



Council Plan 2017 - 2020  
There is much more to come...







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## Message from the Leader of the Council and Chief Executive

**The next three years will be a defining period in the history of Hartlepool. Hartlepool is an exceptional place with a remarkable and distinctive heritage and we are shaping an exciting future. Our ambition is that Hartlepool will be a vibrant, welcoming and inspiring place to live, work, invest and grow up in.**

There is no doubt that we face unprecedented challenges as a Council in the face of continued reductions in central government funding and increasing demand for social care services. However, we refuse to let our challenges impede our ambition for the Borough. Over the next three years we will direct investment into the regeneration of our town centre and neighbourhoods, protecting the most vulnerable, tackling poverty, delivering affordable housing and supporting our children, young people and residents to achieve and succeed.

This Council Plan sets out the priorities that we are committed to delivering over the next three years. We will develop new and better ways of working and lead the way in health and social care integration. We will work collaboratively with the Cleveland College of Art and Design to reinvigorate Church Street and Church Square and establish the area as a key centre for creative and cultural skills and business innovation and as a premium location for film and TV production. Building on our partnership with the National Museum of the Royal Navy, we will establish the

Hartlepool waterfront area as a visitor attraction of regional and national significance.

The Council alone cannot do everything that needs to be done to achieve our ambition for the town. This strategy has involved wide consultation with residents and our partners and we know our ambition for Hartlepool has strong support. Going forward we will forge and strengthen partnerships with residents, other public sector bodies, businesses, community groups, schools and colleges so that we can harness our collective skills, assets, good-will and pride in the town to drive forward initiatives that will meet the needs of our residents and deliver on our shared vision.

We look forward to the next three years with excitement and optimism. We have the strategy, the determination and the people to deliver our ambitious programme; a programme that will make a profound difference to the quality of life and life chances of our residents.



**Cllr Christopher Akers-Belcher**  
Leader



**Gill Alexander**  
Chief Executive







**Hartlepool will be a vibrant, welcoming and inspiring place to live, visit, work, invest and grow up in.**

## About Hartlepool

**With a rich cultural heritage, fantastic scenery and a strong community spirit we have a lot going for us...**



**HARTLEPOOL HAS A POPULATION OF 92,800**

LIVING IN

**44,500**



**HOUSEHOLDS**



**PROVIDES AN EXCELLENT ROAD LINK TO AND FROM HARTLEPOOL**



**HARTLEPOOL'S COAST IS NATIONALLY RECOGNISED AS AN IMPORTANT HABITAT FOR WILDLIFE**



**SEATON BEACH IS A SEASIDE AWARD WINNER**

**A REGULAR HIGH SPEED TRAIN LINKS HARTLEPOOL TO LONDON KINGS CROSS**

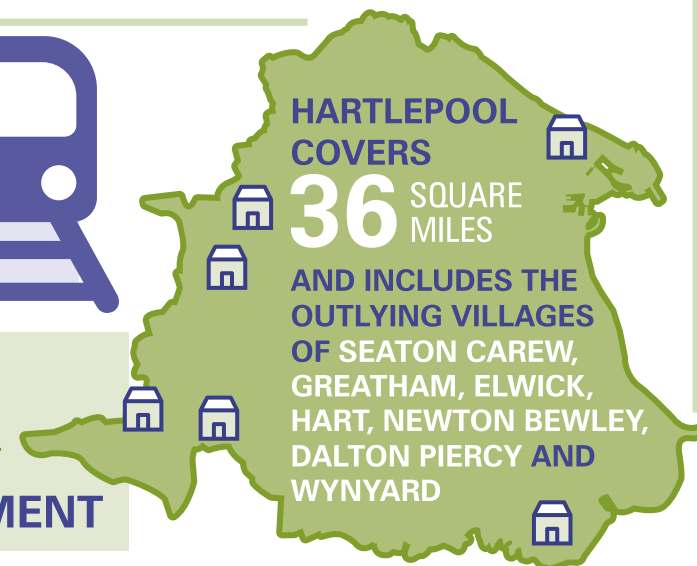
**HPL TO KGX**



**THERE ARE THREE ENTERPRISE ZONES WITHIN THE TOWN TO SUPPORT AND ATTRACT INVESTMENT**

**HARTLEPOOL COVERS 36 SQUARE MILES**

**AND INCLUDES THE OUTLYING VILLAGES OF SEATON CAREW, GREATHAM, ELWICK, HART, NEWTON BEWLEY, DALTON PIERCY AND WYNYARD**



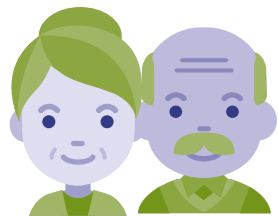
## Some of the challenges we face...

