assistant Director - Development and Growth Kieran Bostock - Assistant Director – Neighbourhoods Danielle Swainston Assistant Director – Joint Commissioning
DIVISION	Various
DEPARTMENT	Development, Neighbourhoods and Regulatory Services t, Children’s and Joint Commissioning
DATE OF ASSESSMENT	October 2023

7.1 Appendix 1

RISK TITLE:	Inflation - Increasing inflation leading to increased costs for goods and services resulting in overspend against allocated budgets, reduced level or standard of service delivery, longer waiting times for services or cuts to existing services.		
DETAILED DESCRIPTION OF CURRENT RISK:			
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?	
<ul style="list-style-type: none">Increased prices caused by rising production costs due to higher wages and increased fuel/energy prices etc.Increased demand / reduced availability of raw materials.International issues including the war in Ukraine.Contracts that allow for transfer of inflation costs to HBC as customer.Above inflation NLW increases.Outcome of Fair Cost of Care exercises in adult social care.	<ul style="list-style-type: none">Increased costs in delivery of capital schemes and increased levels of expenditure across the Council leading to overspend against allocated budgets.Reduced level / standard of service delivery.Longer waiting times for services.Cuts to services / redundancies.Reputational damage.Negative impact on the delivery of Council objectives.Significant increases in care fees.	<ul style="list-style-type: none">Timely and effective financial performance reporting and monitoring.Capital programme monitoring arrangements in place and capital contingency built in to 2022/23 MTFS.Ongoing discussions with existing contractors.Procurement options being considered to reduce costs where possible.Availability of earmarked reserves.	

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				RED 12
	POSSIBLE				
	HARDLY EVER				

RESPONSIBLE OFFICER	Executive Leadership Team - ELT (Denise McGuckin – Managing Director)
DIVISION	All
DEPARTMENT	All
DATE OF ASSESSMENT	October2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Being prepared to respond quickly to future changes	Ongoing close monitoring of the impact of inflation pressures on the Capital programme and service delivery across the Council.	Director of Finance, IT and Digital	March 2024

7.1 Appendix 1

RISK TITLE:	Adult Social Care - Workforce, system and financial pressures within the NHS may negatively impact on Adult Social Care and the broader Council by placing unrealistic expectations on Adult Social Care to assess and provide services to vulnerable and ill people earlier.
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DETAILED DESCRIPTION OF CURRENT RISK:		
CAUSES - what could make it happen?	IMPLICATIONS - what impact would it have if it did?	EXISTING INTERNAL CONTROLS – what are we already doing to reduce the likelihood and/or impact of it happening?
<ul style="list-style-type: none"> Continued operational pressures linked to Covid, especially long term Covid , affecting the public and the workforce. Significant number of flu cases affecting the public and the workforce. Further changes to the regulatory framework we operate in linked to hospital discharges, Mental Capacity Act. Further pressures impacting on services to people with a mental health need. Further pressures on the ambulance service and bed availability for people experiencing a mental health crisis. Any further pressures on funding of Adult Social Care. Recent developments such as the introduction of the ‘Virtual Ward’ may increase demand beyond our ability to respond in a timely way. 	<ul style="list-style-type: none"> Adult Social Care being expected to act beyond the scope of our legal powers (ultra vires). Adult Social care being required to manage clinical interventions rather than social care issues. If the performance of Adult Social Care was negatively affected by the causes as outlined, the impact would be significant on acute hospital availability and the availability of beds to meet crisis interventions for people with a mental health need. Increased pressure on family carers, leading to carer breakdown with the potential to lead to more placements required in care homes. Leading to greater expenditure for Adult Social Care. Increased waiting times for an assessment of need, leading to greater risk to ‘life and limb’ regarding the people we serve and their family carers. Negative implications on the finances of Adult Social Care with increased expenditure for the provision of domiciliary care expenditure as we may have to meet people’s needs earlier when they are frailer and requiring more care. Increased stress on the workforce because of the a requirement to work quicker, especially in relation to hospital discharges and deal with patients and their family members with more complex needs. This increased stress may lead to staff absence regarding short term and long term unplanned leave. 	<ul style="list-style-type: none"> We have regular, scheduled meetings with our Health colleagues to reflect on the health and social care systems response to the recovery phase following the Covid pandemic and pressures caused by the expansion of elective surgical operations to reduce NHS waiting lists, which inevitably increases activity across the whole system. We have agreed contingences in situ if there is a prolonged period of inclement weather, whether this be a heat wave or a ‘cold snap’. We are close to finalising a workforce strategy for Adult Social Care to enable the staff to access training and develop skills that will enable them to transfer to different parts of the Department in the event of a crisis situation. We have highlighted the potential financial pressures linked to the provision of health and social care services to the Executive Leadership Team and agreed a short term financial strategy with the Pooled Budget Partnership Board. With regard to the Better Care Fund (BCF) the joint priorities for the provision of health and adult social care across Hartlepool has been agreed, as has the associated funding linked to the BCF for the period 2023 – 2024. In relation to the

7.1 Appendix 1

		period 2024 – 2025 we are awaiting further detail from the Government before confirming.
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CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE				
	POSSIBLE				RED 8
	HARDLY EVER				

RESPONSIBLE OFFICER	John Lovatt
DIVISION	Adult Social Care
DEPARTMENT	Adult and Community Based Services
DATE OF ASSESSMENT	October 2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Monitoring of BCF expenditure 2023-2024	Activity and related expenditure needs monitoring to identify pressures within the health and adult social care system to mitigate risks to the Department's and broader Council's financial position.	Assistant Director – Adult Social Care Head of Strategic Commissioning – Adult Social Care Head of Finance	March 2024

7.1 Appendix 1

'Virtual ward'	A proposal has been agreed with the NHS in relation to this development which will need monitoring operationally via the Head of Service and via the Commissioned Services Team.	Assistant Director – Adult Social Care Head of Service – Early Intervention Head of Strategic Commissioning	March 2024
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7.1 Appendix 1

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

7.1 Appendix 1

CURRENT RISK ASSESSMENT:					
RISK MATRIX		IMPACT			
		NEGLIGIBLE	MINOR	MAJOR	CRITICAL
LIKELIHOOD	ALMOST CERTAIN				
	PROBABLE			RED 9	
	POSSIBLE				
	HARDLY EVER				

RESPONSIBLE OFFICER	Danielle Swainston - Assistant Director - Joint Commissioning
DIVISION	Joint Commissioning
DEPARTMENT	Children's and Joint Commissioning Services
DATE OF ASSESSMENT	October 2023

ADDITIONAL CONTROLS TO BE PUT IN PLACE:			
ADDITIONAL CONTROL	WHAT NEEDS TO BE DONE? (ACTION)	LEAD OFFICER	DUE DATE
Undertake High Needs Block Review to ensure that local provision is in place to meet children's education needs (SEND)	Implement recommendations as per HNB report	Assistant Director - Joint Commissioning	March 2024

FINANCE AND POLICY COMMITTEE**27TH NOVEMBER 2023**

Subject: CORPORATE PEER CHALLENGE – 6 MONTH
PROGRESS REVIEW VISIT UPDATE

Report of: Managing Director

Decision Type: For information

1. COUNCIL PLAN PRIORITY

Hartlepool will be a place:
<ul style="list-style-type: none">- with a Council that is ambitious, fit for purpose and reflects the diversity of its community.

2. PURPOSE OF REPORT

- 2.1 To update members on the recent LGA Corporate Peer Challenge 6 month progress review visit which took place on 30th August 2023.

3. BACKGROUND

- 3.1 The LGA corporate peer challenge (CPC) approach involves a team of experienced officers and members spending time with another council as 'peers' to provide challenge and share learning. Participating councils receive a comprehensive report and recommendations from the peer team and then identify their own action plan to respond. Peer challenges are an established tool that supports councils to drive improvements and efficiency.
- 3.2 The CPC is available to all councils and there is no charge to participate. The LGA expects that all councils will complete a CPC at least every five years. The last CPC took place in Hartlepool in December 2022 and the feedback report was shared with Finance and Policy Committee and Full Council at their meetings in January 2023. The Council's action plan was subsequently developed and agreed by Finance and Policy Committee and Full Council in March 2023.

- 3.3 Six months after a CPC, the LGA organises a progress review. This is a facilitated session which creates space for the council's senior leadership to explore progress and challenges with the peers, and discuss their next steps.

4. PROGRESS REVIEW FEEDBACK

- 4.1 The CPC progress review took place on 30th August 2023 and the feedback report is attached as Appendix 1. In summary, the Peer Review Team:

- recognised that significant activity has taken place across the breadth of the Council's operations, including taking forward all the recommendations from the peer review;
- commended the Council on its many successes, from securing the highest judgement in its Ofsted SEND inspection of Local Area Partnership, through to day-to-day delivery during points of acute capacity pressures;
- were encouraged by the direction of travel set through the Council's action plan, however they also reflected on the significant degree of activity planned for Autumn 2023 and challenges that this could cause in terms of delivery.

- 4.2 To assist the Council in driving delivery of its aspirations, the Peer Team suggested that we consider:

Approach to place narrative, communications and communities

- Ensuring the place vision for Hartlepool takes a long-term view (beyond 10 years), and is developed in 'true' partnership with partners and services.
- Accelerating plans for a single corporate approach to HBC's communications function to maximise use of resources, align messaging and enable the Council to speak with a stronger collective voice.

Internal Foundations for delivery

- Regularly reflect on when delivery at pace is a necessity, and when a more pragmatic approach is needed to reflect capacity to deliver.
- Continuing efforts to foster a culture where collective corporate ownership is widely understood beyond service and directorate responsibilities, and with greater distributed leadership across the Executive Leadership Team (ELT).
- Bringing forward the intelligence hub to drive organisational performance, transformation, and identification of opportunities.

Empowered political leadership

- Ensuring there is strong cross-party engagement in the development of Hartlepool's strategic vision and refreshed Corporate Plan so that clear political direction drives collective ownership, prioritisation, and demand management.

Financial sustainability and resource alignment and prioritisation

- Develop a greater focus on delivering savings plan with three-year timeframe to support the medium-term financial position of the authority.

5. ACTION PLAN UPDATE

- 5.1 Since the progress review visit the CPC action plan agreed by Council in March 2023 has been reviewed and an update is provided in appendix 2. Reflecting the feedback from the progress review ELT have considered the timescales originally agreed and have proposed new timeframes for some elements of the action plan and have included some additional actions related to the development of the intelligence hub.

6. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	The Council's approach to risk was considered as part of the Corporate Peer Challenge. The action plan includes actions related to the Council's risk management framework and also the organisation's appetite for risk.
FINANCIAL CONSIDERATIONS	The Council's approach to finance was considered as part of the Corporate Peer Challenge. The action plan includes actions related to the Council's medium term financial strategy, capital strategy and programme and the management of budgets across the organisation.
LEGAL CONSIDERATIONS	No relevant issues.
CHILD AND FAMILY POVERTY	No relevant issues.
EQUALITY AND DIVERSITY CONSIDERATIONS	The Council's approach to equality and diversity has been considered as part of the Corporate Peer Challenge. The action plan includes an action in relation to equality, diversity and inclusion
STAFF CONSIDERATIONS	No relevant issues.
ASSET MANAGEMENT CONSIDERATIONS	No relevant issues.

ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	No relevant issues.
CONSULTATION	The Corporate Peer Challenge process included consultation with relevant individuals and groups as part of the review. The specifics of which have been included and considered within the feedback report. In addition the action plan includes actions relating to consultation and engagement.

7. RECOMMENDATIONS

- 7.1 Finance and Policy Committee are requested to:
- note the feedback from the LGA Corporate Peer Challenge 6 month progress review and refer this on to full Council for information;
 - note the progress against the CPC action plan as set out in appendix 2 and agree the new timeframes proposed.

8. REASONS FOR RECOMMENDATIONS

- 8.1 The LGA expects Councils to respond to the recommendations of their Corporate Peer Challenges and Finance and Policy Committee are the responsible committee for overseeing Council performance and improvement.

9. BACKGROUND PAPERS

- 9.1 Finance and Policy Committee 20th June 2022 - Corporate Peer Challenge

Finance and Policy Committee 23rd January 2023 – LGA Corporate Peer Challenge Feedback Report

Council 26th January 2023 - LGA Corporate Peer Challenge Feedback Report

Finance and Policy Committee 13th March 2023 – LGA Corporate Peer Challenge – Proposed Action Plan

Council 23rd March – LGA Corporate Peer Challenge – Proposed Action Plan

10. CONTACT OFFICERS

10.1 Denise McGuckin
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Sign Off:-

Managing Director	Date: 7 th November 2023
Director of Finance, IT and Digital	Date: 7 th November 2023
Director of Legal, Governance and HR	Date: 7 th November 2023

LGA Corporate Peer Challenge – Progress Review

Hartlepool Borough Council

30 August 2023

Feedback





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1. Introduction

Hartlepool Borough Council undertook an LGA Corporate Peer Challenge (CPC) during December 2022 and promptly published the full report with an action plan. The Progress Review is an integral part of the CPC process. Taking place approximately ten months after the CPC, it is designed to provide space for the council's senior leadership to:

- Update Peers on the early progress made and to receive feedback on this including how the action plan aligns to the CPC's recommendations.
- Consider Peer's reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs.
- Discuss any early impact or learning from the progress made to date.

The LGA would like to thank Hartlepool Borough Council for their commitment to sector led improvement. This Progress Review was the next step in an ongoing, open and close relationship that the council has with LGA sector support.

2. Summary of the approach

The Progress Review at Hartlepool Borough Council (HBC) took place on 30 August 2023. The Progress Review was structured into two parts:

- Firstly, a series of fieldwork conversations with key individuals responsible for progressing elements of HBC's CPC recommendations, as well as several Peers holding telephone or video calls with their key counterparts at HBC.
- Subsequently, a Reflections Roundtable took place between the Peer Team and HBC's Leader, Leader of the Opposition and Executive Leadership Team. The facilitated conversation used HBC's CPC Action Plan to explore, reflect, and test progress to date in taking forward the CPC recommendations, challenges to implementation, and notable practice in doing so.

The Progress Review focused on each of the recommendations from the CPC, under the following theme headings:

Theme 1: Approach to place narrative, communications and communities

- Develop a clear vision and narrative for the whole Borough of Hartlepool which all councillors, staff and partners can get behind, ensuring there is a clear link to strategies, plans and understanding of local community needs.
- Develop a centrally-led Communications, Engagement and Marketing Strategy, with a higher profile and an internal and external focus.

Theme 2: Internal Foundations for delivery

- Refresh the organisational plan for HBC - setting out the next stage of the journey for the Council, linked to a clear approach to transformation and values.
- Review existing operational arrangements (e.g. structure and operating model).
- Revisit the Workforce Strategy to ensure it is fit for purpose.

Theme 3: Empowered political leadership

- Invest further in Member development to support councillors in their Council and community leadership roles and to ensure the governance system functions efficiently and effectively. Consider the introduction of a ward budget for Councillors. Role model positive behaviours.
- Reconvene Group Leaders meetings to improve relationships and communications between political groups on strategic issues for the benefit of the Borough.

Theme 4: Financial sustainability, resource alignment and prioritisation

- Strengthen longer-term financial sustainability by developing:
 - A longer-term Medium Term Financial Plan, including scenario analysis, to inform the development of a Financial Strategy
 - A Corporate Capital Strategy and Corporate Asset Management Plan
 - Review the approach to budget development to ensure greater ownership
 - A better understanding of HBC's appetite for risk across all its activities

- An organisational approach to service transformation, procurement and municipal enterprise supported by requisite skills and capacity to support delivery
- Develop an explicit level of prioritisation for the Capital Programme and selective approach to future funding bids based on how these link to the vision.

For this Progress Review, the following members of the original CPC team were involved:

- Tracey Lee, Chief Executive, Plymouth City Council
- Cllr Craig Browne, Deputy Leader of Cheshire East Council
- Evonne Williams, former Portfolio Holder for Children and Young People, Derby City Council
- Chris Ashman, Director of Regeneration, Isle of Wight Council
- Dean Langton, Director of Finance, Blackburn with Darwen Council
- Sally Rowe, Executive Director Children's and Customer, Walsall Council
- Nathan Brewster, LGA Shadow Peer
- Frances Marshall, LGA Peer Challenge Manager

The Peer Team met in a hybrid format with HBC colleagues over the course of 30 August 2023 with approximately 34 representatives from the council.

This report provides a high-level summary of the Roundtable discussion and Peer Team's reflections based on the pre-engagement, fieldwork meetings, Reflections Roundtable and HBC provided pre-reading. The following summary is not intended as an exhaustive record of activity undertaken by HBC in response to the CPC.

3. Progress Review - Feedback

Overview: Since the Corporate Peer Challenge (CPC) in December 2022, significant activity has taken place across the breadth of Hartlepool Borough Council's (HBC) operations, including taking forward all the recommendations from its CPC. This has been against a backdrop of significant changes to HBC's operating environment. Notable developments include: a new Leader and refreshed political administration taking up office following the local elections, which resulted in a hung council; successfully hosting the international Tall Ships Race; the establishment of new Mayoral Development Corporation for Hartlepool; and securing £18.5m Levelling Up funding, to highlight a few but by no means exhaustive list.

The Peer Team commended HBC on its many successes, from securing the highest judgment in its Ofsted SEND inspection of Local Area Partnership, through to day-to-day delivery during points of acute capacity pressures. Peers were encouraged by the direction of travel set through HBC's CPC action plan, however also reflected on the significant degree of activity planned for Autumn 2023 and challenges this could cause in terms of delivery. To assist HBC in driving delivery of its aspirations, the Peer Team suggested HBC consider:

Approach to place narrative, communications and communities

- Ensuring the place vision for Hartlepool takes a long-term view (beyond 10 years), and is developed in 'true' partnership with partners and services.
- Accelerating plans for a single corporate approach to HBC's communications function to maximise use of resources, align messaging and enable the Council to speak with a stronger collective voice.

Internal Foundations for delivery

- Regularly reflect on when delivery at pace is a necessity, and when a more pragmatic approach is needed to reflect capacity to deliver.
- Continuing efforts to foster a culture where collective corporate ownership is widely understood beyond service and directorate responsibilities, and with greater distributed leadership across the Executive Leadership Team (ELT).
- Bringing forward the intelligence hub to drive organisational performance,

transformation, and identification of opportunities.

Empowered political leadership

- Ensuring there is strong cross-party engagement in the development of Hartlepool's strategic vision and refreshed Corporate Plan so that clear political direction drives collective ownership, prioritisation, and demand management.

Financial sustainability and resource alignment and prioritisation


- Develop a greater focus on delivering savings plan with three-year timeframe to support the medium-term financial position of the authority.

Theme 1: Approach to place narrative, communications and communities

Vision and narrative for the whole Borough: The Peer Team heard how HBC had defined a clear route-map for developing a 10-year vision and narrative for the Borough. This approach would be grounded in partnership working and informed by rich data and insight. To date, a programme timeline had been established, stakeholder mapping undertaken, and a delivery partner secured. Autumn 2023 would see this work move into delivery phase.

The Peer Team endorsed HBC's approach of taking the time to get the foundations in place. Moving forwards, they encouraged the council to fully harness partner engagement and accelerate its plans to enrich data insight through an Intelligence Hub. This would help drive organisational performance, transformation, and identification of opportunities. Establishing a cross-partner working group could also help foster shared ownership of priorities across the whole borough and leverage place-based resources to collectively deliver them. The Peer Team suggested HBC develop a longer-term vision – covering a timespan of up to 20 or 30 years – and be clear what the vision would be used for. This clarity and longer timeframe would engender a more ambitious transformative vision for place. It would also enable alignment with other strategies, plans and funding to optimise resources across all partners.

Communications: The Peer Team heard that developing a Communications, Engagement and Marketing Strategy was work in progress and had not advanced as significantly as desired. Activity undertaken included Senior Management Team-wide




conversations about developing a centrally-led team, and the development of a Destination Marketing Plan. The Peer Team encouraged HBC to accelerate bringing about a single corporate approach to its communications function. By developing a single communications strategy, brand and joined-up approach this would support HBC to maximise use of resources, align messaging and speak with a stronger collective voice.

Theme 2: Internal Foundations for delivery

Organisational Plan: The Peer Team heard that a range of activity to strengthen HBC's internal operations had been completed. This included: delegation of powers from Council to Policy committees, removal of Part 3: Delegation Scheme, conducted annual light-touch review of the Constitution, and introduction of a Workforce Strategy, and new Chief Officer structure. Autumn 2023 would see further activity with the launch of refreshed organisational values, review of performance and risk management frameworks, development of internal operating manual for the council, and launch of "Big Conversation" consultation to inform new Council Plan and strategies. The Peer Team endorsed a 5-year Council Plan timeframe and emphasised how it - and HBC's new values – presented a great opportunity to drive culture change and engender collective ownership. Whilst at an early stage, the Peer Team heard from staff that work to develop new organisational values had been well received.

Delivery: The Peer Team reflected on the array of successful delivery HBC should be proud of and celebrate. This included high profile activity such as delivery of the Tall Ships Race, Ofsted SEND judgement and national recognition for its Community Hubs. Equally important was the everyday service delivery at the same time as flexing to support priorities that require an organisational-wide effort. Peers encouraged HBC to consider what more could be done to ensure all staffs' efforts were recognised and celebrated, as staff did not always feel this was the case.

Workforce: With the new Chief Officer structure and Workforce Strategy in place, the Peer Team encouraged HBC to consider its next steps around organisational culture and capacity. The Peer Team heard there was further work to do to foster collective corporate ownership. Sharing responsibility for delivering corporate agendas across



the Executive Leadership Team would help foster this whole-council approach. As would getting all services to consider how they can help each other's services to reduce overall demand and funding pressures.

Capacity: There was a sense from everyone the Peer Team spoke with that prioritisation and stretched capacity remains challenging. This was reported to be increasingly impacting on staff, with the risk that the goodwill of the workforce is reaching its limits. HBC could benefit from reflecting on when delivering at pace is a necessity, and when a more pragmatic approach is required to reflect available capacity.

Theme 3: Empowered political leadership

Decision making and member development: Measures have been taken to invest in elected Member development and strengthen timely decision making. This has included: reviewing committee delegations, consulting elected members on their learning aspirations, and refreshing the Member induction programme. Strengthening decision making nevertheless remains a work in progress. The Peer Team heard frustration - from elected members and officers - around low attendance at elected member development sessions, the quality of training, lack of clarity on mandatory training, and speed of implementing decisions. The Peer Team encouraged HBC to consider how to further address these issues, as uptake of councillor development, political buy-in, strategic direction will be key to HBC's success. HBC could benefit from a more extensive review of its constitution – and training on it - to identify further opportunities to strengthen decision making and enhance elected Members' understanding of it.

Strategic leadership: The Peer Team heard that the re-introduction of Political Group Leader meetings had been positively received. There was however more mixed feedback on the effectiveness of joint member – officer working. HBC may wish to consider investing in the development of its collective political and officer team to help strengthen relationships. This would also help ensure clear political direction drives the development of Hartlepool's strategic vision, refreshed Council Plan and associated prioritisation and demand management decisions that flow from this.