BY 2019/2020 GOVERNMENT FUNDING TO HARTLEPOOL WILL BE



**£21M LESS**

THAN IT WAS IN 2013/2014...



**1 IN 4** OF OUR POPULATION WILL BE OVER THE AGE OF **65** BY **2032**

THE NUMBER OF PEOPLE OVER **85** WILL HAVE DOUBLED TO MORE THAN **4,000**



A SIGNIFICANT NUMBER OF PEOPLE LIVE IN HOUSEHOLDS **WHERE NO ONE WORKS**

SOME OF THE **HIGHEST** LEVELS OF **CHILD AND FAMILY POVERTY** IN THE COUNTRY. (THE LATEST FIGURES ESTIMATE IT TO BE **31%**)

...A CUT OF **45%**



INCREASING NUMBERS OF PEOPLE WITH **COMPLEX CARE NEEDS** CAUSED BY ILLNESSES SUCH AS **DEMENTIA, CHRONIC OBSTRUCTIVE PULMONARY DISEASE AND DIABETES**



**1/3** OF THE **CHILDREN'S SERVICES** BUDGET IS USED TO PROVIDE **PLACEMENTS AND SUPPORT TO LOOKED AFTER CHILDREN**



We can control our response to these challenges and we are looking to do this through the implementation of this Council Plan and our related financial strategies.

By being aware of these challenges and the impact that they could have on the Council and the town, we can be as prepared as possible for the future we face.

We also recognise the role that residents can play to reduce the potential impact of these challenges by looking after themselves and their families.





**We recognise the range of challenges we face and we are determined in our approach to overcome them in order to achieve our vision for Hartlepool.**



# Our Recent Achievements



**April 2016**

**37** wildflower meadows planted across Hartlepool

**June 2016**

The Children's Hub was launched to provide a single point of access for vulnerable children and their families.

**August 2016**

Hartlepool's Children's Homes judged as "outstanding" by Ofsted.

**October 2016**

Hartlepool Council is supporting the new Cleveland College of Art and Design, an

**£11M** campus.



The arrival of the National Museum of the Royal Navy in Hartlepool represented a huge boost for tourism.

**May 2016**



Free swims for children launched with **8093** visits over the summer holidays.

**July 2016**



**89%**

of Hartlepool schools judged to be "good" or "outstanding" by Ofsted.

**September 2016**



Around **10,000**

people attended the annual Hartlepool Firework and Music Spectacular.

**November 2016**





**December 2016**

New Christmas decorations installed on key approach roads into Hartlepool.



**February 2017**

Building work on the Centre for Independent Living was completed and services began to move in.



Funding and proposals for improvements in the Innovation and Skills Quarter, including Church Street and Church Square, agreed. Work to begin in the summer.

**March 2017**

The award winning Headland Town Wall Flood Protection Scheme was completed.

**January 2017**



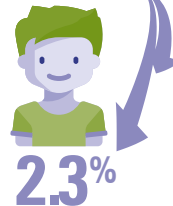
**£16.6M**

OF EXTERNAL FUNDING SECURED TO SUPPORT THE DELIVERY OF REGENERATION PROGRAMMES

**17.6%**

**REDUCTION IN YOUTH UNEMPLOYMENT RATE**

FROM 17.6% IN OCTOBER 2011 TO 2.3% IN MARCH 2017



**2.3%**

**3,556**



**PEOPLE ASSISTED TO LIVE IN THEIR OWN HOMES**



**61.4%**

OF ADULTS ARE PHYSICALLY ACTIVE

**332,374**

ATTENDANCES AT COUNCIL LEISURE CENTRES

**256**

PROPERTIES MANAGED FOR RENT BY THE COUNCIL



OF WHICH ARE OURS **243**

**35.5%**

OF HOUSEHOLD WASTE SENT FOR REUSE, RECYCLING OR COMPOSTING



**1259**

RESIDENTS HELPED BY THE HOUSING ADVICE SERVICE

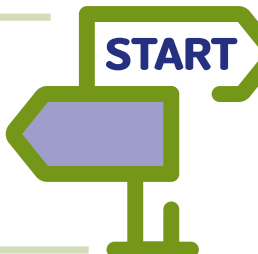
WITH 250 PREVENTED FROM BEING MADE HOMELESS

**START**

SUPPORT, SIGNPOSTING OR ASSISTANCE PROVIDED

**298 TIMES**

TO VOLUNTARY AND COMMUNITY SECTOR GROUPS



**109**

PROPERTIES THAT WERE EMPTY FOR OVER

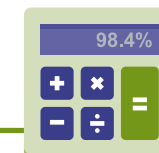
**6 MONTHS BROUGHT BACK INTO USE**

**99.3%**

COUNCIL TAX LONG-TERM COLLECTION RATE



**98.4%** OF BUSINESS RATES COLLECTED





## How we determined our priorities for the future

Over the summer of 2016, we launched the 'Your Say, Our Future' programme. This involved a town wide conversation involving residents, our staff and children and young people. What we heard gave us a lot to think about and we have used it to determine our strategic priorities for the next three years. It is clear that there is an appetite from the residents of Hartlepool to be involved in helping shape Council services, but also a desire to shape the future of the town through their own actions. It was refreshing to hear that those who took part over the summer shared our ambition for Hartlepool and that the priorities that were put forward closely matched our own.