Theme 4: Financial sustainability and resource alignment and prioritisation

Longer-term financial sustainability: The Peer Team heard that significant strides had been made in implementing a longer-term approach to financial planning. A revised Medium Term Financial Strategy (MTFS) had been agreed based around key themes, including commercialism, and with scenario planning illustrations. Other notable developments included: agreement of a Corporate Capital Strategy and Investment Programme, 'root & branch' review of Capital Programme conducted, Strategic Asset Management Plan prepared, and smooth operational transition with a new Director of Finance, IT and Digital in post and new Assistant Director recruited. Peers heard this suite of measures were having a positive impact but with further work is required to fully embed collective ownership and delivery across the organisation.

Whilst recognising HBC's success in setting a balanced budget within challenging financial circumstances, the Peer Team encouraged HBC to have a stronger focus on its medium-term financial outlook. Moving to a three year savings plan, and encouraging strong political engagement in HBC's medium term financial position (beyond just council tax setting) would be conducive to shaping the council's longer-term financial health.

Resource alignment and prioritisation: The Peer Team heard that several streams of activity were in train to increase capacity and align resources and prioritisation. This included: identification of £1m reserves for transformation, implementation of the Chief Officer structure, and plans to refresh the council's approach to procurement. The Peer Team commended HBC's open approach to learning from other authorities on transformation and associated governance. To fully realise the opportunity benefits from transformation, Peers encouraged HBC to carve out 'time to save time,' so that strategic transformation is prioritised as part of the day job. They also encouraged HBC to take a more detailed approach to strategic risk management to understanding those areas where HBC are willing to take risks, and those where not. This would drive informed prioritisation, use of existing capacity, and identification of single points of failure and success.



4. Final thoughts and next steps

The LGA would like to thank HBC for undertaking an LGA CPC Progress Review.

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions to determine how the organisation wishes to take things forward. Under the umbrella of LGA sector-led improvement, there is an on-going offer of support to councils. The LGA is well placed to provide additional support, advice and guidance on a number of the areas identified for development and improvement and we would be happy to discuss this.

Mark Edgell (Principal Adviser) is the main point of contact between the authority and the Local Government Association (LGA) and their e-mail address is mark.edgell@local.gov.uk.

Corporate Peer Challenge (CPC) Action Plan – Latest Position November 2023

Key:

C	Action Completed
G	Action On Track
A	Action Delayed
R	Intervention Required

Recommendation	Current position	Action(s) to be explored	Lead Officer	Timeframe	RAG	Latest Position
1. Develop a clear vision and narrative for the whole Borough of Hartlepool which all councillors, staff and partners can get behind, ensuring there is a clear link to strategies, plans and understanding of local community needs.	The Council has agreed with partners a number of shared strategies and plans for Hartlepool including the Town Centre Masterplan, Health and Wellbeing Strategy and Community Safety Plan. However, there is no single, clear vision and narrative for the whole Borough of Hartlepool which is owned by all stakeholders.	i) Develop a 10 year vision and narrative for the whole of Hartlepool which is informed by robust data and intelligence and engagement with various stakeholders.	Managing Director	January 2024 New date proposed - May 2024	G	Meetings with organisations who are able to support the development of the narrative took place in late August/early September. There is a need to ensure that this work is closely aligned to the work on the new Council Plan and therefore the timescale has slipped to ensure that the vision and narrative can be informed by the 'Big Conversation' exercise.
		ii) Review current partnership arrangements to enable broader stakeholder engagement and ownership of Hartlepool priorities.	Managing Director	September / October 2023	C	A stakeholder mapping exercise including partnership arrangements was completed in September 2023. This refreshed the previous list with the current arrangements and from this the Executive Leadership Team (ELT) will identify if there are any gaps that need to be addressed.
		iii) Identify a stakeholder and networks map for the Borough and where relationships are managed across the Council.	Managing Director	September / October 2023 New date proposed - December 2023	G	Information from the mapping exercise and preparations for the Big Conversation will be used to identify a stakeholder and networks map for the Borough.

Recommendation	Current position	Action(s) to be explored	Lead Officer	Timeframe	RAG	Latest Position
2. Refresh the organisational plan for HBC - setting out the next stage of the journey for the Council, linked to a clear approach to transformation and values.	<p>The Council Plan 2021/22-2023/24 sets out our vision for Hartlepool. It is an ambitious document which reflects the priorities that were identified through extensive consultation with residents, elected members, workforce and our public, voluntary, community and private sector partners whilst also recognising the emerging and continually evolving challenges the Council faces from the covid-19 pandemic.</p> <p>Activity to deliver the Council Plan is captured in a range of delivery plans and regular progress updates are considered by the Corporate Management Team and Finance and Policy Committee. Annual reports are also produced.</p> <p>The Senior Management Team have been working collectively to identify a clear set of values for the Council. These are ready to be articulated to the workforce.</p>	i) Undertake a comprehensive consultation and engagement programme with stakeholders (staff, elected members, VCS, business, public sector and local residents) focusing on the priorities for the 10 year narrative, the new Council Plan, the Council's budget and other Council strategies such as the Health and Wellbeing and Poverty.	Managing Director	October / November 2023 New date proposed - November 2023 – January 2024	G	Following agreement to the proposal for the delivery of a "Big Conversation – Your Say, Our Future" exercise by Finance and Policy Committee in September work on the detailed plan has been progressed and agreed by ELT. The comprehensive consultation and engagement exercise will inform the development of a new, 5 year Council Plan, the 10 year place vision and narrative and the preparation of other key strategies and plans for the Borough including the Health and Wellbeing Strategy, Community Safety Plan and Medium Term Financial Strategy. The aim is to launch the 'Big Conversation' in mid-November and it will run until the end of January 2024.
		ii) Review and update the Council's Performance and Risk Management Frameworks to ensure that they are fit for purpose, better able to demonstrate the progress being made and clearly identify and articulate the consideration of risk throughout the organisation.	Managing Director	December 2023 New date proposed - April 2024	G	Work to review the Council's performance and risk management frameworks will be completed in time to inform the development of the new Council Plan.
		iii) Undertake an exercise with all staff to promote and strengthen the Council's culture and values.	Managing Director	May 2023 New date proposed - November 2023	G	The Council's values have been developed in consultation across the Council and with elected Members. Work has been undertaken with staff to articulate these for the behavioural framework. The values will be formally launched in November 2023.
		iv) Ensure that the Council's culture and values are embedded within the Council Plan.	Managing Director	March 2024 New date proposed - September	G	Finance and Policy Committee agreed at their meeting on 18 th September 2023 that the new Council Plan will cover a 5 year period. The timetable agreed for the development of the new Council Plan, including the 'Big conversation' exercise, means that the Plan will not be agreed before September 2024. The Council's culture and values will be embedded within the new Plan.
		v) Agree a new 5 3 year Council Plan.	Managing Director	March 2024 New date proposed - September 2024	G	
3. Review the existing operational arrangements (e.g. structure and operating model).	Report taken to Finance and Policy Committee in January 2023 with recommendations on the Chief Officer structure of the	i) Deliver the Chief Officer restructure as agreed by Finance and Policy Committee.	Managing Director	June 2023	C	Completed – The new Chief Officer structure was in place from 1 st June 2023 with two new Assistant Directors starting in post in August 2023.

Recommendation	Current position	Action(s) to be explored	Lead Officer	Timeframe	RAG	Latest Position
	Resources and Development Department.	ii) Review existing governance arrangements including Committee delegations and frequency.	Director of Legal, Governance & HR Services	May - September 2023	C	Completed - Review undertaken by Constitution Committee and proposals agreed by Council on 23 rd March and 13 th July 2023 respectively.
		iii) Review the Council's strategies, plans and priorities and how they 'knit together' corporately. This will also consider how capacity, skills and resources are aligned to key organisational goals and risks.	Managing Director	September - October 2023 New date proposed - December 2023	G	Work is also underway to develop an operating manual for the Council which will bring together key policies and procedures into one place that is accessible to all staff and elected members.
4. Revisit the Workforce Strategy to ensure it is fit for purpose.	Work on a new Workforce Strategy is currently underway.	i) Review the draft Workforce Strategy to ensure that it is embed and collectively owned and links to our activities on equality, diversity and inclusion.	Director of Legal, Governance & HR Services	September 2023	C	The new Workforce Strategy was agreed by Finance and Policy Committee on 3 rd July 2023.
5. Develop a centrally led Communications, Engagement and Marketing Strategy, with a higher profile and an internal and external focus.	There is no single Communications, Engagement and Marketing Strategy in place for the Council. However, activity is delivered across various parts of the Council supported by a core corporate team.	i) Utilise LGA support to develop a new Communications, Engagement and Marketing Strategy for the Council.	Assistant Director – Development and Growth	October 2023 New date proposed - November 2023	G	LGA support was utilised to facilitate two workshop sessions in May 2023. One session brought together Communications, Marketing and Engagement Officers from across the Council and the other was with the Senior Management Team (consisting Directors and Assistant Directors). A proposal will be going to ELT with recommendations in November 2023.
6. Invest further in Member development to support councillors in their Council and community leadership roles and to ensure the governance system functions efficiently and effectively. Consider the introduction of a ward budget for Councillors. Role model positive behaviours.	Induction and annual member development programmes are in place for elected members and new opportunities are shared as they become available throughout the year. The Council previously had individual budgets for ward members but these were taken out of the budget as a previous years saving.	i) Utilise support from the LGA to review the existing Member Development Programme and work with elected members to understand what they want and need from the Member Development Programme so that it can be tailored to fit.	Director of Legal, Governance & HR Services	May 2023	C	Completed - A consultation exercise was undertaken with all elected members invited to share their view on the Member Development Programme. Unfortunately, only three elected members responded. Their feedback has been considered and some changes to the induction programme for new members was made in time for the recent elections. Attendance by elected members at training and development sessions remains a difficulty. The programme will be under constant review and we will look at introducing on-line training where possible to improve attendance.
		ii) Consider the proposal of reintroducing ward budgets for Councillors including how these could be financed within the Council's existing budget constraints.	Director of Finance, IT & Digital Services	December 2023	G	The Managing Director is due to discuss this with Group Leaders at one of their sessions in the autumn as part of wider discussions on the Council's budget. Early indications are that this is not supported

Recommendation	Current position	Action(s) to be explored	Lead Officer	Timeframe	RAG	Latest Position
7. Reconvene Group Leaders meetings to improve relationships and communications between political groups on strategic issues for the benefit of the Borough.	Although there have been Group Leader briefings in the past there are currently no active arrangements to bring them together on a regular basis.	i) Reintroduce bi-monthly briefings with Group Leaders supported by the Managing Director.	Managing Director	June 2023	C	Completed - Group Leader sessions are now in place and happening on a monthly basis. There are also formal weekly meetings between the Managing Director and Leader of the Council and individual group meetings are held as required / necessary / requested.
		iii) Through Group Leaders sessions provide support to Group Leaders so that they are sighted on opportunities and challenges in relation to Council priorities and role model positive behaviours supporting our culture and values.	Managing Director	June 2023 and ongoing	C	
8. Strengthen longer-term financial sustainability by developing: a) a longer-term Medium Term Financial Plan, including scenario analysis, to inform the development of a Financial Strategy b) a Corporate Capital Strategy and Corporate Asset Management Plan c) review the approach to budget development to ensure greater ownership d) a better understanding of HBC's appetite for risk across all its activities e) an organisational approach to service transformation, procurement and municipal enterprise supported by requisite		a) i) Develop a 3 year Medium Term Financial Strategy with detailed one year plans.	Director of Finance, IT & Digital Services	December 2023	C	Completed – New 3 year Medium Term Financial Strategy reported to Finance and Policy Committee in July 2023 2023. Detailed annual reports are presented to Finance and Policy Committee.
		b) i) Capital Strategy and Capital Programme 2023/24 – 2026/27 considered and approved by Finance and Policy Committee and Council in February.	Assistant Director (Finance)	February 2023	C	Completed – Capital Strategy and Capital Programme for 2023/24 - 2026/27 agreed by Finance and Policy Committee and Council in February 2023. This will be an iterative process each year and will be brought back annually for approval.
		b) ii) Develop Corporate Asset Management Plan for approval by Finance and Policy Committee.	Assistant Director (Development and Growth)	June / July 2023	A	A Corporate Asset Management Plan is scheduled to be taken to Finance and Policy Committee in November for approval.
		c) i) Introduce an internal budget development training programme for all officers involved in managing budgets.	Director of Finance, IT & Digital Services	July 2023 New date proposed - December 2023	G	A budget Management guide has been produced and will be rolled out, with training, across the organisation during November and December 2023.
		c) ii) Introduce a financial training programme for all members, as part of their inductions and as part of sitting on policy committees.	Director of Finance, IT & Digital Services	September 2023	C	Completed – This was delivered as part of the Member Development Programme in July 2023 however only 6 elected members were in attendance. The relevant session will be promoted as mandatory for Member Development in 2024 with additional sessions offered to encourage attendance.

Recommendation	Current position	Action(s) to be explored	Lead Officer	Timeframe	RAG	Latest Position
skills and capacity to support delivery		d) i) Undertake an exercise to establish HBC appetite for risk regarding current and future opportunities, based on our Council Plan priorities.	Director of Finance, IT & Digital Services	June – September 2023 New date proposed – May 2024	G	<p>The new 3 year MTFS identifies ‘Commercial’ as one of the themes in the Council’s approach to transformation. This workstream will work towards ensuring a consistent, corporate approach across the Council to maximise income opportunities and push forward greater commercialism where there is a clear rationale and business case to do so (pre-reading document ref. 8). The Treasury Management Strategy for 2023/24 confirmed amendments made to counterparty lists in order to provide more flexibility and a more appropriate risk appetite. Revised approach to cash flow and cash holdings have been made internally to increase TM returns.</p> <p>Further work will be developed in line with the renewal of the Council Plan in early 2024 taking the Government risk appetite guidance note 2021 into account.</p>
		e) i) As part of d) i) above, review the level of capacity and skills already within the Council to determine whether there is a need to rebuild corporate capacity or provide training opportunities for staff in order to deliver on our priorities for service transformation, procurement and municipal enterprise.	Managing Director	June – September 2023 New date proposed - March 2024	G	<p>The need to increase capacity and skills at a senior level was a key driver in the Chief Officer restructure which has seen the introduction of 2 new Assistant Director roles within the new Finance, IT and Digital Department.</p> <p>In addition £1m of reserves have been set aside in the MTFS to provide capacity to deliver the Council’s transformation approach. The use of this funding will require a clear rationale connected to transformation or a sound business case for any invest to save spend.</p> <p>The need to refresh the Council’s approach to procurement has been identified. Support from procurement specialist colleagues from the LGA and Durham County Council will be utilised to work with SMT to formulate an improvement plan for procurement across the Council.</p>
9. Develop an explicit level of prioritisation for the Capital Programme and selective approach to future funding bids based on how these link to the vision.	Preparation of a Capital Strategy and Capital Programme covering 2023/24 – 2026/27 underway.	i) Capital Strategy and Capital Programme 2023/24 – 2026/27 considered and approved by Finance and Policy Committee and Council in February.	Director of Finance, IT & Digital Services	February 2023	C	Completed – Capital Strategy and Capital Programme for 2023/24 - 2026/27 agreed by Finance and Policy Committee and Council in February 2023. This will be an iterative process each year and will be brought back annually for approval.
		ii) Include a section in all committee reports linking recommendations to the 6 Council Plan priorities.	Director of Legal, Governance & HR Services	June 2023	C	Completed – A new report template has been prepared and was in use for the start of the new municipal year.

Additional action proposed following progress review:

Progress Review Feedback	Current position	Action(s) to be explored	Lead Officer	Timeframe	RAG	Latest Position
10. Consider bringing forward the intelligence hub to drive organisational performance, transformation, and identification of opportunities.	The development of a Corporate Data and Intelligence Hub is in progress. A workshop with data and intelligence officers from across the Council was held to inform the direction of the Hub.	i) Develop the Data and Intelligence Hub as a network of officers who are able to support the better use of data and intelligence across the Council.	Director of Public Health, Assistant Director – Development and Growth and Assistant Director – Joint Commissioning	January 2024	G	A dedicated resource has been identified to take this action forward as a priority. Those officers who should be involved in the Data and Intelligence Hub network have been identified and a MS Teams dedicated channel has been established for the sharing of information and experience.
		ii) Develop a Data Strategy which will set out how the Council will ensure that data and intelligence is utilised across the Council to drive organisational performance, transformation and identification of opportunities.		March 2024	G	

FINANCE AND POLICY COMMITTEE

27 NOVEMBER 2023



Subject: TALL SHIPS RACES HARTLEPOOL 2023
Report of: Executive Director of Adult and Community Based Services
Decision Type: For information

1. COUNCIL PLAN PRIORITY

Hartlepool will be a place:
- Where people are enabled to live healthy, independent and prosperous lives.
- Of resilient and resourceful communities with opportunities for all.
- That is sustainable, clean, safe and green.
- That has an inclusive and growing economy.

2. PURPOSE OF REPORT

- 2.1 To share the independent Evaluation of the Tall Ships Races Hartlepool 2023 and to highlight the outcomes achieved and economic impact of the event.

3. BACKGROUND

- 3.1 After hosting the Tall Ships Races in 2010 and demonstrating that Hartlepool can host international events of magnitude, an application was made to host Tall Ships Races 2023.
- 3.2 It was confirmed in 2020 that the application to Sail Training International (organisers of the Tall Ships Races organisers) for Hartlepool to host Tall Ships Races 2023 had been successful.

- 3.3 Hartlepool was selected alongside four other European host ports: Den Helder (Netherlands), Fredrikstadt (Norway), Lerwick (Shetlands) and Arendal (Norway). Sail Training International developed the race route and dates were allocated to host ports - Hartlepool was identified as the second port within the race and would host the event from 6-9 July 2023.
- 3.4 Each host port is given key targets to be achieved as part of their agreement with Sail Training International. This includes number of Sail Trainees, number of ships attending, number of corporate/commercial events hosted by ships, number of volunteers and wider impacts and outcomes, specifically relating to life changing opportunities for young people.
- 3.5 Hartlepool's aspirations for the Tall Ships Races 2023 were:
- To change the lives of local young people.
 - To improve civic pride and community engagement.
 - To raise aspirations of residents and businesses.
 - To improve and highlight the importance of sustainability.
 - To offer opportunity, adventure and education.
 - To develop meaningful partnerships.
 - To put Hartlepool on the map as a visitor destination.
 - To tell the story of Hartlepool and create a lasting legacy.

4. EVALUATION AND IMPACT ASSESSMENT

- 4.1 A comprehensive debrief was conducted immediately after the event followed by a more in-depth review involving all stakeholders to reflect on successes and learning. Feedback from these sessions has fed in to the evaluation by an independent organisation (Spirul) which is attached as **Appendix 1**.
- 4.2 Officers will give a short presentation summarising the key achievements associated with the aspirations set out in 3.5.
- 4.3 Headline outcomes are as follows:
- Over 300,000 visitors attended Tall Ships Races Hartlepool 2023.
 - The economic value of hosting Tall Ships Races 2023 was £12,531,633.
 - Hartlepool engaged 120 young people in the Sail Trainee programme and 85 young people took part in the Tall Ships Races 2023, accessing the opportunity of a lifetime.
 - 37 ships participated in race one and visited Hartlepool. This involved 1,400 crew members, 900 of which were Sail Trainees.
 - Over 400 volunteers were engaged during preparations for Tall Ships Races 2023 and over 200 supported successful delivery of the event.
 - Tall Ships Races 2023 attracted significant national media coverage for Hartlepool including BBC Breakfast, The One Show and ITV News.
 - Sponsorship and in kind contributions were received from more than 25 organisations of varying size.

- 4.4 The legacy of Tall Ships Races 2023 is as important as delivering the event itself. Understanding the process, the impact created and the opportunities that have been developed are key elements of legacy planning. It is proposed that a legacy plan is developed building on the evaluation report covering a number of key themes that were identified through the planning, delivery and evaluation of the event. These include:
- Strategic Visioning & Policy – considering volunteer engagement, the Safety Advisory Group role and a collaborative approach to sustainability.
 - Heritage and Culture – considering programming opportunities, links to capital schemes and increasing awareness of Hartlepool's heritage.
 - Events – looking at how investment can be secured for future high profile events, how stakeholders can collaborate to deliver events and opportunities for smaller scale events that benefit residents and visitors.
 - Learning and Employment – working in partnership with stakeholders to develop pathways into maritime industries, providing ongoing support for local Sail Trainees and developing employment opportunities.
 - Hartlepool as a Destination – considering how regattas and maritime events can help to develop place identity and raising the profile of Hartlepool linked to the recently agreed Destination Management Plan.
- 4.5 A number of key organisations including PD Ports, Hartlepool Marina, Hartlepool College of Further Education, the Armed Forces and the National Museum of the Royal Navy have committed to be part of the legacy work linked to the Tall Ships Races 2023 and it's proposed that governance arrangements are established to enable this to happen.

5. FINANCIAL IMPLICATIONS

- 5.1 The initial funding expectations for the event were reported to the Finance and Policy Committee in June 2020. At the time of the report a proposal was being progressed with the TVCA for £3m to meet the cost which, combined with income, was expected to fully fund the event. This would ensure that no cost of the event fell on the Council's revenue budget. The outcome was an allocation of £2m. Whilst challenging, it was felt that additional income could be secured and the event flexed to meet this restricted funding position.
- 5.2 The landscape for major events has changed dramatically in the three years since. The Covid pandemic led to many suppliers of hospitality support simply shutting up shop, significant inflationary pressures have been experienced, and staff shortages in the events and hospitality sector have all increased costs significantly.
- 5.3 In addition the Manchester bombing and subsequent public enquiry led to increased security and event planning costs, as did the events at the Brixton Academy in late 2022. The events landscape has become significantly more risk averse and this was experienced right up to the event with the requirement for additional anti-terrorism measures being determined in the weeks before.

- 5.4 In addition to costs, achieving income expectations through sponsorship and hospitality became increasingly challenging. Despite the appointment of an events sponsorship specialist who had secured good levels of support for previous Tall Ships events, achieving even the lower targets was unsuccessful, with a number of sponsorship leads failing to materialise close to the event. The sponsorship position was considered unprecedented, with the current cost of living crisis and inflationary pressures on companies resulting in many being keen not to be seen as profligate.
- 5.5 Furthermore the terms of the agreements associated with the event, including the funding agreement with the TVCA restricted our ability to raise income from visitors, given the expectation of a free event. Where income expectations were forecast in the budget, many fell short of targets. Despite the Park and Ride capacity being significantly reduced from the 2010 event, overall usage was low, reflecting the number of free and pay and display car parks in the immediate vicinity.
- 5.6 The Council did seek further external funding and was successful in securing £154,000 from the Arts Council funding. This came with the requirement to match fund and as a result the £75,000 events budget that would ordinarily fund events such as the Waterfront festival was added into the funding mix to support the wider arts and entertainment programme that sat alongside and complemented the core event.
- 5.7 As a result of the above factors the Council could not contain costs within the available budget. The draft final outturn position is set out below:

Spend Category	(£'000)
Event Management	1,015
Community Engagement / Volunteers	2
Traffic and Transport	610
Fleet Technical	176
Safety Advisory	355
Entertainment and Programming	355
Site Management	1,011
Business, Economy and Sustainability	28
Sponsorship, Corporate and Hospitality	51
Communications and Marketing	203
Finance, legal and HR	54
Income	(414)
Total Costs	3,446
Funded By:	
Tees Valley Combined Authority	(2,000)
Arts Council	(154)
HBC Events Budget	(75)
Unfunded Net Expenditure	1,217

- 5.8 There are still a small number of invoices outstanding, however, these have been factored in to the latest budget position above. In determining the total cost, efforts have been made to accurately allocate spend to the event budget. It should be noted that where existing council officers supported the event as part of their core substantive role either during preparation and planning for the event or during the event itself, these costs have been met from their substantive budget. Where staff fulfilled a unique role associated with the event, this cost has been allocated to the event. Cleansing and cleaning costs have also been charged to the event.
- 5.9 The reasons for the higher than anticipated cost are set out above. A significant proportion of the costs was crystallised in the months immediately prior to the event when obtaining critical contractors to host a safe event became increasingly difficult, and the reduced income for car parks and Pay What you Decide transpired once the event was underway. On this basis there would have been significant challenges in cancelling the event both on a reputational basis and given that contractually the cost of cancellation would likely have been significantly higher than the final overspend. Overall officers kept spend to the minimum throughout and this can be evidenced by comparison to the previous event in 2010 which cost £3.7m. In addition the costs were nearly £2m less than the cost incurred by the host Local Authority of the most recent Tall Ships event held in the region in 2018.
- 5.10 Elsewhere on today's agenda is the strategic finance update for the second quarter review. This review includes the outcome of a detailed review of reserves and balances held by the council. As part of this review the council has reviewed all outstanding commitments against revenue grants unapplied – these are grants previously provided by a number of grant providers for various reasons. Where the council has fully met the grant requirements we have been able to release these funds and this has included releasing sufficient funding to meet the shortfall on the Tall Ships 2023 event.
- 5.11 The independent evaluation report outlines the significant economic impact that Tall Ships Races Hartlepool 2023 has had with an overall value of £12,531,633 calculated for the event, demonstrating the impact an event of this magnitude can have on a place.
- 5.12 A Social Return on Investment (SROI) ratio can be applied to the economic impact created by the Tall Ships Races 2023 as detailed in the report. The SROI ratio shows the value of the social impact in relation to the investment required to achieve it. In this case £12,531,633 of additional expenditure into the local economy, divided by the total investment of £3,446,000 by Tees Valley Combined Authority, Hartlepool Borough Council and Arts Council England gives an SROI ratio of 3.62:1. That is, for every £1 invested a social value of £3.62 is created. The SROI ratio for the investment from Hartlepool Borough Council is 9.61:1 meaning for every £1 invested a social value of £9.61 has been created.

- 5.13 In summary, the changes to the events landscape and the general economic conditions have resulted in a challenging financial position. Whilst every effort to contain spend was made, ultimately it was not possible to meet the budget target. However, the social return on investment for the Council's contribution is positive, demonstrating the worth of hosting the event.

6. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	<ul style="list-style-type: none"> • Significant risk has been managed throughout the lifetime of the planning and delivery. • A robust risk register was developed and monitored throughout the lifetime of the project.
FINANCIAL CONSIDERATIONS	<ul style="list-style-type: none"> • As per Section 5.
LEGAL CONSIDERATIONS	<ul style="list-style-type: none"> • Significant legal considerations have been managed within the Council and with other expert stakeholders as the need has arisen.
CHILD AND FAMILY POVERTY	<ul style="list-style-type: none"> • The event was free to access and the 'you give you get scheme' supported some families who invested time into their communities to receive vouchers from our catering partner as part of their social value commitment. • Lots of activities and opportunities were free and provided choice for all visitors.
EQUALITY AND DIVERSITY CONSIDERATIONS	<ul style="list-style-type: none"> • An inclusivity statement was developed for the event to support aspirations regarding access and inclusion. • Officers engaged with Hartlepool Community Led Inclusion Partnership for advice on the design of the site. • Some performances were supported by BSL interpretation in the creative programme. • There was access to mobility vehicles to hire on site. • Disabled parking was provided at various locations. • Information regarding the site, including an accessible map, was published before the event to support people to plan their visit. • Safe spaces were provided to accommodate a range of needs should individuals wish to access this for a quiet space, some support or just as part of their overall experience. This included a sensory space, community living room and LGBTQ safe space. • Volunteers from Catcote and Community Integrated Care provided accessible and inclusive opportunities for volunteering at the event.

STAFF CONSIDERATIONS	<ul style="list-style-type: none"> Fixed term posts were created to support planning and delivery of the event and there are no ongoing staff considerations related to the Tall Ships Races 2023.
ASSET MANAGEMENT CONSIDERATIONS	<ul style="list-style-type: none"> Assets for the event were hired for the duration of the event only.
ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	<ul style="list-style-type: none"> A sustainability policy was developed and implemented during the event. The policy was aspirational and although some elements were not delivered as effectively as we had hoped due to risk, costs and capacity it has provided an excellent foundation for the future commitment to sustainability for events locally and wider.
CONSULTATION	<ul style="list-style-type: none"> The evaluation report includes details of all consultees. All work stream members and stakeholders have been actively engaged debriefing following the event including emergency services, PD Ports and Hartlepool Marina. Formal and informal feedback received from the public throughout the event was overwhelmingly positive.

7. RECOMMENDATIONS

7.1 For members of the Finance and Policy Committee

- to note the independent Evaluation of the Tall Ships Races Hartlepool 2023, the outcomes achieved and the economic impact of the event; and
- to note the proposed development of a legacy plan supported by relevant governance arrangements.

8. REASONS FOR RECOMMENDATIONS

- 8.1 Tall Ships Races 2023 had an extremely positive impact and it's important that the Council builds on the legacy of the event.

9. BACKGROUND PAPERS

- 9.1 Tall Ships 2023 - Report to Finance and Policy Committee 29 June 2020.

10. CONTACT OFFICERS

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Sign Off:-

Managing Director	Date: 16/11/2023
Director of Finance, IT and Digital	Date: 16/11/2023
Director of Legal, Governance and HR	Date: 16/11/2023



Hartlepool Borough Council Evaluation of The Tall Ships Races 2023





Executive Summary

Tall Ships Races – Hartlepool 2023

- Spirul Ltd ('Spirul') was appointed in December 2022 by Hartlepool Borough Council (HBC) to evaluate the impacts of the Tall Ships Races 2023 held in Hartlepool in July 2023.

Sail Trainees

- 83 young people took part in the Sail Trainee Programme, with 41 from Hartlepool.
- There was not one clear route for young people to find out about the Sail Trainee opportunity and it was therefore important to utilise as many as possible promotion routes in order to ensure young people were aware of the opportunity.
- The motivation to take part for the young people was about challenging themselves, doing something different and having the opportunity to take part in a unique experience where they could meet new people, see new places and make new friends.
- For most of the young people the experience exceeded their expectations.
- The Sail Trainee experience did help participants to develop new skills and develop their networks and meet new people.
- Participating in the races had a positive impact on young people's levels of confidence, with a +2.78 rating increase between the pre and post

experience confidence rating.

Volunteers

- Volunteers contributed 4,845 hours, with an equivalent volunteer value of £50,485.
- There were 203 Hartlepool residents involved in the event as a volunteer.
- It was generally a positive experience for the volunteers.

Community Engagement

- There was a wide-ranging community engagement programme.
- 21 local community groups participated in 30 different activities.
- 94 sessions were delivered involving 1,952 participants.

School Engagement

- 33 Hartlepool schools took part in a Tall Ships based activity.
- There were 2,343 pupil engagements.

Visitors

- An estimated 300,000 visits were made to the Tall Ships 2023 over the 4 days.
- 118,200 visits were made by visitors from outside Tees Valley.
- Travelling by car was the main form of transport to the event.
- The Tall Ships Races 2023 was a new experience for 40% of the visitors in that they had not previously been to a Tall Ships event elsewhere.
- 63% of visitors from the Rest of the UK had not been to Hartlepool previously.
- Visitors strongly agreed or agreed that the event was a good thing for Hartlepool, a good thing for Hartlepool residents and good for promoting Hartlepool as a place to visit.
- Most respondents rated the event as very good or good for raising pride in

the local area.

Economic Impact

- The event created a total economic impact of £12,531,633 for the Hartlepool economy.
- This level of impact supported 96 temporary one-year FTE jobs.
- A temporary GVA impact of £2,248,365 was generated in Hartlepool.
- A Social Return on Investment of 9.61:1 was created in relation to the HBC investment. That is, for every £1 invested a social value of £9.61 is created.



Introduction

Tall Ships Races – Hartlepool 2023

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Front Cover Photo: Hartlepool
Tall Ships – Taken by Tom
Pearson Photography for Spirul
Ltd

Click the icon below to see the Tall Ships Races – Hartlepool 2023



Purpose of the Report

Spirul Ltd ('Spirul') was appointed in December 2022 by Hartlepool Borough Council (HBC) to evaluate the impacts of the Tall Ships Races 2023 held in Hartlepool in July 2023.

This report focuses on the short-term impacts, analysing the immediate effects of hosting the event.

This report's analysis of the immediate impacts is focused on visitor numbers, expenditure, jobs and Gross Value Added (GVA). The key economic impacts assessed within the report include:

- economic impacts generated from The Tall Ships Races 2023 spending, including operating and capital expenditure in the delivery of the events – an assessment of spending, GVA, and jobs has been based on monitoring and survey data;
- economic impacts associated with the Tall Ships Races 2023 visitors' and attendees' spending at the events – an assessment of visitors/attendees, spending, GVA, and jobs has been based on monitoring data and the survey responses;

There is also an assessment of the social impacts including:

- A qualitative assessment of the impacts on participants in the Sail Trainee programme and the Volunteer programme;
- A qualitative assessment of the impacts on community groups and community activity participants;
- A qualitative assessment of the impacts on local artists given opportunities to participate in the event.

Evaluation Overview

This report sets out the findings gathered from primary and secondary data sources gathered in connection with the Tall Ships Races – Hartlepool 2023.

Unless otherwise indicated the charts and tables within this report show a percentage response to the question. The number of respondents represented is indicated at the bottom of each chart or within the table.

When looking at the charts or tables the reader should take note of the sample size represented on the page to ensure that undue emphasis is not placed on the data represented on the page. The reader should also note the scale for charts.

The tables in Appendix 1 outline the quantitative and qualitative data sources referenced with this report. The report will consider the economic impact of the programme and social impact. A separate lessons learned debrief report will be produced.

The key questions that the report will assess are:

- To what extent did the programme attract visitors from outside Hartlepool and Tees Valley and contribute to the development of the tourism offer?

- What level of economic impact did the event create within Hartlepool?
- How was the event received by visitors and the local communities in which it was delivered?

The Tall Ships Races – Hartlepool 2023

The Tall Ships Races 2023 were hosted over 4 days in July 2023. Hartlepool was one of 5 host ports for the annual competitive events organised by Sail Training International. The other ports were:

- Den Helder – Netherlands
- Fredrikstad – Norway
- Lerwick – UK
- Arendal – Norway

Hartlepool welcomed 37 vessels and over 1,400 crew which were enjoyed by an estimated 300,000 visits over the 4 days.

A cultural programme of activity entertained the crowds alongside a Tall Ships Village including fairground, food and drink and craft stalls.

Methodology

The approach to the evaluation relied heavily on primary data collection. The table below shows a summary of the data collection methodologies.

Table 1: Data Collection Summary Target Audience	Methodology
Sail Trainees	Online survey/Qualitative interviews/Video Diaries
Local businesses	Face to face survey/telephone survey
Visitors to the Tall Ships event	Face to face survey
Traders and Vendors	Telephone survey
Volunteers	Online survey/Qualitative interviews
Local artists/performers	Qualitative interviews
Tall Ships Crew	Self-completion questionnaire
Hartlepool residents	Online questionnaire

A survey of 580 visitors was conducted at the event. Surveys were conducted on each day with responses as follows:

- Thursday 6 July – 82
- Friday 7 July – 155
- Saturday 8 July – 193
- Sunday 9 July – 172

Based on the estimated visits to the event a sample of this size achieves a confidence interval (margin of error) of +/- 4.7% at a 95% confidence level.



Sail Trainees

Tall Ships Races – Hartlepool 2023

The monitoring and evaluation framework sets out an aim to **raise the aspirations of young people** through the Tall Ships Sail Trainee programme.

The objective of the framework was to run a Sail Trainee programme for young people aged 15-24 years of age. It was hoped that the recruits would positively change their attitude to what they can achieve in life through:

- An increased positive attitude to education, training and work;
- Learning new skills and developing a new outlook;
- New opportunities in education, training and work being opened up.

The opportunity to take part in the race was not straightforward. Young people that signed up were required to raise either £1,000 or £1,200 to take part in either Race 1 from Den Helder in the Netherlands to Hartlepool or in Race 2 from Hartlepool to Fredrikstad in Norway.

The Sail Trainee statistics are shown in Table 2.

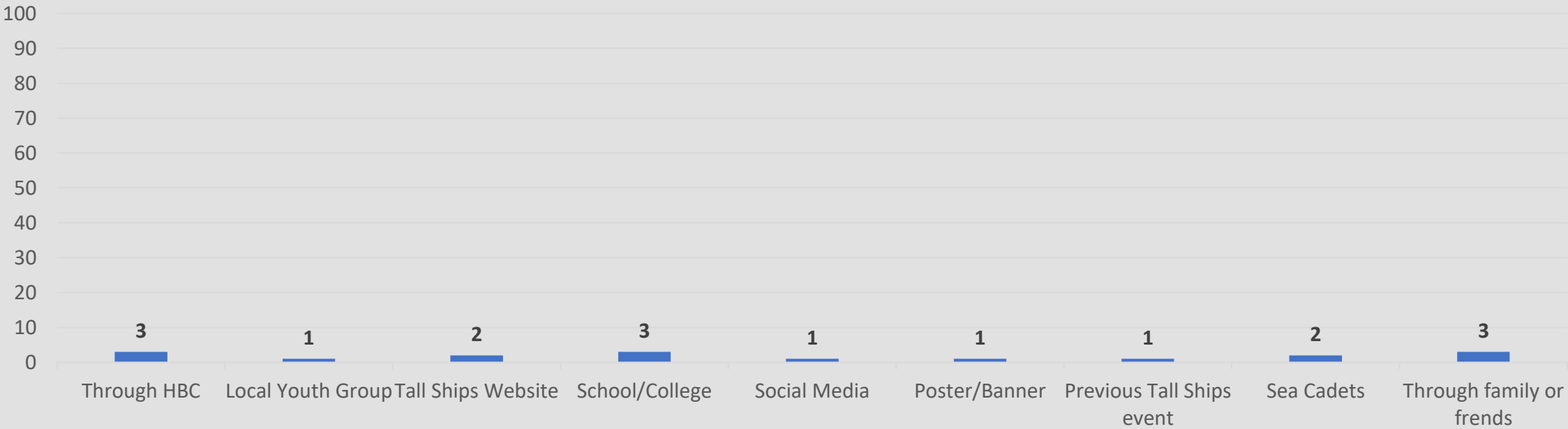
Table 2: Sail Trainees

Total Number Recruited	83
From Hartlepool	41
From Rest of Tees Valley	18
From Rest of North East	13
North Yorkshire	2
Defined as Out of Tees Valley	9
Race 1 Participant	38
Race 2 Participant	45
Fundraiser/Sponsorship	49
Self-Paid	34
Aged 15 – 17	Male 36/Female 24
Aged 18+	Male 12/Female 11

An online survey was sent to the Sail Trainees after the end their participation in the race. Of the 83 that took part in the races, 14 responded to the survey. 10 of the respondents are from Hartlepool, 1 from Middlesbrough, 2 from the Rest of the North East and 1 from elsewhere in the UK. Chart 1 show the actual number of responses as to how the young people that took part heard

about the opportunity. This was a multiple-choice question so it will not total 14 responses. What is clear is that there was not one clear route for young people to find out about the opportunity and it was therefore important to utilise as many as possible promotion routes in order to ensure young people were aware of the opportunity.

Chart 1 How Heard About

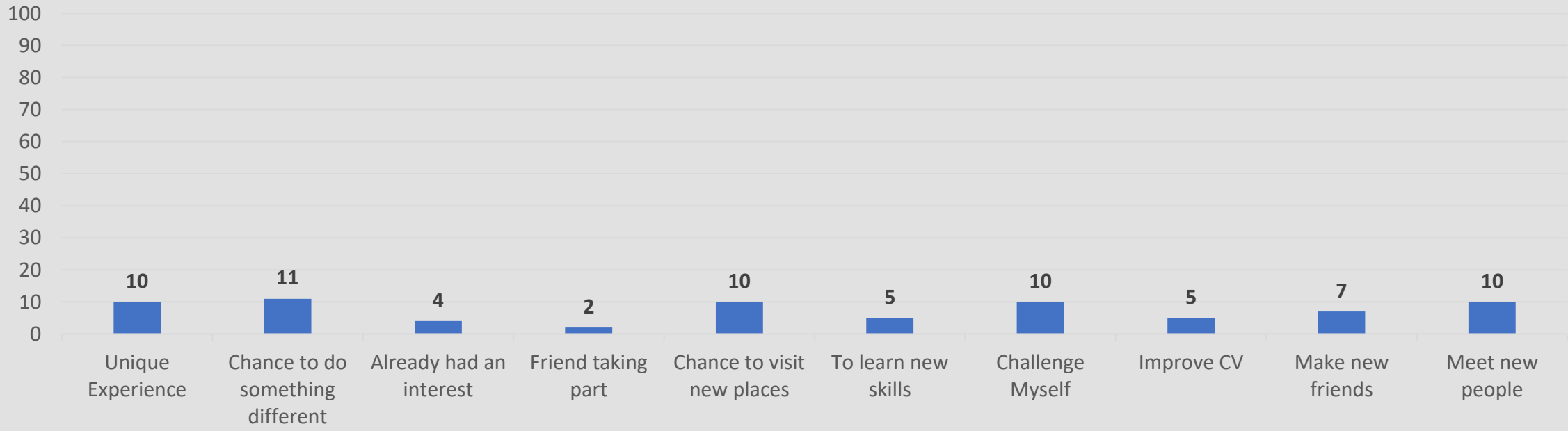


Source: Sail Trainee Online Survey

The motivation to take part for the young people was about challenging themselves, doing something different and having the opportunity to take part in a unique experience where they could meet new people, see new

places and make new friends. This question was a multiple choice one and therefore the responses will not total 14. The Chart shows the actual number of responses.

Chart 2 Motivation to Take Part

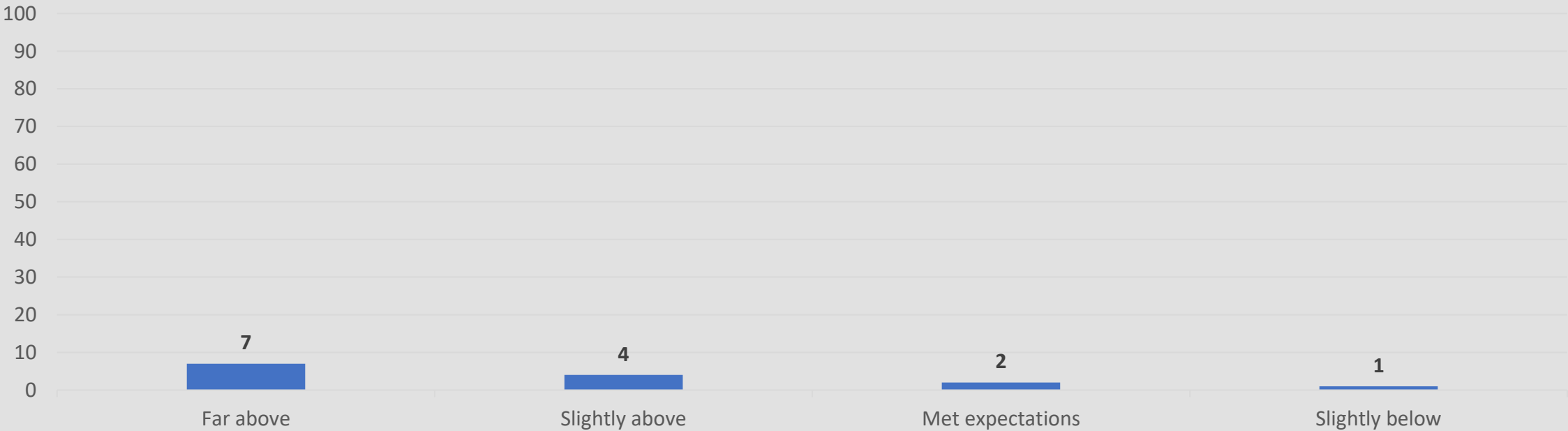


Source: Sail Trainee Online Survey

When asked to what extent they felt their motivation(s) for being a Sail Trainee were or were not met, 11 of the respondents stated that it was far

above or slightly above. This suggests that the experience is, in most cases a rewarding one. The chart shows the actual number of responses.

Chart 3 Were motivations met

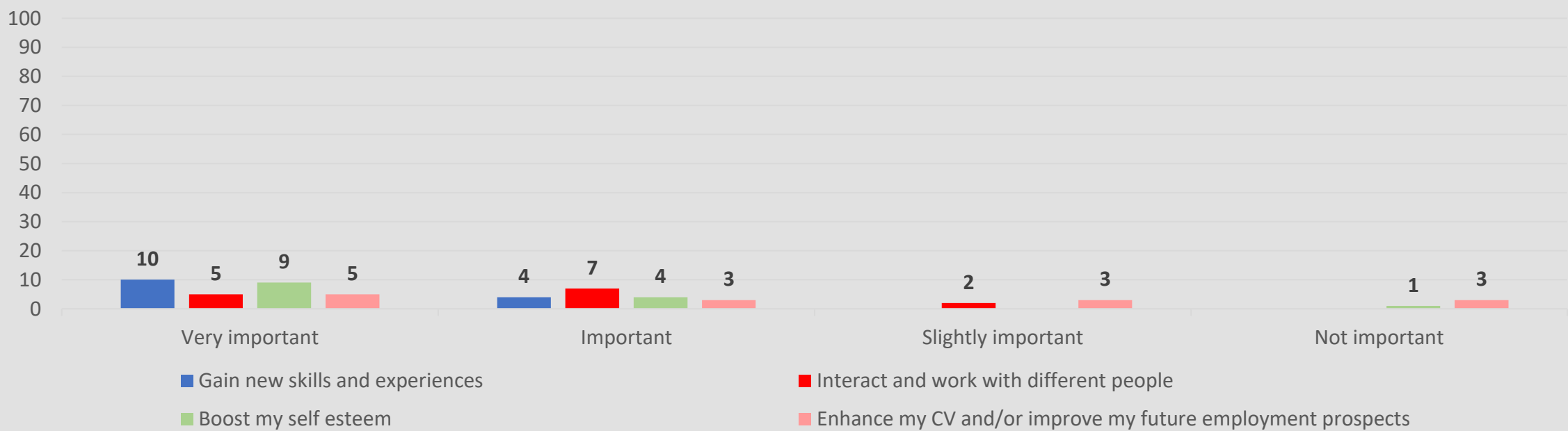


Source: Sail Trainee Online Survey

Chart 4 shows that the hope that becoming a Sail Trainee would help to gain new skills and experiences was rated as a very important factor, as was boosting self-esteem. All the factors were considerations in the decision, and

it should be remembered that this is a small sample and is therefore only indicative. The chart shows the actual number of responses.