The findings of the exercise have shaped our services and our financial strategies. We will continue with the Your Say, Our Future programme because we recognise that in order to achieve our long-term ambition for Hartlepool we need to work together with our community to make changes happen. The activity last summer was only the start of the conversation.

These plans that we are putting in place, and which drive our financial strategies, are based on both the challenges we face and the aspirations and ambitions that are shared between the Council and those who live in our town.

We recognise that it is important that we are clear about what we intend to do and by when and that is the purpose of this Council Plan.

Our plans are shaped by our ambition and we have identified 6 strategic priorities that will most quickly accelerate the delivery of our vision and shape a sustainable financial future for the Council.

The following pages set out the clear plans and commitments we have made under each strategic priority.

How will we know if we are succeeding?

In order to understand whether we are on track to achieve our strategic priorities we will monitor progress against a set of milestones that we have identified for each of our key deliverables. In addition we have also identified a set of performance measures for which we have set annual targets. Progress on the Council Plan will be monitored throughout the year by officers from across the Council and progress will be reported quarterly to elected members.

At the end of each financial year, we will publish an annual report for our residents which will set out what we have achieved over the course of the year.





## Our Strategic Priorities are...

Growing our economy, jobs and skills

Regenerating our town

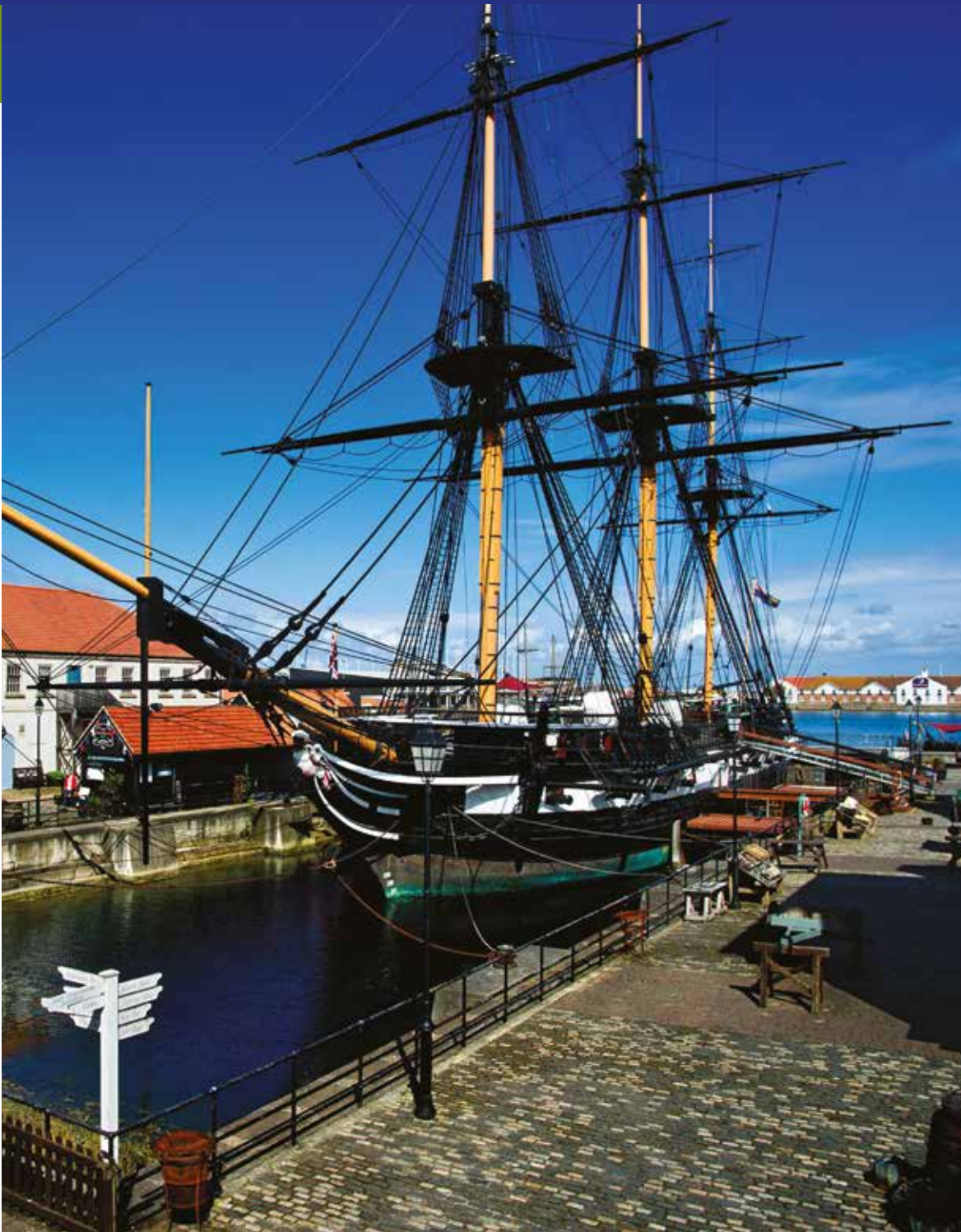
Developing and promoting Hartlepool as a great place to live