Chart 4 Importance of factors in decision to apply

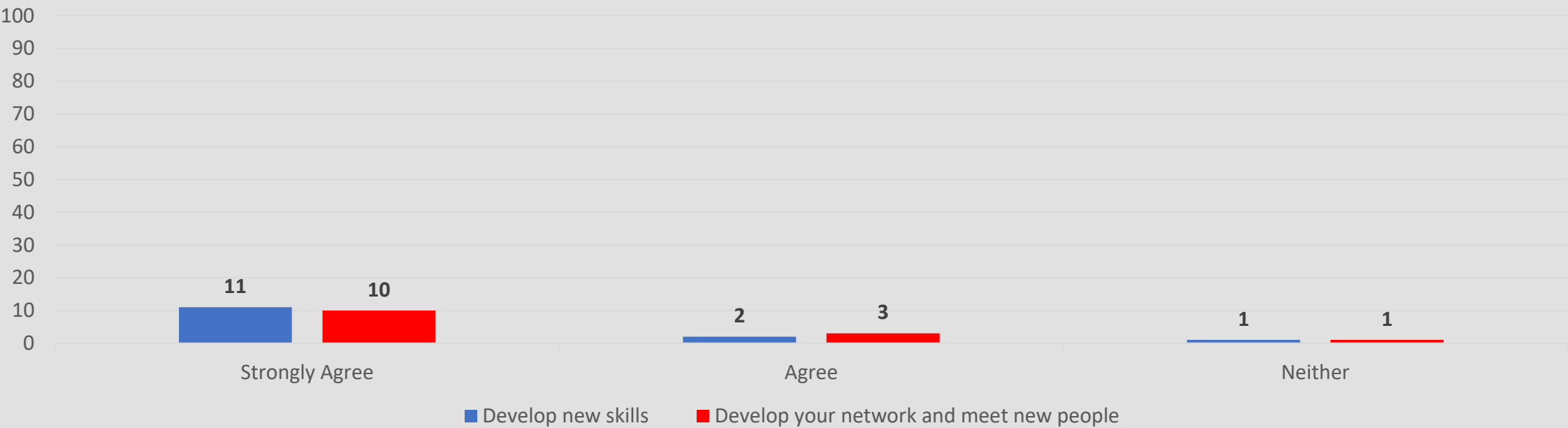


Source: Sail Trainee Online Survey

The Sail Trainee experience did help participants to develop new skills and develop their networks and meet new people. This is a very positive outcome for the participants and encouragement for other young people to participate

in future events. The chart shows the actual number of responses. Would the trainees recommend the experience to a friend, family or colleague? 10 of the respondents gave a score of 9 or 10, which suggests that most would.

Chart 5 Sail Trainee Experience Outcomes

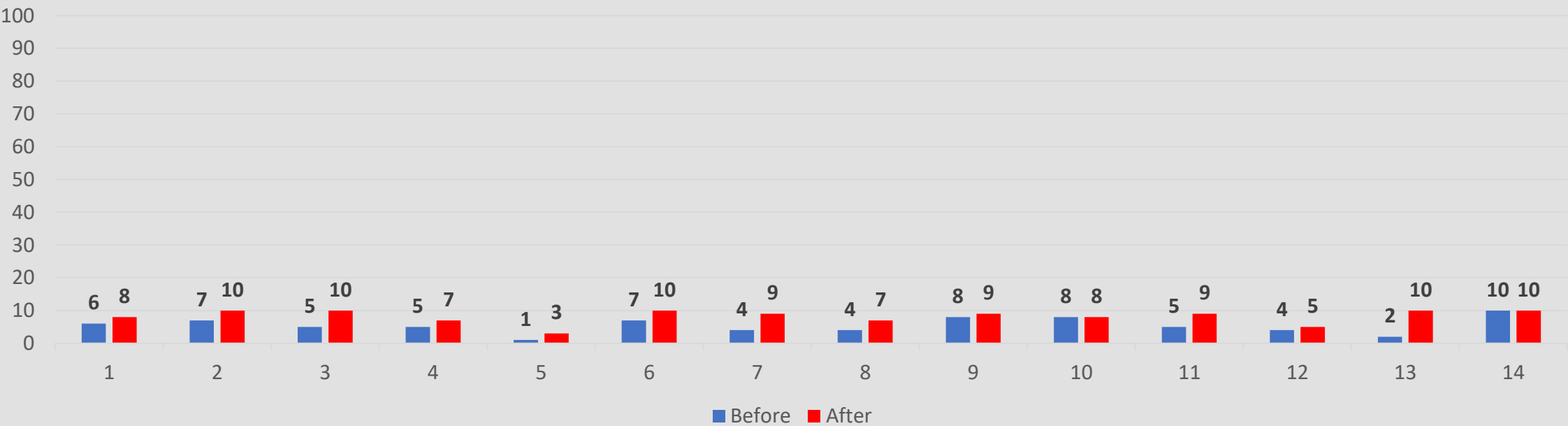


Source: Sail Trainee Online Survey

The Sail Trainees were asked to rate their level of confidence, on a scale of 0 not at all confident to 10 extremely confident, to take on new challenges **before** and **after** joining the programme. The average score out of 10 before is 5.43, with the average score after rising to 8.21. This is a +2.78 rating increase

which shows that participating in the races has a positive impact on young people's levels of confidence. The largest rise in score was 8, and most of the respondents recorded an increase in their levels of confidence. The chart below shows all the individual before and after scores.

Chart 6 Sail Trainee Confidence Change



Source: Sail Trainee Online Survey

The level of support received by the trainees from HBC was rated as excellent or good by 13 of the respondents and 11 of the respondents stated that they felt that they were very much so or somewhat part of a Sail Trainee team during their fundraising activities. The success of the Sail Trainee programme has seen 83 young people given an opportunity to experience something that is unique and not readily available. They have embraced it, and the experience has given them much more than just learning about sailing.

During the evaluation process we followed the progress of 4 young people as they took part in the races. Their stories are told in the case studies in Appendix 2.



Volunteers

Tall Ships Races – Hartlepool 2023

The monitoring and evaluation framework sets out an aim to **raise the aspirations of local people** through the volunteering programme.

The objective of the framework was to run a Volunteer Programme for local residents. It was hoped that the recruits would positively change their attitude to what they can achieve in life through:

- An increased positive attitude to education, training and work;
- Learning new skills and developing a new outlook;
- New opportunities in education, training and work being opened up.

What we know about the volunteering programme is that over 400 volunteers were involved in the planning and delivery of the event. At the event itself we understand that there were 271 volunteers, of which 203 were from Hartlepool, 38 from Tees Valley, 27 from the rest of the North East and 3 from elsewhere.

The community zone had 16 contributing organisations, with 68 volunteers completing 1,183 hours of support. This is based on responses from 9 of the participating organisations and therefore an estimate of 1,656 hours has been made to allow for the contribution of the 4 organisations that did not respond to the post event evaluation form.

An estimated value of the volunteer contributions in the Community Zone has been made by using an hourly equivalent rate of £10.42 per hour, the National

Living Wage rate. This gives an estimated equivalent volunteer value of £12,327 in the Community Zone.

The rest of the volunteers contributed 3,662 hours over 632 shifts, an average of 2.33 shifts per volunteer and 13.5 hours.

A volunteer survey was sent out after the event, but it received only 7 responses and therefore it can only be treated as indicative of the experiences across the whole volunteering group.

Using the same calculation as above, the estimated equivalent volunteer value is £38,158. Across the whole event this would give an estimated equivalent volunteer value of £50,485.

The volunteering programme offered 203 local residents the chance to be part of the event. They fulfilled roles such as Ships Liaison, host port welcome, visitor support, wayfinding and stewarding.

For many it will have been the first experience of volunteering. 3 of the respondents to the survey were volunteering for the first time. Others were more experienced volunteers.

All the survey respondents had volunteered because they wanted to do something worthwhile and give something back to the community, and they wanted the event to be a success. The personal motivations, whilst important, were less of a motivation.

The experience met the expectations they had for 4 of the respondents, whilst 2 stated that it was above their expectations and 1 that it was below.

For 3 of the respondents the experience helped them develop new skills, with

3 agreeing that it had, whilst all of the respondents strongly agreed or agreed that it had helped them to develop their network and meet new people.

5 of the respondents stated that they very much so or somewhat felt valued by the volunteer managers and 6 that they felt part of a team.

Table 3: Motivation to Volunteer	Very important	Moderately important	Slightly important	Not important
Gain new skills and experiences	2	3	1	1
Interact and work with different people	2	5		
Boost my self esteem		3	3	1
Enhance my CV and/or improve my future employment prospects	1		1	5
Make Hartlepool Tall Ships 2023 a success	4	2		1
To do something worthwhile and give something back to the community	7			

Source: Volunteer Survey

Volunteering was a positive experience for most of the volunteers. The event was seen as a real success for Hartlepool and the volunteers enjoyed their time and got valuable experiences.

There are some areas to note for future volunteering programmes. These were raised as learning points during the qualitative interviews .

1. There was a sense that volunteers were treated differently to the staff that were working at the event in terms of the food allocated to them. Volunteers were initially offered a cold packed lunch, whilst HBC staff were offered hot food. When hot food vouchers were offered there were not enough to go round.
2. The organisation could have been improved when it came to role and shift allocation, and some felt that they were not fully utilised.

It should be noted that this is based on the experiences on a small sample of the 271 volunteers and may not be representative of the volunteering group.

To read about the experience of a volunteer please go to Appendix 3.



Community Engagement

Tall Ships Races – Hartlepool 2023

The monitoring and evaluation framework sets out an aim to **create opportunities for the local community to connect and interact with the festival and to create opportunities for the local community to participate in the festival.**

The objective of the framework was to:

- run a programme of cultural and educational activities for local residents;
- Local residents to participate in cultural and educational activities;
- Community groups and local residents to participate in the festival

There was a wide-ranging community programme of activities and events offered, ranging from craft workshops to choirs, from exhibitions to community gardens and storytelling sessions.

The community engagement statistics are shown in Table 4.

Some sessions were open to the public and others were arranged sessions with community groups. Examples of sessions with community groups include

- Nautical Collage – 25 participants in 1 session with Jack’s Youth Group and 12 participants across 7 sessions with Fab Lab Hartlepool;
- Japanese Windsock – 2 participants in 1 session with Hartlepool Carers.

Table 4: Community Engagement Statistics	
Total Number of Participants	1153
Number of Activities offered	22
Number of sessions	71

In addition to the community based sessions above, there were 3 other community programmes:

- The Museum of Hartlepool and Art Gallery Learning team ran several projects with the Tall Ships Races 2023 and the Shipbuilders and Fisherfolk exhibition by Jonny Hannah as the basis.
- A Community Garden project to create an educational, sustainable and community centred green space for the Tall Ships Races 2023.
- A Community Zone in the Tall Ships Village. There were 16 participating community groups in the zone, with 68 volunteers contributing an estimated 1,656 hours.

This programme of activity is diverse and offered opportunities to get engaged with the Tall Ships Races 2023 both pre and post the 4 day event.

Appendix 4 includes case studies, prepared by the organisers, for the Community Garden and Museum and Gallery Learning Programmes.

If we include the additional activities outlined the community engagement statistics in Table 5 show a programme that engaged with significant numbers of participants, community organisations and age groups. It is a full programme of activity, with the Tall Ships Races 2023 at its heart, that ran pre and post the 4 days of the main event in July 2023.

The impact of the Tall Ships events, and its potential legacy, is much greater than the 4 days when the ships were present in the town.

The community programme also engaged with significant numbers of participants and community groups, which will have had a longer lasting impact in the town.

Table 5 incorporates the figures that we know. There are no figures for the number of participants involved in the creation of the community garden. It did attract a £2,000 grant from Tees Valley Nature Partnership (TVNP) and had in kind support from:

- Friends of Hartlepool’s Wild Green Spaces;
- Hartlepool Men’s Shed;
- TVNP;

- Waverley Community Allotment;
- An individual from Summerhill Allotments

In addition, Corporate Sponsors included:

- Tees Valley Combined Authority Trees on Tees;
- Venator;
- EDF;
- MKM;
- Dutch Garden Centre;
- Rounton Coffee & Seahorse Coffee Box.

Table 5: Community Engagement Statistics Combined

Total Number of Participants	1952
Number of Activities offered	30
Number of sessions	94
Community Groups Engaged	21

The success of the programme means that an average of 21 participants took part in each session and 65 participants per activity.



School Engagement

Tall Ships Races – Hartlepool 2023

The school engagement programme ran in tandem with the community programme.

The Museum of Hartlepool and Art Gallery programme included a school programme and an outreach offer, the community programme included sessions and activities for schools such as:

- A Pirate themed multi-sensory storytelling;
- Tall Ships Library Storytime;
- Tall Ships Library Activity;

An education offer was sent out to 32 primary schools and 7 secondary schools in Hartlepool and a further 142 primary schools and 57 secondary schools in Tees Valley. At the time of writing, we do not have figures for the take up of the offer, or what the offer consisted of.

In addition, a Tall Ships Race 2023 event was held in Ward Jacksons Park. The event itself was split into 3 events:

- Pool side (Group)– enabling young people to sail their replica ships;
- Band Stand (Group)– Educational events and information regarding last Tall Ships event;
- Parade (All) – Young people walking around the park (main grassed area) displaying their flags and items made, singing the “Wellerman” song – “There once was a ship that put to sea”.

We do have figures for the take up of the Museum of Hartlepool and Art Gallery programme, the Ward Jacksons Park event and the community programme events aimed at schools.

Table 6: School Engagement Statistics

Total Number of Schools	33
Number of schools taking part in 3 activities	1
Number of schools taking part in 2 activities	11
Number of schools taking part in 1 activity	21
Total Number of pupil engagements	2343
Number at Ward Jacksons Park	220
Number at Pirate themed multi-sensory storytelling	25
Number at Tall Ships Library Storytime	46
Number at Tall Ships Library Activity	52
Number at Outreach – Giant Bottles and Fishes	123
Number at School and Community group project Giant Bottles and Fishes	1811
Number at school workshops	66

The school engagement programme successfully engaged with many schools in Hartlepool, providing a significant number of opportunities for young people to get involved in the Tall Ships event.

We are aware that a school programme called Adopt a Ship was run with schools, and that schools visited the ships that they adopted whilst they were in port. We do not have any data on the numbers of schools involved, or the number of pupils, however this initiative will no doubt have been an exciting and engaging one for those pupils that did manage to visit.



Artists and Performers

Tall Ships Races – Hartlepool 2023

The monitoring and evaluation framework sets out an aim **to create opportunities for local creatives/community groups/artists to participate in the festival and to raise their aspirations.**

There were 104 performances at the festival, with 23 performers from Hartlepool and 38 from Tees Valley. In addition, artists were involved in activities and events outside of the 4 days of the festival.

As an example, Hartlepool Welcomes had 9 performances at the festival, involving 1 Hartlepool based performer and 2 Hartlepool based producers and creatives. This activity also included pre-event workshops with local schools and groups.

The festival programme provided opportunities and exposure to local creatives that would not have otherwise existed. The table shows Hartlepool and Tees Valley based creatives and performers involved in the street theatre programme. There were also local music performers involved and other creative input that raises this impact further. At this stage we do not have figures for the levels of involvement.

Table 7: Local Artist Statistics	Performers	Performances
Tees Valley Women Poets	6	12
Ceilidh	2	11 (including 10 pre-event workshops)
Hartlepool Welcomes	1 performer/2 producers/creatives	9
Greener Lavelle	6 creatives	9
Whippet Up	5 TV performers/5TV volunteer participants	11



Visitor Distribution

Tall Ships Races – Hartlepool 2023

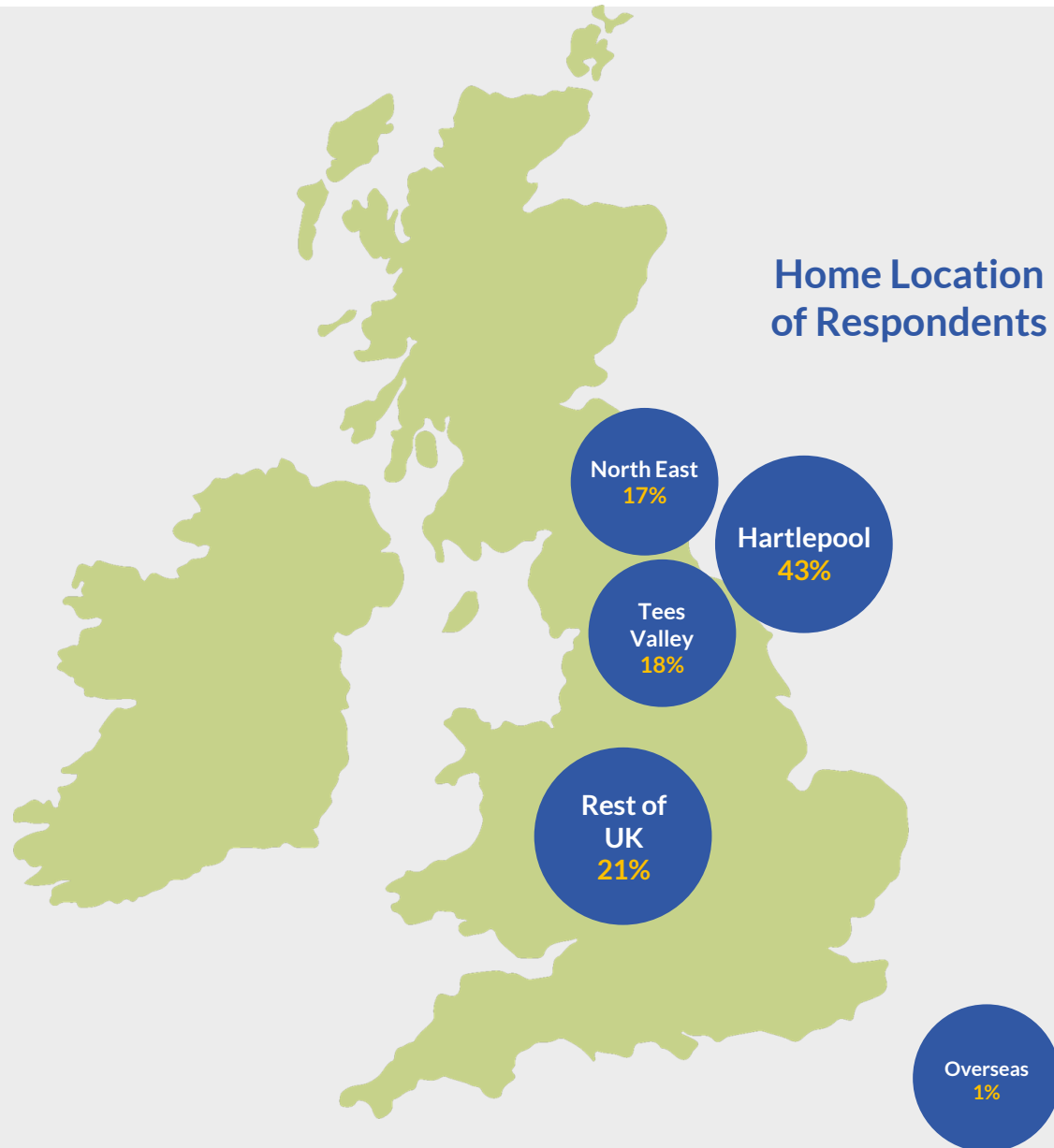
Area Categorisation

North East

Northumberland
North Tyneside
Newcastle Council
South Tyneside
Gateshead
County Durham
Sunderland

Tees Valley

Stockton-on-Tees
Middlesbrough
Darlington
Redcar and Cleveland



Visitor Distribution

The event is estimated to have attracted 300,000 visits over the 4 days.

The breakdown of visits by primary residence is:

- Hartlepool - 128,400
- Tees Valley, excluding Hartlepool – 53,400
- Rest of North East – 52,200
- Rest of UK – 63,000
- Overseas – 3,000

Data source: Visitor Survey



Visitor Profile

Tall Ships Races – Hartlepool 2023

Visitors mainly visited the event with a group of friends or family or with a partner as shown in Table 8 below. This is relatively consistent regardless of the visitor primary residence. It should be noted that there were only 6 respondents whose primary residence was overseas and therefore the responses should be treated with a degree of caution.

Table 8: Visited With	Total N=580	Hartlepool N=248	Tees Valley N=103	North East N=101	Rest of UK N=122	Overseas N=6
Alone	17%	15%	20%	14%	19%	
With Partner	35%	35%	33%	40%	35%	33%
With a friend	4%	3%	5%	5%	6%	
Group of friends/family	44%	47%	42%	42%	39%	67%

Source: Face to Face Visitor Survey

Most visitors were either in employment or retired as shown in Table 9 below. The visitors were white (98%) and 11% stated that their day-to-day activities, or the activities of someone with them on the day, were limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months. This is a significant number and based on 300,000 visits suggests that 33,000 visits were made by people with a health problem or disability. This is something to consider for future events when considering accessibility and logistics.

Table 9: Occupational Status	Total N=580	Hartlepool N=248	Tees Valley N=103	North East N=101	Rest of UK N=122	Overseas N=6
In Employment	58%	65%	58%	48%	48%	84%
Retired	35%	25%	37%	47%	47%	16%
Not currently in employment	5%	6%	4%	5%	3%	
Student	2%	4%		1%	2%	
Never worked	1%		2%		1%	

Source: Face to Face Visitor Survey

Travelling by car was the most used form of transport to the event. This was a multiple response question and therefore responses will not add to 100%. As this was travelling on the day it is likely that the overseas respondents were walking from their accommodation.

A large proportion of Hartlepool residents walked to the event and public transport options such as local bus services and train services were used.

Table 10: Transport to Event	Total N=580	Hartlepool N=247	Tees Valley N=103	North East N=100	Rest of UK N=119	Overseas N=6
Car	53%	42%	72%	69%	46%	33%
Long Distance Coach	6%		2%	6%	20%	
Local Bus	11%	12%	12%	10%	10%	17%
Train	7%	2%	14%	13%	8%	
Taxi	1%	1%	2%		2%	
On foot	18%	36%	1%	1%	8%	17%
Bicycle	1%	1%	1%	2%	3%	
Other	6%	9%		3%	3%	33%

Source: Face to Face Visitor Survey

The Tall Ships Races 2023 was a new experience for 40% of the visitors, whilst 44% had been to the event in Hartlepool in 2010 and 24% had been to another Tall Ships event. For visitors from the Rest of the UK 61% had not been to a Tall Ships event previously.

For 63% of visitors from the Rest of the UK it was also a first experience of Hartlepool, as it was for 4 of the 6 overseas respondents. Even for those travelling from closer to Hartlepool it was still a first experience of the town with 27% of Tees Valley visitors and 36% of North East visitors.

With one of the aims of the event being to attract visitors from outside the region, it achieved that.

The event positively changed the perception of 48% of first-time visitors to the town (69 of 144 respondents) and 78% of them stated that they are very likely or likely to visit Hartlepool again in the future.



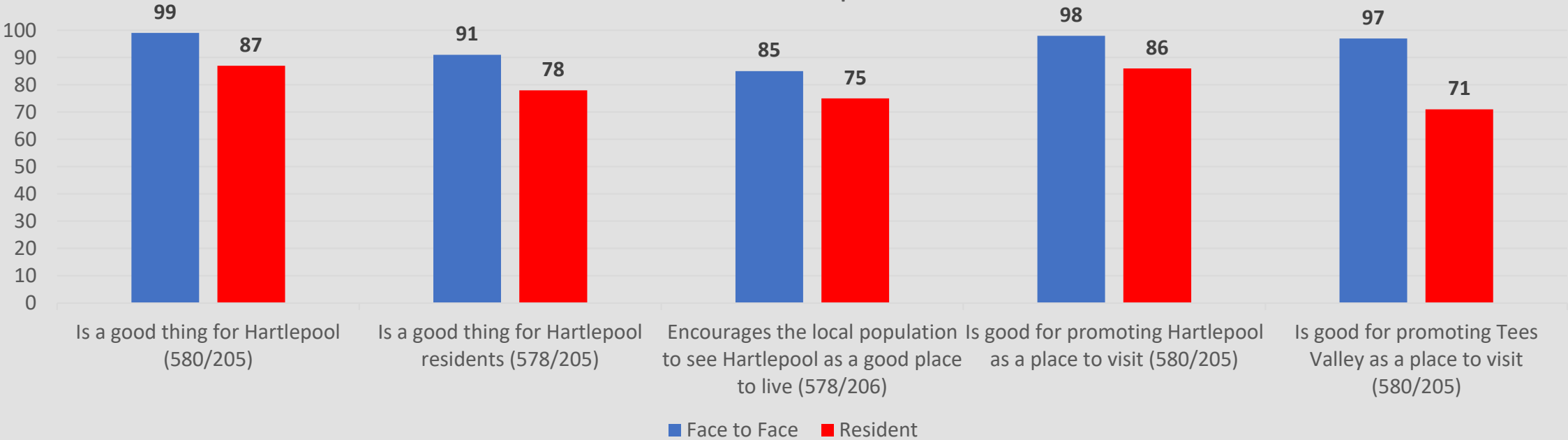
Visitor Perception

Tall Ships Races – Hartlepool 2023

When asked if they agree or disagree with a series of statements respondents were positive in their response about the impact of the event on Hartlepool and Tees Valley. Chart 7 below shows the strongly agree and agree combined responses. The figures in brackets are the number of responses from the Face-to-Face visitor survey and the post event online resident survey respectively.

Whilst the resident survey has a lower proportion of strongly agree and agree percentages, the event is still perceived as having a positive impact on Hartlepool, with the event being seen as a good thing for Hartlepool and good for promoting Hartlepool as a place to visit being the top 2 responses. The lower response level for the online resident survey may be due to its timing being a month after the event had taken place.

Chart 7 Perceptions



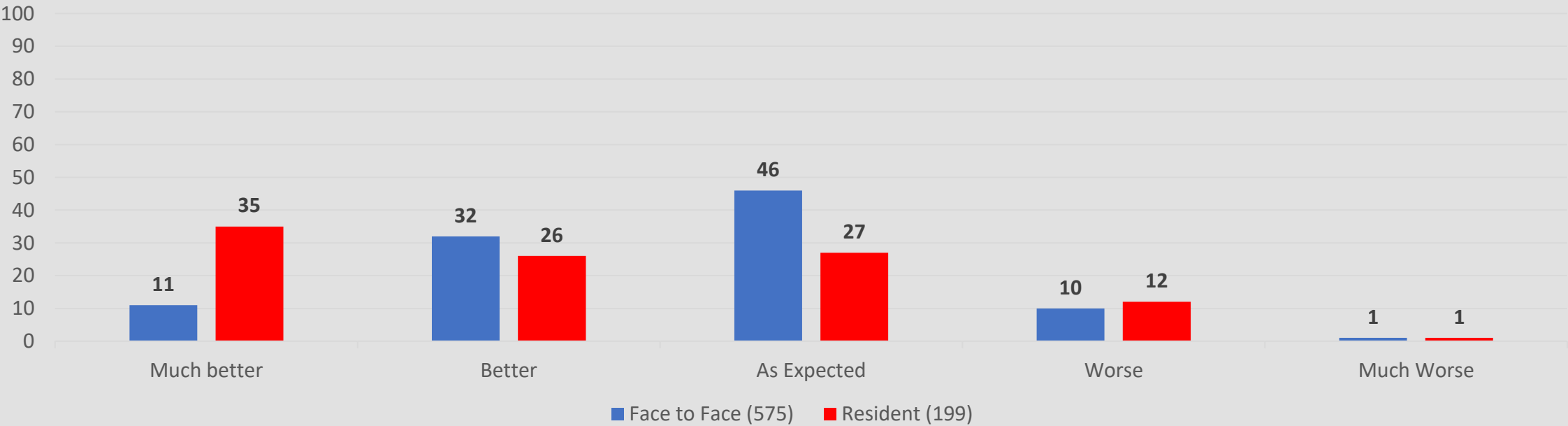
Source: Face to Face Visitor Survey/Resident Online Survey

Chart 8 shows the percentages of respondents that rated the event as better or worse than expected. Half of residents (51%) responded that they found it much better or better than expected whilst 43% of the face-to-face respondents found it much better or better than expected. There is consistency in the proportion of respondents that found it worse or much worse than expected with 11% of the face-to-face respondents and 13% of

online respondents.

The main reason for rating it as worse or much worse was the ships leaving early on the Sunday and respondents not being aware that this was the case.

Chart 8 Event Expectations

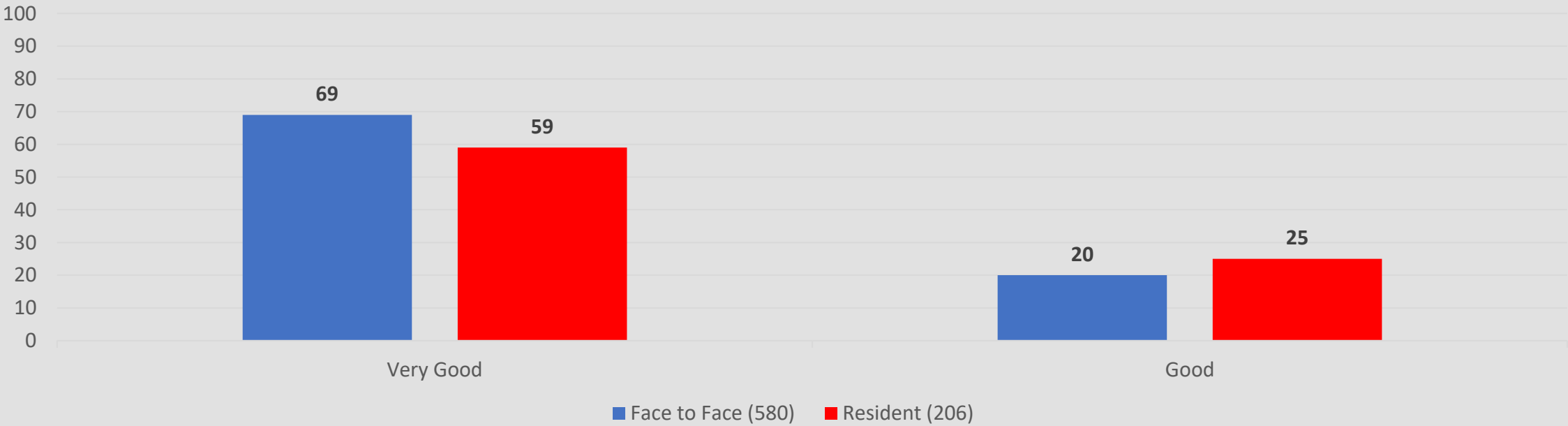


Source: Face to Face Visitor Survey/Resident Online Survey

Most respondents rated the Tall Ships Races 2023 as very good or good at raising pride in the local area, as shown in Chart 9 below. When asked to rate the event for enhancing community identity most respondents (87% F2F:78%Online) rated it as being very good or good and 97% of F2F

respondents and 90% of online resident respondents rated it as very good or good for generating positive publicity about the area.
The event has created a sense of positive feeling amongst its visitors.

Chart 9 Raising Pride in Local Area



Source: Face to Face Visitor Survey/Resident Online Survey



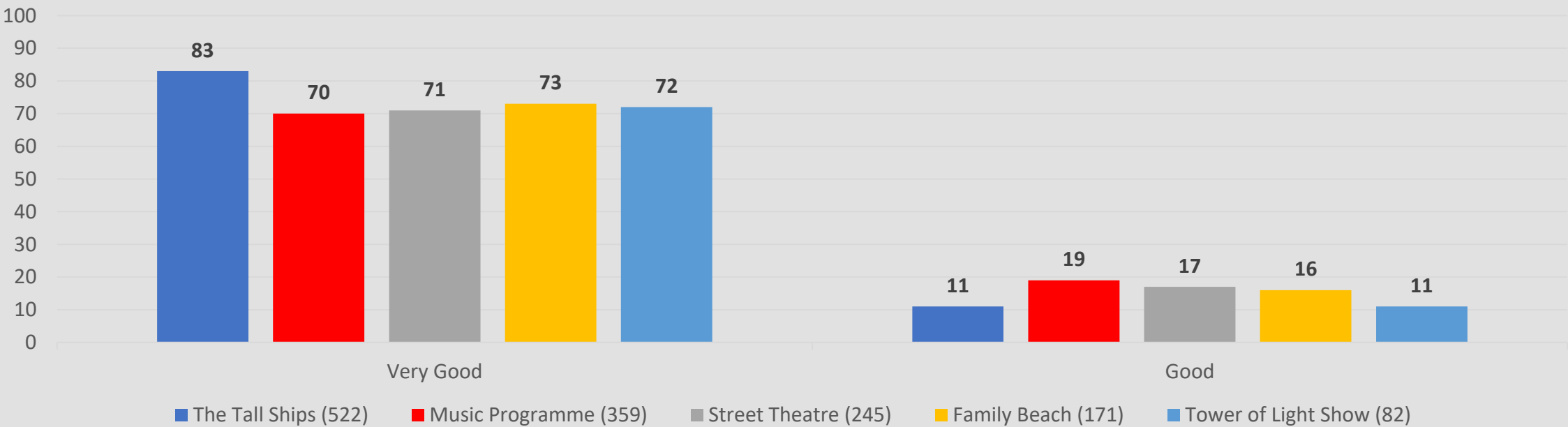
Visitor Experience

Tall Ships Races – Hartlepool 2023

The entertainment programme was well received by visitors. Unsurprisingly the Tall Ships themselves were the highest rated, with most respondents (522) experiencing them. The numbers in brackets represent the number of

respondents that experienced each aspect of the programme. Don't know responses have been excluded from the analysis and only the very good and good responses are shown.

Chart 10 Entertainment Programme Ratings

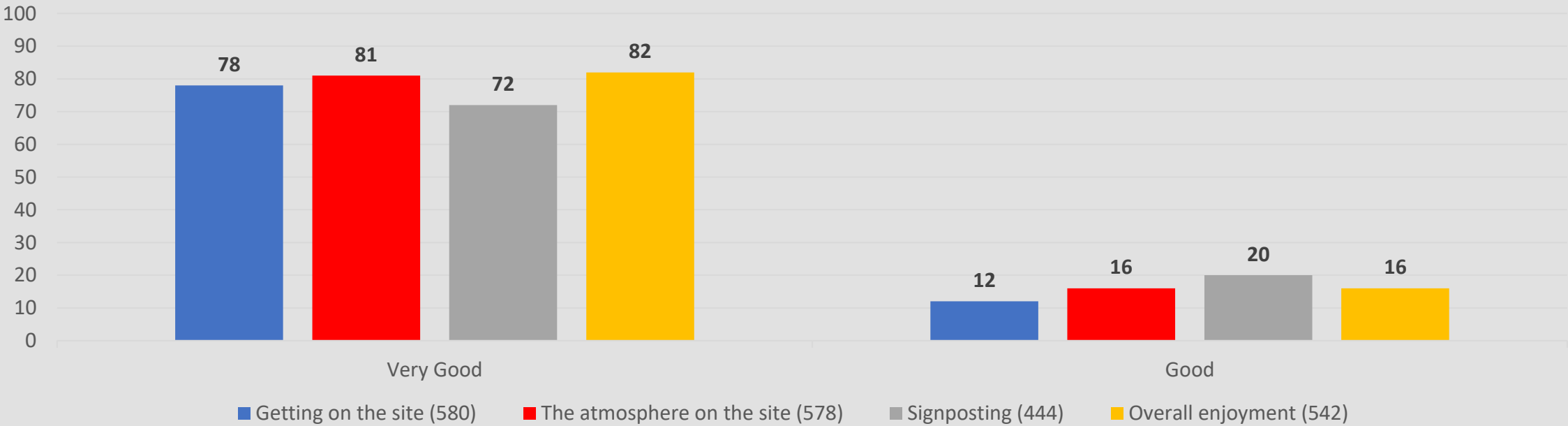


Source: Face to Face Visitor Survey

Most respondents (98%) rated their overall enjoyment of the event as very good or good and the atmosphere (97%) is also very highly rated. The numbers in brackets represent the number of respondents that experienced

each aspect of the programme. Don't know responses have been excluded from the analysis and only the very good and good responses are shown.

Chart 11 Tall Ships Site Ratings



Source: Face to Face Visitor Survey



The Economic Impact

Tall Ships Races – Hartlepool 2023

95 FTE JOBS
SUPPORTED



£3,458,637
FUNDING



9.61:1 SOCIAL
RETURN ON
INVESTMENT
RATIO HBC



£12,531,633

TOTAL ECONOMIC IMPACT

Overview

The Tall Ships Races – Hartlepool 2023 attracted an estimated 300,000 visits. A direct benefit of attracting visitor numbers of this level is that the local economy will have experienced significant expenditure. This section of the report will focus on an analysis of the economic benefit generated by hosting such a significant event for the region.

The economic benefit created can be quantified and is an important measure of the success of the event. Whilst the economic benefit is quantifiable, it is not the only benefit that the Tall Ships Races event created for Hartlepool and the wider region. Less quantifiable, but equally important benefits, such as raised awareness of Hartlepool as a visitor destination, increased perceptions of Hartlepool as a place and raising pride in the local area are highlighted elsewhere in the report.

The economic impact of the event has been analysed by considering the following factors:

- The total number of visitors attracted;
- The total level of expenditure;
- Deadweight - what would have happened regardless of the event;
- Displacement – has expenditure been moved from one area to another;

- Gross value added created; and
- Gross and net additional jobs generated

Visitor Numbers

It is estimated that the Tall Ships Races attracted 300,000 visits across the 4 days of the events. The attendance figure is based on figures provided by Hartlepool Borough Council.

The visitor survey responses estimate that 85.7% were day visits and 14.3% were visits made by people staying for one or more nights, as shown in Table 11 below.

Table 11: Number of Visits	
Day Visits	257,100
Staying Visits	42,900
Total number of visits	300,000

Table 12: Ave Cost per night	Ave nights stay	Accom spend per visit	Total accom spend	% Influenced	Deadweight	Accom Impact
£104.80	1.64	£172.18	2,851,277	100%	£0	£2,851,277
<p>The total spend of £2,851,277 does not represent the economic impact within Hartlepool, as some of the expenditure would have occurred anyway, regardless of whether the individual had visited the Tall Ships Races 2023 event. This is referred to as deadweight.</p> <p>Accommodation deadweight has been calculated as expenditure made by visitors that were intending to be in Hartlepool anyway, and for whom a visit to the event did not constitute the main reason to either leave home or visit Hartlepool.</p>						

Accommodation Impact

The survey data collected at the Tall Ships Races – Hartlepool 2023 event shows 5.52% of visitors staying in serviced accommodation in Hartlepool. This is an estimated total of 16,560 visitors. The total spend on accommodation associated with the event is shown in table 12.

The survey asked the question *Which statement best describes the reason for your trip?* Of the staying visitors in Hartlepool 100% had made the trip from home specifically to visit the event and therefore the accommodation spend has been calculated to reflect this.

The estimated accommodation spend for the event is £2,851,277.

As all survey respondents stated that their stay in Hartlepool was especially to attend the Tall Ships event there is no deadweight expenditure for accommodation.

Table 13: Anchor Events Economic Impact	All Visitors			
	Spend per Visitor	Total Spend	Less comparable day spend	Total additional Spend
On the festival site	27.68	8,305,194		
Supermarket	1.40	420,244		
Other food shop	1.19	357,054		
Other shops	1.49	448,408		
Pub/bar/restaurant/cafe	9.77	2,931,120		
Taxi	0.18	55,238		
Other transport i.e. bus	1.10	328,836		
Total	£42.82	£12,846,095	£3,767,587	£9,078,508
<p>The total spend of £12,846,095 does not represent the economic impact within Hartlepool, as some of the expenditure would have occurred anyway, regardless of whether the individual had visited the Tall Ships Races event.</p> <p>This is referred to as deadweight.</p> <p>The deadweight has been calculated by assessing if respondents normally spend their leisure and shopping expenditure in Hartlepool or elsewhere. Where expenditure would normally take place in Hartlepool this has been assessed as deadweight.</p>				

Visitor Expenditure Impact

The spend by visitors attending the Tall Ships Races 2023 event is estimated to be £12,846,095. Table 13 shows the breakdown of this spend. The average spend per visitor is £42.82.

The deadweight expenditure is estimated to be £3,767,587.

The total economic impact created by visitor spend to the Tall Ships Races 2023 event is estimated to be £11,929,785. This is £9,078,508 additional spend and £2,851,277 accommodation impact.

Some of the additional expenditure into Hartlepool is a direct result of expenditure being displaced from the rest of the Tees Valley sub region. This is estimated to be £2,084,637.

The 37 visiting ships brought 1400 crew with them. There is an estimated spend by the crew of £236,887.

Organisational Expenditure

The organisational budget for the event was £3,871,845. Funding was secured from the sources shown in table 14.

Table 14: Funding Source	Amount £
Tees Valley Combined Authority	2,000,000
Hartlepool Borough Council	1,304,636
Income	413,208
Arts Council England	154,000
Total	3,871,845

The income was generated through:

- Sponsorship/Corporate Hospitality.
- Pitch fees in the Tall Ships Village.
- Parking income.

- Sail Trainee income.

From this budget £364,961 was spent with suppliers based in Hartlepool.

Total Economic Impact

The total economic impact created by the hosting of the Tall Ships Races 2023 in Hartlepool is estimated to be £12,531,633. This is shown in table 15 below.

Table 15: Economic Impact	Amount £
Visitor Spend	9,078,508
Accommodation Spend	2,851,227
Organisational Spend in Hartlepool	364,961
Crew Spend	236,887
Total	12,531,633

The net additional visitor expenditure in Hartlepool has been converted to one-year full time equivalent (FTE) jobs by employing the average visitor expenditure required to support 1 FTE job (£92,388) according to the latest STEAM 2022 statistics for the North East¹. After inflating this figure to 2023 prices, it is estimated that visitors to Hartlepool supported 96 one-year FTE jobs elsewhere in the Hartlepool economy through their spending.

It should be noted that the employment impact has been presented as temporary one-year FTEs as this is best practice for an economic impact assessment for an event of this nature. However, in reality, the figure would have been much higher but for a shorter period due to the Tall Ships Races 2023 event itself being hosted over 4 days in July.

GVA is a measure of the economic value of goods and services produced in an area². Data taken from the ONS Regional Gross Value (balanced) per head and income components suggests that GVA per head of population in Hartlepool and Stockton on Tees is £23,667. Based on this figure, the employment will generate a temporary GVA impact of £2,248,365 in Hartlepool.

Latest STEAM tourism data for 2022 has identified a visitor expenditure multiplier of 1.35 based on the ratio between expenditure and total (direct, indirect and induced)³ expenditure for the Liverpool City Region during Eurovision. Applying this multiplier effect as a proxy for the Tall Ships Races 2023 the total net additional visitor expenditure within the Hartlepool

economy could rise to £11.8m.

A Social Return on Investment (SROI) ratio can be applied to the economic impact created by the Tall Ships Races 2023. The SROI ratio shows the value of the social impact in relation to the investment required to achieve it. The value of the social impact, in this case £12,531,633 of additional expenditure into the local economy, divided by the investment, in this case £3,458,637 of investment by Tees Valley Combined Authority, Hartlepool Borough Council, Arts Council England in order to secure the event, gives an SROI ratio of 3.62:1. That is, for every £1 invested a social value of £3.62 is created.

The SROI ration for Hartlepool Borough Council is 9.61:1. That is, for every £1 invested a social value of £9.61 is created.

¹ <https://www.ngi.org.uk/resources/news/full-steam-ahead-growing-our-visitor-economy-post-pandemic/>

² It is defined by the Office for National Statistics (ONS) as "... the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production."

³ Global Tourism Solutions Ltd; STEAM report for 2011-2022 – Final (Liverpool City Region)



Business Survey

Tall Ships Races – Hartlepool 2023

A business survey was conducted with 38 businesses in Hartlepool and Seaton Carew . This was conducted as a mixed methodology of face to face and telephone surveys. Table 16 shows the sector in which each business operates.

The 2 other businesses are in Education and health and professional and legal services. Of the 38 business 5 had put on a Tall Ships themed event or activity. These were 1 hotel, 2 bar/pub without rooms and 2 takeaway food outlets. These were located on or near the event site.

There was a relatively even spread of business sizes with the following responses based on turnover:

- Under 100,000 – 5
- £100,000 - £299,000 – 10
- £300,000 - £499,000 – 6
- £500,000 - £1m – 5
- £1m plus – 3
- Preferred not to say or didn’t know – 4

For 18 of the businesses the event had a very positive or positive impact. These were customer facing outlets such as bars/pubs, restaurants, cafes and takeaway food outlets. The comments from the 7 businesses that stated that it had a negative or very negative impact are below:

- *Lots of food outlets and cafes on site so fewer people coming to this café*
- *All rooms booked for volunteers so couldn't increase room rate by much. Customers tried to take advantage by having extra guests in the room.*
- *Because no ships were in the area they didn't make as much extra profit as predicted*
- *Parking restrictions and traffic congestion made it difficult to get to work and for clients*
- *Not as busy as usual*
- *Due to location and past experience the pub had to close during the event*
- *Only open during the day and normal customers at the event*

Table 16: Sector

Total Number	38
Accommodation	10
Restaurant/café	5
Bar/Pub without rooms	9
Other shop	7
Takeaway Food	3
Food shop	1
Taxi	1
Other	2

9 of the businesses employed additional staff during the event totaling 1,046 additional hours.

30 of the survey respondents strongly agreed or agreed that the event was a good source of income for local businesses generally, with only 1 respondent disagreeing and 35 respondents strongly agreed or agreed that it was a good thing for the area generally.

HBC offered opportunities for businesses to attend meetings and promoted

the event on various channels. It is often the case that post event business surveys will highlight that local businesses feel more can be done to inform them of opportunities and keep them updated about event logistics.

It is worth noting and reviewing the business engagement strategy for future events to ensure that local businesses feel engaged and informed.

Table 17: Business Engagement	Strongly Agree	Agree	Neither	Disagree	Strongly disagree	Don't know
Keeping local business informed	5	12	7	9	4	1
Enabling local businesses to get involved	4	2	8	13	5	6
Keeping businesses updated about event logistics	5	12	6	9	5	1
Minimising anti-social behaviour	11	8	6	1	2	10

Source: Business Survey



Vendor Survey

Tall Ships Races – Hartlepool 2023

A vendor survey was conducted with 29 of the stall holders. We understand that there were a total of 117 stall holders. Table 18 shows the company types surveyed.

Only 2 of the respondents had more than 1 stall, with 1 respondent having 2 and 1 respondent having 5. For 25 of the respondents the owner of the business was working at the event.

9 of the businesses are based in Hartlepool, 4 in Tees Valley, 7 in the Rest of the North East and 9 in the Rest of the UK.

Only 1 of the vendors was trading for the first time at an event, whilst 14 have traded at other events in Hartlepool in the past.

Income levels, where given, ranged from £700 to £7,000, at an average of £3,450. The 11 businesses that were unwilling to say total turnover all responded that it was in the up to £25,000 bracket.

20 of the vendors stated that the Tall Ships Races 2023 had a very positive or positive impact on their business, whilst 4 stated it was neither positive nor negative and 5 rated it as negative or very negative.

The comments are shown in Appendix 5. These highlight that there were some areas in which the arrangements for vendors could be improved in the future. In particular, access for daily deliveries and staff, the layout of the stalls and

the size of the stalls.

In respect of how the vendors rated the event in comparison to other events that they have attended the vendors were evenly split between a much higher or higher rating (10 respondents) or a lower or much lower rating (9 respondents). 9 respondents rated it as about the same.

Table 18: Sector	
Total Number	29
SME – Private Limited	10
Large – Private Limited	1
Sole trader or Partnership	12
Charity	5
Community Interest Company	1



Conclusions

Tall Ships Races – Hartlepool 2023

The Tall Ships Races – Hartlepool 2023 is estimated to have attracted **300,000 visits to Hartlepool**.

The **economic impact totalled £12,531,633, supporting 95 temporary 1-year FTEs and £2,248,365 in GVA in 2023.**

The Tall Ships Races 2023 presented Hartlepool with an opportunity to boost its visitor economy and create engagement with its communities. Hartlepool's hosting of the Tall Ships Races 2023 led to a significant short-term boost in economic activity. The influx of visitors, both regional and national, contributed to a significant increase in business activity, creating employment opportunities across various sectors.

Hosting the Tall Ships Races 2023 elevated Hartlepool's regional and national profile, with extensive media coverage during the event. This recognition will help to position Hartlepool as a destination for visitors to come back to and as a host for cultural events.

The event also fostered a strong sense of community pride among Hartlepool's residents. There were numerous opportunities for residents to get involved in community activities with the Tall Ships as the basis for these. These events were well attended and allowed residents to get involved for longer than just the 4 days of the event.

The Sail Trainee programme successfully gave opportunities to local young people. This experience has helped the young people to raise their aspirations and ambitions to new levels.

The volunteer programme engaged with significant numbers of local people, raising their pride in the local area and giving them experiences that have helped them to gain new skills and new networks.

The event also significantly bolstered HBC's institutional capacity to host future events. The team that delivered the event have developed new skills and ways of working that will greatly enhance the town's ability to host future large-scale events.

Inevitably there are learnings that will come out of the hosting, but the town delivered a 4-day festival that has positively impacted on its businesses and residents.



Appendix 1 Data Sources

Tall Ships Races – Hartlepool 2023

Table 19: Quantitative Data Sources	Audience	Method	Responses
1	Visitors	Face to Face Survey	580
2	Residents	Online survey sent by HBC	206
3	Business	Face to Face and Telephone	38
5	Volunteers	Online sent by HBC	7
6	Vendors	Telephone	29
7	Sail Trainees	Online survey sent by HBC	14
8	Crew	Self-completion left with ships Captains	21

Table 20: Qualitative Data Sources	Type of Respondent	Method	Responses
1	Sail Trainees	Depth Interviews – On joining the programme and post race	4
2	Sail Trainees	Video experience diaries	4
3	Artists / Performers / Producers	Depth interview	2
4	Volunteer	Depth interview	6
5	Videos Produced		1
6	School engagement artist	Depth interview	1
7	National Museum of Royal Navy	Depth interview	1
8	Ship Captain	Depth interview	1



Appendix 2

Sail Trainee Case Studies

Tall Ships Races – Hartlepool 2023

A bit about Grace.... Grace is a Hartlepool girl, although she went to university in Leeds for a short spell to study music. She currently works as a freelance musician and is a member of an all-girl band called Venus Grrrls. Alongside her music career, she conducts music workshops in the local town, with a mission to make music more accessible, particularly in the impoverished areas of Hartlepool, Teesside, and the North. Her music style is experimental and unconventional, often incorporating graphics and elements of nature. ["I definitely see using the arts and nature as a therapy as well. That's how I bring light into the work that I do. And yeah, that's what I enjoy doing myself. I like just getting out in nature, listening, and making music and art"](#).

She saw the opportunity to take part in the tall ship races 2023 on a screen as you enter Hartlepool. Although she had heard about it during her time in college when the event was last hosted in 2016, she lacked the confidence to participate back then at the age of 16. Concerns about onboard facilities, particularly the toilets, held her back. However, now with more life experience from living independently and traveling solo, she is unfazed by such worries. She mentions that this is her final opportunity to take part, as the trainee cutoff age is 24, and Grace will turn 25 in August.

Motivations and expectations... Although Grace hasn't been on a boat or yacht before, being from Hartlepool has given her a deep connection to the sea. She hopes that this experience will strengthen that connection to her roots. She says, ["I guess because I've lived in Hartlepool my whole life. And when I moved away, I realised that sort of relationship and connection that I had with the sea and also](#)

[with my ancestry, my grandfather died on a ship in World War Two. So he worked in the Navy, and also my ancestry being Hartlepool. It's just very interesting. I really like reading about it"](#).

She tells me how she loves being in nature, she explains how the sea holds a different ecology and environment which will be a new and interesting experience for her. She is also excited to meet new people from different places and backgrounds. She has a few friends in Norway that she met at university so is excited and has arranged to meet up with them. She has been learning Norwegian and says it will be a great opportunity to practice, she is hoping to talk with some of the crew who may be Norwegian. She is interested to hear of any Norwegian Folklore or History especially story's relating to the sea.

["And teamwork, working with people from lots of different backgrounds, I think it's going to be quite eye opening, and meeting people from different backgrounds I'm hoping to meet people from all over, not just the northeast, even though that'll be interesting as well. But that sort of different cultures and like I said, I'm gonna be learning about different folklore and ecology. I'm quite interested in meeting people from just a bigger pool, I guess. So. Yeah. Like I mentioned with the Norwegian side, that will develop my skills and hopefully, you know, learn Norwegian, and, also just in that type of environment, especially as someone who likes to create music and art and things it'll be interesting to sort of see what comes from my experience creatively. How it informs my work"](#).

She is also interested to hear about how the environmental crisis is affecting different places. She mentions how you hear about things happening locally, for example there has been some protesting regarding dredging in the river Tees as it has been killing marine life in the North Sea. This sort of news doesn't always get that widespread coverage so she is curious to know what may be happening in other places that she hasn't heard about.

Fundraising and financial aspect....She describes how applying to be a sail trainee was just a case of filling in a simple application form on the Council's website, where they asked for things such as name, age, what was motivating you to take part, and if you had any concerns or food requirements. Grace thinks it was a simple application due to the age of the recruits. On the application form you could tick if you wanted any help with fundraising or sponsorship and once she had been accepted, she got a contact at the council who told her which ship she would be on and pointed her in the direction of some funding she could apply for.

She applied for some of her funding from The PFC Trust which is a charity based in Hartlepool whose purpose is to help community groups achieve their goals, fulfil their ambitions, and reach their potential. She also received a bursary from the OMAN organisation.

As well as asking friends and family for donations she had an idea to incorporate her music. Being a sound artist, she had an idea to make a sound cloud piece of art music, her idea is to record the different sounds on the ship.

She would like to record some stories, getting recordings of people talking about the different ecology, the environment and hopefully some folklore depending on where everyone is from. She will be taking her trusty zoom microphone on board with her, which is a H5 Stereo Mic, she says this is good for field recordings, it is what she uses when working with young people to collect sounds from the environment. She describes it as a "sound documentary". She put a post on social media asking if anyone would be interested in commissioning the work.

["So anyway, I put that post out saying, I'm going to do a commission out of it and I'm looking for creative bursaries or if there's any sort of partnerships because sometimes you know, people, like local kicks and charities, might donate or want to collaborate".](#)

Someone did come forward, a local poetry organisation, Tees Women Poets, who she has worked with before, they are hoping to be able to compose some poetry out of the soundscape and maybe take that to a local festival depending on how it evolves. ["The zoom Microphone is great for deep listening and listening to your environment. So even if I wasn't to record, I think if other people on board want to have a go, it'll be interesting for them as well to experience it because it really heightens all the sounds".](#)

["So like, I'm imagining that I'm gonna hear sounds that I wouldn't obviously usually hear in my world".](#)

When I asked Grace how she came up with the fundraising idea, she said that in the creative industries, you have to be proactive because making a living, especially as a new artist, is tough. Graduating during the pandemic, she's still figuring things out as a freelance musician and artist and living in Hartlepool adds another layer of challenge because there isn't much funding or a thriving music industry there. She's learned that networking and applying for funding from organisations like the Arts Council or youth music is crucial. That's why she thought of fundraising for the Tall Ships event in a similar way. ["So you know, when you do talk to people, meet people, a lot of the time they don't understand what you do and don't know that you make a living from it, etc. I had to sign on to Universal Credit coming out of university, like a lot of working class people do because you don't know what you onto next. And I was, you know, met with a lot of people at Universal Credit just been like, Oh, you're not gonna get a job in that. Like, why don't you, you know, get a job in McDonald's. That sort of approach"](#).

Preparations and training..... At this point, Grace hasn't received any training yet. She did get a list of things to pack, like waterproofs and wellies, but that's about it. She'll be boarding the ship on July 8th and spending ten days on board until they reach Frederiksted, the second leg of the race.

When she got accepted, they gave her an overview of the activities they'll be

doing on board, such as meal preparation, lookout duty, and cleaning the deck. Her assigned ship, The Morganster, is a Dutch vessel built in the Netherlands. She's been checking out videos of it on the Tall Ships website to get a feel for it.

Grace tells me her friends and family are not surprised she is doing this and say "of course you are doing this, it's a very Grace thing to do"

Closing Thoughts..... A few people have advised Grace to take seasickness tablets or try an acupuncture wristband to avoid feeling queasy on the ship. She's a little nervous about that and hopes she'll get a good night's sleep. She tends to get cold easily, so staying warm is also on her mind.

But you know what she's most excited about? Experiencing the unique ecology of the sea and gazing at the night sky without all the light pollution. She hopes to make lifelong friends during the event and can't wait to see what the journey has in store for her.

["I guess when I'm there ill just sort of see if I love it or hate it or if it's a mix. We'll just find out I guess"](#)

Reflections on the experience... The first day on the ship was overwhelming for Grace especially when she saw all the bunk beds and people sleeping in one space. It was a mix of genders and ages [“I was just thinking like, how am I going to sleep? and as well, like I had a 15-year-old boy like sleeping at my feet”](#).

Grace even considered getting off the ship after the first night but when she woke up, they had already moved from the harbour and were already anchored out of Hartlepool, then the training commenced pretty much straight away. Grace also started to feel seasick straight away which was one of her main concerns when she had signed up. Everyone was very supportive and really took care of Grace, washing her sick bucket out for her and some of the more experienced people were giving her advice on how best to deal with the sickness.

[“I was just like on the deck like head in the bucket. Like oh my gosh, and then they tell you to be up on deck if you get seasick so you can look at the horizon.](#)

[“Someone else taught me like your body has to follow the sway as well. So your kind of upright as the boat is moving, if the boats going that way you have to kind of like lean forward and then following the rhythm yourself”](#)

Thank fully as the week went on Grace started to feel better, she got stuck into the Sail Trainee chores which ranged from steering the ship's course to adjusting the sails, even recording the coordinates of the ship and the other ships in the race. Grace found a particular interest in tracking the coordinates and learning the ways of navigation. She enjoyed being on watch, this was

where you really got to know people because there was time to chat. Other jobs included cleaning the deck and helping out in the kitchen.

Grace has picked up many new skills along the way, she didn't do much research beforehand as she just wanted to immerse herself in the new experience.

[“I think I did just kind of want to throw myself in the deep end and just learn whilst I'm there”](#)

Getting to know the ropes of ships operations has been a real eye-opener for her, from learning how sails catch the wind to mastering a variety of knots that hold everything together, has all been fascinating. Working as part of a tight knit crew and disconnecting from the online world have all brought new insights to Grace.

[“it was kind of like being in a snow globe during the week because every day you'd wake up and you wouldn't see any land.”](#)

[I think the sort of full experience gives you new skills because especially with me being ill on the first day, like I was extremely vulnerable and like a bunch of strangers did just help me and I think that is a skill in itself, being vulnerable in front of people, a full group of people that you've never met before and letting them take care of you. And then same with the practicalities on the ship like steering a ship. I've never done that. I didn't even know how it works”](#).

The experience has given Grace a new insight into where she is from, and her roots and she now views the maritime world in a different way to what she did before.

"I grew up in Hartlepool, which is by the sea. We've got the Trincomalee here and the Marina where there's loads of ships and boats anchored. And it has always just been part of my environment that I've not maybe taken much notice or appreciation".

I'm aware of the shipping industry and the history of it. And like my great granddad was in the Royal Navy when he was fought in World War Two. But otherwise, the actual ship itself, like the engineering and the mechanical side, never sort of interested me. Whereas now especially with the older ships, I'm like, I'll look at them in such a different way. Oh, they work with the wind, like working with your environment is a really interesting topic now and obviously it was just a way of life".

Grace really enjoyed the sense of community that being on board and part of a team brought, even though there was a mix of ages and nationality she was surprised how everyone bonded so quickly and she has made some lifelong friends.

"I would love to do it again, because it was so nice not having signal as well and being like just fully immersed in like a community".

Grace is now missing that community feel especially engaging with different

people without the distraction of mobile phones.

"There was one day in particular where we were just like swimming and like I did like a little yoga session for some people because they were saying that they ached and that day I felt so relaxed and because when you're really relaxed I think you have that feeling in your chest, I think like that love I guess, like you know, because your so relaxed and like open, when you do have those conversations especially when they are so engaging, interesting and different, you do to sort of like fall in love with like everything. And I think that's kind of like what I'm missing because even when I was visiting friends recently, it was really nice to see them, but they are like constantly on their phones".

Grace was commissioned to make a soundscape for a womens poetry organisation and took her microphone on board to record some of the different sounds on the ship. She was also interested in hearing about all the different cultures and folklore

"I've taken different sounds and then I think some point this month I'm gonna just try and make something. I ended up mainly interviewing people, I took sounds but mostly turns out, it was interviews and I asked everyone to answer in like their native language, just to highlight the different people on board and because there was about 10 nationalities. I'm really interested by dialect, and I just thought that would be quite nice, but it'll probably be quite experimental or whatever I end up making with it because it will just be people talking in different languages, but I'm gonna probably sit down in the next couple of weeks and see, see what sort of see how I want to arrange it"

"yeah, just as well like when you were talking to people you would just there and then learn about their cultures and sometimes like folklore would come up, stories, but also, just learning about other people and just what they do is just really interesting and something that I loved to do"

Closing thoughts.... Being on this journey has given grace a different perspective and time to think, it has reignited her desire to travel and made her think of future and career ambitions in a different way. She went inter-railing when she was a child with her parents and back then knew it was something she wanted to do when she got older. With her time studying and the pandemic she had forgotten about her dreams of travelling and being on The Tall Ships, meeting other people, hearing about their travels, and visiting Norway has renewed that desire to travel again.

One thing that has come up for me is with my like job. I'm a freelance musician

at the minute but I do not make like any money really whatsoever at the minute doing it. And obviously, with the band stuff, it's massive, like, passion project, and we have like a lawyer and a manager and things. But it's always when you get like a label deal, that's kind of when you'd start to see a wage, but then realistically, how much is that wage going to be in this industry? And also because the industry is so fickle, I'm like having lots of like questions and doubts about just music and even with my freelance because it's so hard to then, you know, get funding every time. It has like, made me wonder. Definitely whatever I do, I love working in the community and like creative arts, it is that thing like, is there actually a job that has all those things? Like Well, what will give me like security and a bit more stability?

Video Diary

<https://youtu.be/nrjsdthYaak>

A bit about Thomas.... Thomas who has recently turned 18, is a student at Hartlepool Sixth form college and is studying Graphic Design, Media, and Art. In his spare time, he likes Gaming and is also a member of the local Youth Club, West View Project, which he has been attending for 10 years now. Thomas describes himself as a Shy person.

Motivations and expectations... Michelle Murry from Hartlepool Council visited his Youth Club to talk to the kids about the opportunity to be a sail trainee. This sparked Thomas interest, and he picked up a leaflet [“and I was like, Well, I've never done anything like this before. Yeah, I thought I might as well give it a go. Yeah, like because all the activities sound amazing. And especially when you go to different places, you've never been before”](#) This opportunity doesn't come round very often Thomas tells me.

He is hoping to meet new friends, experience different cultures, try some new foods as well as learn new skills that being a sail trainee will bring. Thomas feels he is shy sometimes and he's hoping to develop his communication skills which he says have already improved during some of the fundraising activities he's taken part in.

[“I said, it's a good opportunity. I might as well take it while I can. Because obviously, the Tall Ships first of all, doesn't come around very often”.](#)

Fundraising and financial aspect.... Thomas has really embraced the fundraising aspect and has even managed to raise more money than he had hoped for! He has had some great ideas and even been on a couple of local radio stations, BBC

Tees and Radio Hartlepool.

[“I just thought to myself How on earth am I going to start all this fundraising, I don't know where to begin. I just cracked on. I just decided to make a list of some fundraising ideas. I thought about maybe I can do these at the youth club, and I could do some of the over at college. So, split up. Yeah, I just began doing them”.](#)

Thomas has undertaken a wide range of activities, from organizing bake sales and 'guess how many sweets in the jar' contests to collecting football cards. He even crafted a compelling Facebook post that successfully gained community contributions and a local Hartlepool company, PSS Progressive Siphonic Systems, stepped up and generously donated a jacket along with £150 in funds.

The college canteen, set up a donation jar, where people willingly contributed their spare change and he has found so much support out in his community, with organisations like the West View Project, Youth Club, and Hartlepool Sixth Form College actively involved. A heartwarming touch to his journey was provided by one of his college professors, who accompanied him to Radio Hartlepool for a live discussion

“At first it was a bit terrifying. I think after I did my first radio then the second one was a bit easier. And well, my lecturer from the college he also came with me to Hartlepool Radio. It's only around the corner from my house. And he spoke on there a bit, told the person who was doing the radio, like what I'm doing at the college and a bit about me as well”.

Thomas says how it's a good feeling that people want to support him on his venture.

“And it's just like getting the community together to like help out and all that shows that well, that there's loads of people willing to help out.

The PFC Trust, which is an organisation that aims to support and improve the lives and life chances of the people of Hartlepool, donated £300. *“We formed The PFC Trust in order to give something back to both Hartlepool and its people. Our charity's guiding principal will always be helping people to help themselves, and we sincerely hope to be able to positively impact on peoples' lives in some small way”.* Frances & Patrick Connolly, Founders, The PFC Trust.

With the extra money raised Thomas is donating some back to the West View Project, Youth club, a project close to his heart and the rest he will use to help

buy his kit and get some insurance.

Preparations and training..... He went to a Sail Trainee meeting, arranged by Hartlepool Borough Council, and met some other participants, although some may be on different ships to him, they have kept in touch, mainly sharing fundraising ideas. He has also been invited to another fund-raising event to support his fellow sail trainee which he is attending. He has been given a kit list and says there will be some team building exercises once on board, but he has had no training yet.

He is concerned that he will feel seasick so is preparing to take some anti-sickness tablets with him and he is a little nervous of getting in the sea especially if there will be jelly fish!

Closing Thoughts..... Thomas is looking forward to the experience especially getting to see a new place and meet new people.

“I can't wait to meet all the new just meet new friends. You talk to people from different cultures, that'd be very interesting. Obviously, the experience of being a sail trader on the ship as well. Doing these all and doing all these activities and actually having the experience to like kind of live on the ship”.

During the first few days Thomas was experiencing seasickness. However, he persevered by relying on seasickness tablets, the fresh air also helped and with time, he started to feel much better he even began enjoying when the sea was a bit choppy.

“There was one time on the ship where the ocean was very like wavy you know, all over the place. It was it was very windy. And they got everyone like pull this rope and we all had to stand on the side of the ship and the case obviously we fell because it was, it was tilted that much. And then we all got splashed by the ocean and I actually enjoyed that bit”.

While aboard the tall ship, his responsibilities revolved around watch duties, which entailed alternating between 4-hour and 2-hour shifts. He also participated in general deck maintenance tasks. Thomas says as part of their training, they learned some skills in knot-tying, mastering the art of securing ropes with various knots.

I learned how to properly tie knots, like different ways of tying knots. Yeah, and how, like, different parts of the ship like you’ve got to turn this thing to make the sails go up. Oh, yeah. I can’t remember all the names. But yeah, I learned how to do all that stuff”.

In their free time, Thomas and his shipmates would talk and get to know one another, and he enjoyed everyone not being on their phones all the time, and says it was a refreshing change. He enjoyed the opportunity to meet people from all over.

“It was well, I think on the ship most everyone spoke Dutch, And some people I think somebody might have spoke German as well. So, yeah, some, like something different places. Yeah. Then there was a there was someone from from America as well”.

“To be fair, I actually enjoyed like not being on my phone”.

“It gave me more chance to actually talk to people without them being on their phones”

They also enjoyed playing games, with Thomas picking up a new sea faring card game. Thomas says the food on board was ok, but different to what he was used to at home and he admitted to not enjoying every dish. As for his accommodation, the cabin where he slept proved to be comfortable and cozy.

Closing thoughts

The true highlights of Thomas's experience were the moments when he found himself aboard a real ship, navigating the open sea and ultimately reaching the shores of Norway. This unique venture was very different to his everyday life back home. Thomas participated in a parade and embraced the opportunity to dress up. During his time in Norway, he even took part in a computer gaming contest, which is a big deal for someone who identifies as a shy individual. This experience has really helped Thomas in boosting his self-confidence, pushing him beyond his comfort zone and igniting a newfound passion for travel and exploration. Thomas now aspires to Travel and explore different places.

[“Well, being on the sailing ship itself. I was the meeting new people and going to a completely different place”](#)

[“And going to Norway its made me want to like go visit different places as well. like not like, not by sailing ship just obviously just visiting different places by traveling”.](#)

Would he recommend being a Tall Ship Trainee to other people?

[“It's a wonderful experience. Obviously, you don't get it that often do you. No. And you get to visit different well a different part of the world. While you're there”.](#)

Video Diary

https://youtu.be/LQx_s56zGdk

A bit about Maddie..... Maddie has an apprenticeship at Tweddle farm in animal care. She plays Rugby and has always had an interest in sailing, she joined the Sea Cadets when she was younger and is a member of her local Yacht Club. She has qualifications in Sail and Paddle Sports. It was in-fact someone coming to visit the cadets who told them of the opportunity to take part to be a sail trainee.

Motivations and expectations... Maddie filled out a simple application form, where she had to explain her motivation for wanting to take part. When she got the congratulations via email that she had been accepted, she was thrilled, She wasn't expecting to be chosen, it took her quite by surprise when she heard the news, she got very excited and had a look straightaway to see what ship she would be sailing on, which was The Morgenster

["Just like it will be such an amazing experience. Like I've just always wanted to, like travel. I love traveling. Being able to go to Norway and being able to do that in such a unique way and like meeting other people that also have the same interests as you would just be really fun".](#)

Fundraising and financial aspect.... Her fundraising began by reaching out to some local business to see if they would be interested in supporting her, she tried a Facebook post and then also went round in person with a cover letter to ask, she says this was pretty nerve wracking and even when she had been and asked a few businesses it didn't get any easier. She also has a part time job so has been adding to her fundraising through her wages. The PFC Trust have also helped with a sponsorship, The PFC Trust, which is an organisation that aims to

support and improve the lives and life chances of the people of Hartlepool, donated £300. They also gave her some advice on different ways she could fundraise and says they have been really supportive. *"We formed The PFC Trust in order to give something back to both Hartlepool and its people. Our charity's guiding principal will always be helping people to help themselves, and we sincerely hope to be able to positively impact on peoples' lives in some small way".* Frances & Patrick Connolly, Founders, The PFC Trust.

Preparations and training..... The trainees have received a kit list, and Maddie is currently going through it to prepare for her upcoming adventure. She thinks there will be a few days of training before they embark on their journey. The Tall Ship Organisers arranged an informative session at the local library for the trainees, where a helpful lady was available to address their questions and concerns. Maddie took advantage of this opportunity to connect with fellow trainees and found the session to be valuable. The lady also shared some creative fundraising ideas with the group.

Closing Thoughts..... Maddie is very excited to embark on this new adventure and especially looking forward to meeting new people, seeing a Norway and jumping off the ship into the sea.

“it's going to push you to be a lot more close with the people around you and like, it's obviously a lot of teamwork. So I think just help improve my social skills and give me just more confidence, making friends and going forward in the future.”

Maddie Cooper sail trainee reflections

Maddie had an amazing time being a tall ships sail trainee, she threw herself into every aspect from helping in the kitchen- peeling hundreds of potatoes, swimming in the sea, sleeping in a hammock, to climbing the rigging and securing the sails. She loved the experience so much that she is even planning on attending a maritime school so she can apply to become a crew member on one of the ships.

She found the adventure exhilarating and said even normal everyday tasks just felt more exciting.

“It just kind of made like normal chores more exciting, like walking to your bed was like a 20-minute task. So it was just it was really strange, because obviously you couldn't see the waves. So when you're on deck, it's kind of alright when you're below deck and your moving you just you forget you're on

the water and you move in but yeah, it was it was really cool”.

She enjoyed the working patterns on the boat, they worked four days on for eight-hour shifts and days off were spent exploring the boat.

Climbing the rigging she describes as absolutely petrifying but at the same time exciting. “It was absolutely petrifying, but also like so exciting. So like when you got up it wasn't like a platform. It was just like some metal wire. So you weren't actually stood on anything. So it was just like really nerve wracking. And then you could go all the way to the ends of the sails and then you'd get there and they'd be a like start like tying the knots”.

Maddie found the experience was great for her confidence and thoroughly emersed herself in the whole experience.

“definitely built like confidence up with just like meeting new people and like because you don't have a chance to like be shy, but you have to be like, well out there. So it's bringing your confidence open, like when more confidence on the water as well. Yeah, jumping off from like really high on this just made you feel a bit more better about it”.

Closing Thoughts

It was such a unique experience and she enjoyed it so much she is considering becoming a crew member.

“these things like maritime schools that aren't very popular in England, but they are more than happy for you to go overseas and start there. And then you can do get a job as crew in live on the board and stuff”.

“So I've been looking a lot into it. There is a maritime school. It's like 10 months, you go to like 20 different countries and seven seas and I'm definitely thinking about trying to do that school. And then from there, it'd be quite easy. To get a position on the crew”.

There was no hierarchy on board, and everyone got along, Captain, crew and sail trainees, people from all different nationalities and by the time they arrived in Norway, coming 4th in the race, they felt like family and enjoyed the final parade by partying away into the night.

“It didn't even really feel like there were crew, it just felt like there was someone who knew a little bit more information, so they'd eat with us they'd all help with the chores, like it was very fluid”.

“So we did like the parade. So we walked around all of Norway and there was a ton of people, that were all in our costume, just blasting music, like just really excited and then we had the award ceremony which was really good as well. But yeah, just the party like just didn't stop we had the crew party on the night and that was really fun. There was like mechanical bulls and everything.”

Video Diary

https://youtu.be/ovQY-k9z_vo

A bit about Lucy..... Lucy is 18 and currently doing her A Levels, studying Music History and Psychology. She is a musical theatre geek and loves doing “outdoorsy stuff”. When she was younger, she was in the Scouts and always liked going on the Scout trips, a highlight being one time when they went to Switzerland, which was action packed and full of outdoor activities. Lucy loves going to visit new places. She had applied to join the Tall Ships races last year when one of her tutors had told her about the opportunity but unfortunately hadn’t been accepted, she decided to apply again this year and was very happy to receive the news she had been accepted this time.

Motivations and expectations... Lucy signed up for the Tall Ships along with her friend Katie, they requested to be on one of the larger ships in the hope of being able to meet more people, one of her motivations for going. She is also excited to experience sailing, travelling to a new place and to challenge herself. Lucy tells me she isn’t doing it for any future aspirations it’s mainly just for the experience, but she is expecting she will develop her teamwork skills.

[“Well, I’ve never ever sailed in my life. So, it’s like, I wanted to do like challenge myself a bit. So like, do something that I’ve just never done before”.](#)

[“I might as well challenge myself and just, it’s gonna be it’ll be fun. So, I’ll give it a go”](#)

Fundraising and financial aspect.... With regards to fundraising Lucy has mainly applied for the different bursaries, getting some funds through the PFC Trust. The PFC Trust, which is an organisation that aims to support and improve the

lives and life chances of the people of Hartlepool, donated £300. *[“We formed The PFC Trust in order to give something back to both Hartlepool and its people. Our charity’s guiding principal will always be helping people to help themselves, and we sincerely hope to be able to positively impact on peoples’ lives in some small way”.](#)* Frances & Patrick Connolly, Founders, The PFC Trust.

Michelle from Hartlepool Borough Council has supported her in helping point her in the direction of the different bursaries available and if Lucy had any questions, she found that Michelle would email back straight away. She hasn’t done any fundraising as such and has just topped up her funding through her part time job at McDonalds.

[“I work at McDonald’s so basically all like my wage has for the past like five months it just went towards this”.](#)

Preparations and training..... Lucy has received a kit list and has been told which ship she and Katie will be on; they have heard that their ship is quite musical so she is excited and thinks this will be fun. She is planning on taking her Ukulele with her and Katie her accordion so they can join in with the musical festivities on board.

She is nervous of being Sea-Sick but hopes that if this does happen it will only last a few days.

LUCY, SAIL TRAINEE, INTERVIEW BEFORE EXPERIENCE

Closing Thoughts..... Lucy is very excited to be a Sail Trainee, she doesn't know what to expect and she is embarking on this journey with a very open and easy-going attitude, ready to learn and embrace the adventure that lies ahead.

"I mean, I'm really excited to meet new people. I love like, making new friends and stuff. So I'm excited for that, And then just sailing as well, because I've never done it before".

"And I just feel like it will be fun. That and also to get to go to Norway, I've never been Norway as well."

Video Diary: <https://youtube.com/shorts/RufsCMR33LQ>



Appendix 3 Volunteer Case Studies

Tall Ships Races – Hartlepool 2023

I heard about them asking for volunteers for the Hartlepool Tall ships races in The Hartlepool Mail, as me and my husband are both retired now, we thought why not, we can help, so we cleared our calendar for those few days.

“It was just a case of applying and going down to the, I think I maybe applied online. And then they invited us all to a hub down in the town centre, and down there and took our names further forward. And so and that was literally you sort of wrote on what kinds of roles they gave you a little summary of the kinds of roles that would be available and what shifts you would be available and at that point we're just ticked anytime over the four days was really so we were pretty flexible because we were going to block out the four days anyway so we're putting work how it was going to work”

We didn't hear anything for ages, so we weren't sure what was going on. It was only about a month before we got asked to go down to a welcome thing at the library, we thought we would be finding out what our shifts might be, but it was just to colour in a little acrylic patch with your name on that said Tall Ships Volunteer. I was wondering when we would find out what our shifts would be and we had asked if we could be together or at least nearby and have shifts at the same time as we would be walking to and from the event together.

We were then invited to meet up and this time it was a little bit more organised; they did some team building exercises.

“then they divided us into groups and then you went and built as a part of a

team building, but you weren't going to be with that team anyway, as part of a team building thing was you had to build some tall ship thing. It wasn't very good to be honest. We got stuck in, but we had a couple of people who were a bit more vulnerable. You know, our more introvert and so it wasn't great at all. Really, I mean, we joined in because of our age group and we just thought oh, well if we have to do it, we have to do it but we did see it as a little bit pointless, really because we were saying well, is this our group who we're gonna be with? Oh, no, no, this is just to get your team built on the whole it's not in building your team to have, it would have been better to have the team that you work with and then you could have said I'll see you on the day, but still no roles”.

They had some online training you could do which were a set of online videos, I did watch these beforehand, ACT awareness, Conflict resolution and a health and safety video, I did find these useful and put them to good use during the event.

My role assigned was directing people to where they needed to go – Marshalling and working at the information point. It was only a couple of days before we found out what our shifts would be, it was disappointing as we hadn't been put on the same shift pattern as we had asked to be, we told them this and they did change it a bit for us. We still hadn't been given our uniform or anything. We were feeling like it was all just a bit disorganised. We didn't find out where we had to be or get our uniforms until the actual day.

and the first day, there was there was a nice, one of the nice guys from the council, but he wasn't there for a good hour and a half and when I first arrived, it was just like, I'll just give out some leaflets and i thought ive not come to just give out some leaflets. So I just made it up as I went along. And I was engaging with the public and I was fine with that, you know, once a battle away and given up the leaflets to stop you found your role anyway because people were saying, Oh, can you tell me where so and so is, as id walked through. I tried to take note of where things were, I think honestly, I think that's only because of who I am. And I think if you weren't, you know, if you were a little bit more not used to Hartlepool, which these are some of these

My husband found the same thing when he got to where he was working over at the yacht Club.

"he went off to his thing, but he was told to just sit down because he wasn't required. And that was over at the Yacht Club. And in the end. I mean, you know, this is a 68 year old man who is fit and well, by the way, and retired again. But so in the end, he said to his sort of team that Well is there anything else I can do because obviously, I've come to volunteer, I don't want to sit for 6 hours and so they just give them some posters in the end and said maybe go around the site and put them up".

Our incentive for volunteering was to meet likeminded people and to give back to Hartlepool.

"It was the fact that it was Hartlepool and I thought, You know what, I really

want to do this and when, you know, they need the volunteers for it to go ahead. I thought that's what I want. I want to do something you know that feels it's like you given a bit back and we thoroughly enjoyed it i must say but we did have to find our way".

Although we had to fathom our way and find out where we would be useful ourselves, we did really enjoy our time, we ended up working at information point three, and the supervisor, Jo, was lovely. We were a good team, we had to help an elderly lady who had had her bag stolen and a little lad who had cut his knee.

We were encouraging visitors to have their photo taken at one of the Tall Ships photo frames and we had a good time with the public doing that, we must have taken about 500 photos that day!

I think it could be a lesson learned for next time that volunteers work in pairs "I know we were a couple Ronnie and I, but it worked well being a close couple you know what I mean? So it would have been nice to buddy up people with somebody, you know. And we already know each other but we worked great as a team and Jo picked up on that but oh my god, you're just amazing because we bounced off each other. And he was all in the frame and I was saying you know, but you'd be amazed how many people asked us for information because we held a frame and we were having a giggle with them as well"

“she was excellent Jo on information point three. She was really with it, but she often do you know had to go off because she was communicating with various people and she said I’m so happy that you and Ronnie there should because I know you’ll cope with what’s going on and you’ll contact me if need be”

“Now the catering was very good and it did turn up, You know, I think it was between the five and six so we went on duty at five and we had walked our home so she said It was arriving between five and six and it did, and it was really good, I can’t fault that it you know that the food was good and it was nice they had thought of us and it did turn up”.

I did find that from some of the council workers there was a lack of respect towards the volunteers, not all of them but some of them were a bit like, oh you!

“But I think maybe he’s, if they were told that these people have given up their time, you’d have to come a little bit foreign and really, there’s professional people along these volunteers, you know, and wherever you come from the special, you know, where you’ve needed some sort of additional needs or wherever you’ve come from a professional point of view at the end of the day. They’re welcome. To volunteer and give their time and we weren’t getting paid, you know, for this. So I just think a little bit more respect”

That wasn’t from everyone, like I said Jo was grateful we were there.

“And she couldn’t thank us enough. She said, I think you’re absolutely amazing. You know she said to us, she was actually like, if I need to go and sort something else out, because she was on her radio all the times, you know, different things. And, and obviously, the little child that fell over she was able to take them in the tent and totally deal with that knowing that we were out front and so she said I just feel totally relaxed and when we went the third day to her tent, she couldn’t welcome us enough. Yeah, the difference you know, I know what some weren’t they were a bit like, oh god volunteers”.

If I were to give them feedback of what could be better next time, I would say that the run up was a bit poor and the organisation in terms of knowing what we were supposed to be doing, some other volunteers I spoke to said the same thing

“And they felt very similar to me, you know what was the run up to it. You know, we we didn't really get to know what we were doing. And I know there was another two people i knew closely, a social worker and another nurse that also volunteered. And so I know they're very close and I've got a follow up from them. And they said we didn't really know what we're doing and they were very similar story in terms of we have to find our own feet about what I what we're going to do what we're going to make this role to be. If you have that, you know, then then you weren't gonna get further really, if you were quite a quiet person”

Some of the volunteers were vulnerable adults I also felt this wasn't handled in the best way either,

“I'm a nurse and I care for a lot of people with special needs. But when it comes to an event. You'd need to have those buddied up, don't you? So yeah, well, you know, so and so they felt they were doing a great job alongside somebody, you know, who was able to take charge a little bit more, you know, but again, vulnerable, so I don't know whether better with just their friends because you never know you're going to buddy them up with yes yeah. Turned out we were the best ones for them do you know what i mean, by saying we're here and yeah,

because they were saying I don't know what I'm doing and I said where you just get just say hello to people and you give them a leaflet and so it that was that kind of thing really”

I feel that it was a really good thing for Hartlepool itself and I could hear people saying so when I was volunteering

“and every single one of them said, Oh, it's just absolutely amazing, isn't it? And we thought it was amazing because we've got the Sunday off. We went to the sailor parade, and we loved it too. And we will definitely do it again. And next time would sort of know but the run up to it was the poorest thing really”

“Yeah, the whole thing really was ended up great. You know, we thoroughly enjoyed seeing everybody happy and we were saying, you know, welcome to Hartlepool! And you know, because a couple of people were saying, Oh, we're not from here. And so we said welcome to Hartlepool and isn't it amazing? So it was lovely, Quite a few people actually said, you're volunteering? and we said oh yeah, we're volunteers and you know, and they said, ahhh your doing an amazing job and actually, there was hundreds of nice people, Id Definitely do it again. I was so proud to do it for Hartley pool”.



Appendix 4 Community Group Case Studies

Tall Ships Races – Hartlepool 2023

Case Study: Tall Ships Races Hartlepool 2023 Community Garden



Project Overview: To create an educational, sustainable, and community-centered green space for the Tall Ships Races Hartlepool 2023.



BACKGROUND

The Parks and Open Spaces Team's commitment to sustainability led to the development of a circular economy of upcycled and repurposed materials, diverting unused materials from landfill, to create a community garden for Tall Ships Hartlepool 2023. After the festival, the community garden components were donated to community groups to be re-used or repurposed, or were replanted in the town's parks as a lasting green legacy.



OBJECTIVES

1. **Education:** To educate visitors about biodiversity, sustainability and the environment.
2. **Sustainability:** To create a green space with little to no budget and a strong sustainability focus.
3. **Aesthetics:** To provide a sensory and aesthetic element to the working dock site while offering additional seating at no additional cost.



BUDGET AND IN-KIND SUPPORT

The project was funded by a £2000 community grant from Tees Valley Nature Partnership (TVNP) and in-kind support from local people, community and charity groups and businesses. Their input and support were instrumental:

- **Community Supporters:** Friends of Hartlepool's Wild Green Spaces (FHWGS), Hartlepool Men's Shed, Tees Valley Nature Partnership, Waverley Community Allotment & a tenant from Summerhill Allotments.
- **Corporate Supporters:** Tees Valley Combined Authority Trees on Tees, Venator, EDF, MKM, Dutch Garden Centre, Rounton Coffee & Seahorse Coffee Box.

PROJECT IMPLEMENTATION

The approach and methods employed to plan, design, and execute the Community Garden project were undertaken in the following steps, ensuring its success even on a limited budget:

- **Inspiration:** We drew inspiration from pop-up gardens featured at Tall Ships Races Harlingen 2022 to inform our design and concept for the Community Garden.
- **Research and Design:** Extensive research informed the creation of an educational and sustainable garden design. This design was modular, allowing flexibility based on the event site layout and to fill a 20m x10m space. Plants were selected for their environmental value, such as being pollinator friendly, as well as their sensory and aesthetic characteristics.
- **Budget Planning:** A £2000 community grant from the Tees Valley Nature Partnership (TVNP) was secured by FHWGS and used to purchase plants.
- **Stakeholder Engagement:** The team reached out to community organisations and local businesses through emails and phone calls, providing them with information about the goals of the community garden project and seeking their support.
- **Community Collaboration:** Recognizing the importance of community engagement, we actively involved community groups and local businesses throughout the delivery of the project. Their volunteer time and donations of materials and plants were integral to the project's success.
- **Repurposing Materials:** FHWGS and Hartlepool Men's Shed repurposed surplus pallets donated by EDF, Venator, and RPS Pallets, and coffee bags donated by Rounton Coffee and Seahorse Coffee Box into modular planters and seating.



PROJECT IMPLEMENTATION:

- **Sourcing Plants:** Plants were donated and sold at a discounted rate from Dutch Garden Centre. The Tees Valley Combined Authority Trees on Tees team donated tree whips, and plants were generously grown and donated by a local allotment holder. Plants were temporarily stored and cared for at Waverley Community Allotments by HBC staff and volunteers until the community garden could be installed on site.



- **Installation:** FOHWGS helped to set up the community garden on site in a timely and creative manner.



- **Dismantle:** Once the festival was over, the community garden was dismantled and parts of the garden were stored at various sites until planters and plants could be donated, or planted into the parks with volunteers.

OUTCOMES AND COMMUNITY IMPACT

The Community Garden had a significant impact on the festival and the local community in the following ways:

- The project received support from the community and promoted sustainability and environmental education for visitors at a free international festival.
- Information boards directed visitors to Hartlepool Men's Shed and FHWGS websites via QR codes, promoting the great work of these local charities.
- The project enhanced community engagement, fostering new partnerships and the development of new skills.
- Surplus materials were donated to local groups, such as Hartlepool Men's Shed and Merlin Manor Care Home, further promoting sustainability.
- Green and sustainable legacy projects are underway post event:
 - Legacy gardens planted in town parks, ensuring a lasting green legacy in public open spaces.
 - Tree planting in parks and schools promoting green initiatives.

CHALLENGES & LESSONS LEARNED

The following challenges and setbacks were valuable learning experiences:

1. **Timescales Alignment:** difficulty coordinating the project with the Tall Ships event timeline caused issues with staff time and efficiency of planning transport of the community garden to a working port site, as well as managing volunteer time due to access restrictions.
1. **Logistics:** the need to daily water plants due to temporary storage before relocation to the event site required staff time prior to the event, and resulted in security concerns following an incident of plant theft.

Efficient project delivery in line with the Tall Ships event site set-up schedule would have saved both staff and volunteer time and effort when delivering the community garden project.

CONCLUSION

The Tall Ships Hartlepool 2023 Community Garden was a testament to the power of community collaboration, sustainability, and creative problem-solving on a limited budget. It showcased Hartlepool Borough Council's commitment to education and environmental awareness while leaving a lasting, green legacy for local people.

ACKNOWLEDGMENTS

We extend our gratitude to the organisations and individuals mentioned in this case study for their invaluable support and contributions to the success of the Community Garden project.



LEARNING TEAM SEVEN SHIPS PROJECTS CASE STUDY



Case Study – Museum and Gallery Learning Programmes – Tall Ships 2023

Overview and Introduction

The Learning Team ran several projects with The Tall Ships Race 2023 and the Shipbuilders and Fisherfolk exhibition by Jonny Hannah as the basis. Jonny Hannah designed templates of bottle and fishes which were used in some of the projects.

1. Family programme – Each school holidays from Feb half term to May half term participants decorated small bottle and fishes templates to create a community installation at the exhibition at Hartlepool Art Gallery.
2. School and community group project – Schools applied to be part of the project and were given giant bottle and fishes templates to decorate to create a community installation in the Well-being Hub on Jackson's Landing during the four day event.
3. Outreach – Schools were offered limited dates for outreach sessions to help them decorate the giant bottles and fishes templates.
4. Under Fives – Tall Ships themed Story and Craft session (supposed to take place in Museum but had to be moved to Gallery)
5. Toddler Take Over Day – Tall Ships – As part of our commitment to our NPO partnership we aim to have four TTOD's each year so we themed one as Tall Ships.
6. Re-development of the Play Space at Hartlepool Art Gallery on a maritime theme.
7. Jonny Hannah school workshop programme – two special workshops to run alongside the Shipbuilders and Fisherfolk exhibition, one workshop per venue available until 3rd November.

Who Took Part

A total of 2739 participants engaged with the seven projects which consists of 333 adults and teachers, (plus 10 teachers were our main contacts for the Giant Bottles and Fishes who then instructed a number of other teachers in their schools to lead a session with their own classes). We worked with 193 0-5 year olds, 389 5 to 16 year olds, 13 16 to 25 year old SEND students and 1811 school aged pupils.

Participating schools were – Holy Trinity, Grange Primary, Fens Primary, Sacred Heart, Lynnfield Primary, Brougham Primary, St John Vianney, St Josephs, Springwell school, Catcote Futures and St Matthew's in Jarro.

Community groups were Dabble in Art and Born 2 Be Youth Group.

We also worked with family audiences.

(See appendix 1 for table)

1. Family Programme



2. School and community project



2&3. Giant Bottles and Fishes leaflet and outreach offer



4. Under-fives



5. Toddler Take Over Day



7. School workshop leaflet



Quotes

'It was nice doing something collaborative at school, children really enjoyed doing it'
Brougham Primary School

'Any kind of opportunity like this is very beneficial for the SEND children at our school who might not be able to have these kinds of opportunities otherwise.'
Springwell Primary School

What happened/How was it done?

1. Our family programme runs on Mondays at the Museum and Friday at the Gallery (exceptions for Bank Holidays) we run four led sessions per school holiday week (excluding Christmas break). We provided artist designed bottle and fishes templates for participants to decorate over Feb half term, Easter and May half term. We had over 600 templates completed which are displayed in the community space as an installation in Hartlepool Art Gallery as part of the Shipbuilders and Fisherfolk exhibition by Jonny Hannah from 26th June until 3rd November.
2. Schools received an email telling them about the project, they would receive templates to decorate which would go on display at The Tall Ships Race event site. They were asked to complete a booking form if they wished to be part of the Giant Bottles and Fishes project. We had originally planned for 35 templates but ended up ordering 77 templates due to demand. We had six applications requesting that the whole school be part of it, three applications for specific year groups or after school groups. We offered a template to long running group Dabble in Art who meet at the Gallery twice a month. Templates were delivered and collected from the schools along with a teacher's pack, with links to a Youtube video which was created as a digital resource for those schools unable to view the artist Instagram account. The finished pieces were delivered to the Tall Ships site for installation.
3. Outreach Giant Bottles and Fishes – To be as inclusive as possible we offered to deliver outreach sessions with ten available time slots to schools who felt that they needed more assistance to be involved in the project. Our offer was taken up by Springwell School which is a SEND primary school, Catcote Futures who work with SEND young adults, a youth group we have worked with on various projects and Sacred Heart Primary who were doing a whole school project self-led but one year group requested a led session.
4. Under-fives story and craft session – tall ships theme. Originally planned as being the under-fives offer at the Museum, it has to be a different format from the gallery as we are open to the general public during these sessions, it is more of a led workshop. On this occasion it had to be moved to the Gallery due to installation delays. (The museum was installing a new family space, new outdoor space, three temporary exhibitions and generally getting ready for Tall Ships, there was a two day delay which overlapped with the planned session). Participants were notified of the change of venue and feedback was positive.
5. Toddler Take Over Day – Tall Ships. We aim to run four of these days per year for our under-fives audience at Hartlepool Art Gallery. Each day has three timed sessions and take place on a Monday when the gallery is normally closed to the public. This allows us to have approximately ten activity stations which are supervised but largely self-led, participants choose how long to spend at each station.
6. The Gallery has a play space for our younger visitors which was themed as Space for the previous exhibition. The space has to work long term so a maritime theme was chosen fitting in with the Jonny Hannah and Pirate exhibitions but also as a Hartlepool theme in general. An artwork from the collection was printed onto vinyl as a backdrop, a wooden play boat, carpeting, cushions, puppets, dress up costumes and toys were purchased.
7. Two school workshops have been developed to run alongside the Shipbuilders and Fisherfolk exhibitions running from 26th June until 3rd November. The Museum has a literacy based workshop and the Gallery has an art and printing based workshop. We have had four school workshops so far (up to 13th July) and schools have received an email to book for the autumn term.



Appendix 5 Vendor Comments

Tall Ships Races – Hartlepool 2023

Very good PR and exposure. Good atmosphere and good networking

The few contacts that have seen him at the Sall Ships that could potentially use his services and potential future meetings with Hartlepool Sixth Form.

It was positive because it was a really busy event and the stall was positioned perfectly, lots of footfall.

The amount of people she met was absolutely amazing, got new followers and subscribers, loads of customer feedback.

It was good to have such a big event in Hartlepool, the biggest event in Hartlepool, good for the local economy, bodes well for Hartlepool going forward, how it is perceived as a destination.

Gained returning customers attending now who have come to additional events.

Financially it wasn't too great (costs nearly exceeded turnover) but experience wise it was totally worth it as it was a large event. There was some limitations due to parking circumstances of the traders. Kept on site for ages due to security reasons which could've easily been sorted. Didn't trade on Sunday as ships left on Sunday morning.

Had eight cadets and adult volunteers go on boats, also led to 20 new recruits for the unit.

Didn't get many 'leads' from the event but did increase awareness of charitable

cause. It's a non-for-profit fostering charity so awareness is the aim.

We were doing a collaboration with a local art exhibition and he asked us to do beer for his art exhibition which was nautical themed. It went verywell;, people were very impressed with that. Local pubs took them in too which is great. Raised profile overall, big positive overall.

Well organised, very nice place, new part of the country, the team were helpful, well sign-posted.

It was good for the brand, introduced to the Hartlepool area.

A lot of people who came to see them at previous events knew they'd be there. Financial benefit. Promotion for the brand in Hartlepool - lots of social media.

Lots of new custom due to success through the first three days. All really good.

It was a great event, raised a lot of money. Raised money from outside the area. Raising awareness of the hospice.

There was a lot of people nationally who had come to the event so they had access to a market they wouldn't usually. There was also a lot of local people so they could advertise upcoming events. The type of people who go to Tall Ships are the same target market. It's a good festival, the weather good have been better Got in front of a lot of people, raised some awareness, got 40 signups to mailing Positive response, really nice vibe amongst stallholders and people of Hartlepool. It had a great attendance, well advertised and well organised. It was well run

It's a good festival, the weather good have been better.

Got in front of a lot of people, raised some awareness, got 40 signups to mailing.

Positive response, really nice vibe amongst stallholders and people of Hartlepool.

It had a great attendance, well advertised and well organised. It was well run

She didn't get as many people asking about her as she would've hoped. The setup was not great - the majority of traders like her are traders with front facing stalls to keep eye contact. That couldn't be done because of huge bollards around where she was set up. When she arrived she brought her own gazebo, didn't realise there would be shedding. Again, the bollards were a nightmare. Other stall owners were crawling under stalls to get out.

It has only brought positive things for her business. The event itself though was overpriced and poorly organised. The layout was dangerous, lots of people tripping over. Quite a negative experience. Felt undermined by council people. It rained and flooded the stalls. Expensive stall costs. Compare that to a festival like Greenman where it rained a lot but they were prepared for it and didn't charge for WiFi. Was tucked away right in the corner, felt isolated where her stall was. Felt frustrated by contract.

Great for exposure but the event was negative.

It was not as busy as expected. The footfall was not great. The organisation of the stalls was not great. The communication was not great. The flooring was dangerous and actually stopped people from accessing key areas which was dangerous. As part of communication, they were told they would be able to swap staff through the day and then later were told they couldn't leave.

Lost money on the event, missed expectations. The Thursday had barely any turnover so shouldn't be considered a full day at all. The Friday was relatively quiet until the evening time, the lunch time was dead quiet. The Friday was reasonably good but still wasn't great. Saturday lunch was ok but still didn't meet his expectations. Saturday nighttime was poor. Sunday lunch time was good, stayed open longer so took more sales. Really wasn't anywhere near what he expected. Did an event in Saltburn where he made much more turnover in just one day. Had to pay staff from early till late as traders weren't allowed to leave, traders couldn't leave and get off site so made losses off this. Ludicrous.

Anyone that knows about markets knows that you have to funnel customers in front of your stalls to attract them to stalls. Between the stalls and where the ships were there was a very big gap meaning that stalls missed out on footfall due to this big gap. There was no space for customers to sit down near food stalls to enjoy their food, seating was too far away, it was ridiculous. They didn't do any favours for stallholders at all. If they had been able to move their stalls slightly forward, they would have been able to drive near their stalls, but instead they weren't able to move their cars till 11:00 and 1:00 on the fireworks. No coffee stall nearby for traders, would have complimented other traders. When you're a stallholder on your own you might want a coffee. No drinks stall nearby. There is a lot of things the organisers can learn from this, could have been a much better experience. That they were charging £10 for parking will put a lot of people off attending.

Paid for a 5x5 metre stage but ended up with a 3x3 metre space instead - not ideal. Was moved on request. Complained to the operating company and was recompensated. It was very windy.

Lodged a formal complaint regarding organisers/management. - Volunteers were very good, traders and vendors were treated poorly by organisers and management. - Had to enquire to get information, important info should be sent over without having to ask such as pitching spot, location in event space - this is important for Health and Safety reasons. - The business needed specific pitch spaces which weren't clearly allocated. - Paid £2200 for a stall which ended up being smaller than the cheaper market stand stall. Also paid for Wi-Fi which was set to a specific location so when the owners stall was moved on the day the Wi-Fi didn't work which caused problems on the till until she contacted the WiFi providers directly. - The stall location was stuck away from customers and their initial stall which would have had more footfall was moved away, out of sight of customers. This initial location was replaced by another coffee stall which seemed strange.

Financially it was a failure, made a loss of £1500

FINANCE AND POLICY COMMITTEE

27 NOVEMBER 2023



Subject: HARTLEPOOL TOWN DEAL PROGRAMME

Report of: Executive Director of Development, Neighbourhoods and Regulatory Services

Decision Type: For information

1. COUNCIL PLAN PRIORITY

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

2. PURPOSE OF REPORT

- 2.1 To inform Finance and Policy Committee on the latest progress made on the progress of the £25m Town Deal programme.

3. BACKGROUND

- 3.1 As set out in the Committee report of 21st January 2021, Hartlepool is one of 101 towns delivering proposals under a 'Town Deal', as part of the Government's £3.6bn Towns Fund programme. The programme criteria required the establishment of a Town Deal Board, set up in January 2020, to

then develop and agree an evidence-based Town Investment Plan, which was approved in January 2022.

- 3.2 Following the approval of our Town Investment Plan by the Department for Levelling Up, Housing and Communities (DLUHC) in 2021, Heads of Terms were offered to the Council and returned on 23rd June 2021, covering the following:

£13.86m	Re-imagining Middleton Grange Shopping Centre
£1.4m	Wesley Chapel redevelopment
£6.2m	Waterfront connectivity project
£1.25m	Development of a Health and Care Academy
£2.25m	Development of a Civil Engineering Academy

- 3.3 As set out in the Committee report of 25th April 2022, and following the agreement of the Heads of Terms, under Town Deal the Council had 12 months to develop, approve and submit Green Book compliant Business Cases with the agreed projects set out in detail, through an independent assurance framework, together with a Summary Document to DLUHC. Business Cases for the Health and Social Care Academy and Civil Engineering Academy were approved at committee on 25th April 2022, while Business Cases for the Wesley Chapel redevelopment project and Waterfront Connectivity project were approved at committee on 20th June 2022, and a business case for the Re-imagining Middleton Grange Shopping Centre project was approved at committee on 22nd August 2022.

- 3.4 Under the Town Deal Programme all individual projects, and the programme overall, must be delivered by March 2026 with project delivery timetables as follows:

Sep 2023 to Mar 2026	Re-imagining Middleton Grange Shopping Centre
May 2023 to Aug 2025	Wesley Chapel redevelopment
Jan 2023 to Mar 2025	Waterfront Connectivity project
Oct 2023 to May 2025	Development of a Health and Social Care Academy
Oct 2023 to May 2025	Development of a Civil Engineering Skills Academy

- 3.5 The Town Deal Board has met regularly as part of the strategic governance of the programme with all meeting agendas and minutes published on the Council website. The Board undertook a review in January 2023 and formed a new streamlined Board structure, Terms of Reference and reporting dashboard in March 2023 to reflect the change in the focus of the programme from a strategic focus to governing a capital project delivery role. Project updates are also communicated via the councils 'YourSay' platform which can be accessed via <https://yoursay.hartlepool.gov.uk/> hyperlinks to project pages are as follows:

[Town Deal: Re-imagining Middleton Grange Shopping Centre](#)
[Town Deal: Wesley Chapel Hotel Redevelopment](#)
[Town Deal Waterfront Connectivity](#)

[Town Deal: Health and Care Centre of Excellence](#)
[Town Deal: Tees Valley Civil Engineering Institute](#)

- 3.6 Under the Heads of Terms the Council are required to submit 6 monthly Monitoring and Evaluation returns to DLUHC to report on project progress, funding profiles, project risks, and the approved outputs and outcomes. All Monitoring and Evaluation returns have been approved by DLUHC since project inception and all profiled payments have been made to the Council with Grant Determination Letters. The programme remains within budget and on time with significant progress made since the Business Cases were approved by Finance and Policy Committee in 2022.

4. TOWN DEAL PROJECT UPDATES

4.1 Re-imagining Middleton Grange

The first stage outline design and condition surveys have been completed, which included structural and asbestos surveys in 2022, and the project reached RIBA stage 1. A significant amount of work had been undertaken in 2022/23 to produce an Acquisition Strategy to secure vacant possession of the leasehold of the Binns Building and north east corner of the shopping centre. The project has been delayed in recent months while the Leasehold is currently on the open market resulting in uncertainty over the previously agreed Acquisition Strategy. DLUHC have supported the Council in allowing project delivery to be re-profiled to reflect the delay and not impact on the overall scheme. The schemes YourSay page has received 852 unique visitors as at 30th October 2023 with 20 users submitting questions through this process.

4.2 Wesley Chapel Redevelopment

Capital works on site began in May 2023 and a Grant Funding Agreement with Jomast Leisure and Property Ltd is in place to deliver this partnership project. The site had hoardings erected in May 2023, and internal demolition took place during Summer 2023. Steel roof trusses have since been installed in October 2023 with structural cleaning progressing well. Scaffolding will be extended in November 2023 and roof coverings to be completed in late 2023, along with further structural cleaning. The scheme remains within budget and within its Town Deal approved timetable, and has been widely recognized as a flagship regeneration project, even in its early stages. Historic England have been impressed with the scheme with high profile representatives visiting the site recently. The projects YourSay page has received 613 unique visitors as at 30th October 2023 with 14 users submitting questions.

4.3 Waterfront Connectivity Project

Phase 1 of the scheme has been completed in 2023 with new accessible ramps at the rear of Tees and Hartlepool Yacht club, which was delivered by Seymour Civil Engineering. A new tarmac / ulticrete footpath along the

promenade and a new tarmac footpath along the water's edge of the Marina were completed in early July 2023, which have been warmly welcomed by residents and visitors, and enabled improved access to the Tall Ships event. Phase 2 of the programme is now in development which will include improved accessibility to Hartlepool Station's new northern entrance / exit and access to the Waterfront, which are expected to commence in early 2024. Positive communications and media were received on the new Seaton Carew to Marina connection and the projects Yoursay page has received 53 unique visitors as at 30th October 2023. The project remains on time and on budget.

4.4 Health and Social Care Academy

Early capital works on site began in May 2023 and the Grant Funding Agreement with North Tees and Hartlepool Hospitals NHS Foundation Trust is in place. Recruitment of a Business Development Manager and Simulation Technician for the Academy has already been undertaken which will contribute significantly to preparing the academy for the delivery of training and qualifications in 2024. The tender for the capital works has been undertaken and the NHS are approaching appointment. The project remains on budget and within timetable and the capital works are to be completed in late 2024. The project YourSay page has received 218 unique visitors as at 30th October 2023, with 4 users submitting questions.

4.5 Civil Engineering Academy

Capital works and site preparation began in May 2023 and the Grant Funding Agreement with Seymour (Civil Engineering Contractors) Ltd will be in place by the end of November 2023. Early works have commenced across both the Brenda Road and Exeter Street Annexe sites, including appointing a modular building supplier, new building designs are now in place, pond infill and attenuation work has been undertaken, demolition work to allow for internal configuration and water supply is complete, and block work and electrical works delivered. These early works allow the project to progress at pace upon grant agreement completion. The project remains on budget and within timetable to be completed in late 2024. The project YourSay page has received 141 unique visitors as at 30th October 2023 with 2 users submitting questions.

5. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	Risk registers for all projects and the wider programme are in place with risks reported to DLUHC via a six monthly Monitoring and Evaluation Return. All returns to date have been approved by DLUHC.
FINANCIAL CONSIDERATIONS	Financial profiles for all projects and the wider programme including actual and forecast spend are reported to DLUHC

	via a six monthly Monitoring and Evaluation Return. All returns to date have been approved by DLUHC.
LEGAL CONSIDERATIONS	N/A – Report for information only
CHILD AND FAMILY POVERTY	N/A – Report for information only
EQUALITY AND DIVERSITY CONSIDERATIONS	N/A – Report for information only
STAFF CONSIDERATIONS	N/A – Report for information only
ASSET MANAGEMENT CONSIDERATIONS	N/A – Report for information only
ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	N/A – Report for information only
CONSULTATION	Consultation continues through the Council's 'YourSay' platform with a question and answer function which is open to the public.

6. RECOMMENDATIONS

6.1 Members are asked to note the contents of the report.

7. REASONS FOR RECOMMENDATIONS

7.1 To provide updated information to members on the Town Deal Project.

8. BACKGROUND PAPERS

8.1 None

9. CONTACT OFFICERS

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Sign Off:-

Managing Director	Date: 30 October 2023
Director of Finance, IT and Digital	Date: 30 October 2023
Director of Legal, Governance and HR	Date: 30 October 2023

FINANCE AND POLICY COMMITTEE

27 NOVEMBER 2023



Subject: CORPORATE PROCUREMENT QUARTERLY
REPORT ON CONTRACTS

Report of: Executive Director of Development, Neighbourhoods
and Regulatory Services

Decision Type: For information

1. COUNCIL PLAN PRIORITY

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

2. PURPOSE OF REPORT

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

- Receiving and examining quarterly reports on the outcome of contract letting procedures including those where the lowest/highest price is not payable/receivable.

- Receiving and examining reports on any exemptions granted in respect of the Council's Contract Procedure Rules.

3. BACKGROUND

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

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

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

4. INFORMATION FOR REVIEW

4.1 Tender information

Appendix A details the required information for each procurement tender awarded since the last quarterly report along with the social value percentage weighting that was incorporated at the application stage.

4.2 Exemption information

Appendix B provides details of the required information in relation to Contract Procedure Rules exemptions granted since the last Corporate Procurement Quarterly Report on Contracts. Exemption request forms have been amended to detail reasons why Hartlepool based firms have not been selected and this information is now being collated.

4.3 Commercial / Confidential information

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

This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, Appendix C.

5. OTHER CONSIDERATIONS/IMPLICATIONS

RISK IMPLICATIONS	No relevant issues.
FINANCIAL CONSIDERATIONS	No relevant issues.
LEGAL CONSIDERATIONS	No relevant issues.
CHILD AND FAMILY POVERTY	No relevant issues.
EQUALITY AND DIVERSITY CONSIDERATIONS	No relevant issues.
STAFF CONSIDERATIONS	No relevant issues.

ASSET MANAGEMENT CONSIDERATIONS	No relevant issues.
ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS	No relevant issues.
CONSULTATION	N/A

6. RECOMMENDATIONS

- 6.1 That the Committee note and comment on the contents of the report.

7. REASONS FOR RECOMMENDATIONS

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

8. BACKGROUND PAPERS

- 8.1 There are no background papers.

9. CONTACT OFFICERS

Beverley Bearne
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 Tel: 01429 523002

Sign Off:-

Managing Director	Date: 30.10.2023
Director of Finance, IT and Digital	Date: 30.10.2023
Director of Legal, Governance and HR	Date: 30.10.2023

TENDER INFORMATION (details the required information for each procurement tender awarded since the last quarterly report along with the social value percentage weighting that was incorporated at the application stage)

Date of Contract Award	Contract Name and Reference Number	Description of Goods / Services being procured	Duration of Contract (optional extensions in brackets)	Department / Service area procuring the goods / services	Details of Companies invited including location	Details of Bids received	Basis of award decision if not lowest/highest price payable / receivable	Outcome of contract letting procedures	Previous Provider / Location
23.8.2023	Provision of a Supported Housing Service for Young People (aged 16 to 25yrs), (Including In-Reach and Outreach Support to those transitioning to independent living) – DN 672010	The contract is for the Provision of a Supported Housing Service for Young People (aged 16 to 25yrs), Including In-Reach and Outreach Support to those transitioning to independent Living	72 Months	Children's & Joint Commissioning Services – Children's Commissioning	Centrepont, London Nacro, London Sanctuary Home Care, t/a Sanctuary Supported Living, Worcestershire	Sanctuary Home Care, t/a Sanctuary Supported Living, Worcestershire	70% Quality 10% Social Value 20% Price	Sanctuary Home Care, t/a Sanctuary Supported Living, Worcestershire	Thirteen Group, Middlesbrough
02.10.2023	Christ Church Art Gallery Refurbishment Works 2023-2024	The contract is for Christ Church Art Gallery Refurbishment Works 2023-2024 including refurbishment of the roofing Lantern and spire to the main roof, repointing of roof coping stones between Apse and Chancery,	6 months	Development, Neighbourhoods and Regulatory Services	MGM - Gateshead Stone Technical Services Group – Darlington Historic Property Restoration Services – North Shields	MGM - Gateshead Stone Technical Services Group – Darlington Historic Property Restoration Services – North Shields	100% price	Historic Property Restoration Services – North Shields	N/A

		works to repair rain water pipes to all downcomers around gallery and repointing works to elevations 26 and 27.							
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Procurements Exempted from Council Contract Procedure Rules

(provides details of the required information in relation to Contract Procedure Rules exemptions granted since the last Corporate Procurement Quarterly Report on Contracts. Exemption request forms have been amended to detail reasons why Hartlepool based firms have not been selected and this information is now being collated)

Dept.	Service Unit	Company Name	Company based at	Duration	Description	Approval
Children's & Joint Commissioning Services	Public Health	Thrive Teesside	Stockton-on-Tees	One Off Procurement	Audit and governance poverty investigation recommended that we (as a system) develop a Poverty Truth Commission. Hartlepool's local provider is Thrive and we would like to direct procure them to undertake this critical piece of work. Thrive Teesside have already developed a Voices of Hartlepool group which we want to build on.	Request Approved by James Magog, Jill Harrison and Hayley Martin - 6.9.2022
Adults & Community Based Services	Preventative & Community Based Services	Silverbirch Canoes	Norfolk	One Off Procurement	The Outdoor Activities team (working out of Summerhill Country Park) are a provider of outdoor and adventurous activities. A key piece of the team's provision is canoeing. The team are currently using a fleet of boats that are now fifteen years old, these boats are very quickly reaching the end of their lifespan, and as a result, they are in need of being replaced. An exemption is requested to procure replacement boards from Silverbirch.	Request Approved by James Magog, Jill Harrison and Hayley Martin - 22.9.2022
Children's & Joint Commissioning Services	Public Health	Alliance Psychological Services (service is called IMPACT)	Stockton-on-Tees	One Off Procurement	Alliance Psychological Services deliver the local "Talking Therapies for Anxiety and Depression" service which is called IMPACT. The ICB commission this. START (our local substance misuse service) already work with IMPACT to signpost service users to the service. However recent information has shown that there is a particular need for this cohort of people. We are seeking the provision of services from IMPACT to provide support into START to support service users with low level mental health/anxiety and trauma.	Request Approved by James Magog, Sally Robinson and Hayley Martin – 4.10.2023
Children's & Joint Commissioning Services	Public Health	Pioneering Care Partnership	Durham	One Off Procurement	The public health team promote the Better Health At Work Award with employers however they do not have the capacity to support the assessment and pre assessment work. The Pioneering Care Partnership is a North East organisation that is accredited to support the BHAWA.	Request Approved by James Magog, Sally Robinson and Hayley Martin – 10.10.23

7.5 Appendix B

					We are requesting a direct award as PCP is the only organisation we can find in the region that works with local authorities on BHAWA.	
Development, Neighbourhoods and Regulatory Services	Fleet Services	Econ Engineering	Ripon	One off procurement	Two of the fleet vehicles which are operated solely as dedicated gritters during each gritting season now require replacing with second hand vehicles. These two vehicles are both now 14 years old and are unreliable and not expected to withstand a whole gritting season.	Request Approved by James Magog, Tony Hanson and Hayley Martin – 12.10.2023
Adults & Community Based Services	Preventative & Community Based Services	Reaction Fireworks	Stanley, Co Durham	One off procurement	Reaction Fireworks are a specialist firework company who have delivered the fireworks within Hartlepool for a number of years. We have a good working relationships with them and we require their knowledge, expertise in delivering, handling and firing of the fireworks. There is no one within the authority with this skill set. Reaction Fireworks deliver large scale events nationally and have a proven record of delivering safe, high quality fireworks event for corporate, private and large scale events.	Request Approved by James Magog, Jill Harrison and Hayley Martin – 26.10.2023
Adults & Community Based Services	Preventative & Community Based Services	REM	Bristol	One off procurement	The contract is for the delivery of bespoke event management delivery of Hartlepool Borough Councils Fireworks event on Sunday 5 th November 2023. We require their expertise and knowledge in event management due to having no formal events team within the authority or anyone with event management qualifications.	Request Approved by James Magog, Jill Harrison and Hayley Martin – 26.10.2023

Contract Extension Information

Dept.	Service Unit	Company Name	Company based at	Duration	Description	Approval