Developing new services for people and communities

Building better beginnings and better futures for our children and young people

Providing effective leadership based upon innovation and efficiency





## Growing our economy, jobs and skills

The Council has a key role to play in stimulating jobs and growth in the local economy. Our heritage, cultural assets and distinctive history already attracts tourists from far and wide. However, our historic partnership with the National Museum of the Royal Navy will unlock the potential of Hartlepool's vibrant heritage and our tourism sector and transform it into a different league. We will build on this to establish a visitor offer of national and international significance. We will also build upon our strengths in the marine and offshore industries to unlock growth in advanced manufacturing and engineering and by developing our partnership with the Cleveland College of Art and Design Hartlepool we will become a leading centre in the creative and cultural industries.

Our ambitious plans for Church Street and Church Square will create the environment for new creative industries to flourish and encourage students to come to and stay in Hartlepool. We will continue to encourage new business start-ups and build upon the success of Queens Meadow Enterprise Zone to attract new investors. We will work actively with the Tees Valley Combined Authority to improve transport links to Hartlepool and within it.

Whilst creating and sustaining jobs within the Borough, we need to ensure our residents and young people have the skills and qualifications they need to move into sustained employment. We will deliver a £20 million programme across the Tees Valley to provide new opportunities and pathways for young people at risk of unemployment and work with businesses, schools, colleges and universities to increase apprenticeships, and through a lifelong learning offer we will help residents gain the skills employers need and move into quality work.





## What will we do to make this happen?

Launch a new tourism and marketing campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme.

Establish a world class visitor attraction in partnership with the National Museum of the Royal Navy.

Open 'the Bis' – a new world class managed workspace for emerging creative industries - in partnership with Cleveland College of Art and Design.

Promote Hartlepool as a location for TV and film production.

Establish pathways to get young people into high value sustainable employment.

Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for unemployed adults and parents.

Enable and promote Hartlepool as a great place to invest.

Increase local and public sector spending in the local supply chain in Hartlepool.

## How will we know that we're successful?

There will be increasing numbers of visitors to the town.

We will have a thriving visitor economy bringing more money into the town.

Increasing numbers of people will be visiting the National Museum of the Royal Navy.

Overall, we will have fewer unemployed people and less young people identified as unemployed.

There will be increasing numbers of learners participating in skills and community learning programmes.

We will be an attractive home for businesses with more businesses choosing to move and establish in the town.

The former General Post Office in Whitby Street will be a centre offering units for start-up businesses specialising in creative industries.

We will be home to an increasingly popular film and TV production studio.



## Regenerating our town

We have already set out our plans to regenerate the physical environment in Hartlepool through Destination Hartlepool, our regeneration strategy. Delivering the plans set out in Destination Hartlepool will be critical to creating jobs, improving health and creating greater opportunities for future generations.

We have already attracted investment to improve our flood defences and sea wall at the Headland and Seaton Carew and we will complete our regeneration of Seaton seafront to maximise its potential as a tourist destination. Over 2017/18 we will complete our £5.5m investment programme in Church Street and Church Square and improve pedestrian connectivity and gateway features across Stockton Street.

Coinciding with the opening of the new £11m Cleveland College of Art and Design (CCAD) campus on Church Street, the area will be established as a dynamic focal point in the town that promotes our cultural and heritage offer, provides an exciting space for events and stimulates an attractive retail offer. Our plans for the waterfront will be brought to fruition over the lifetime of this plan.

Working with the National Museum of the Royal Navy we will improve connectivity around the waterfront and establish a new visitor attraction of international significance, an improved public realm and quality hotel and leisure offer. In the town centre we will initiate a master planning process for the Mill House and surrounding area and develop proposals for addressing derelict buildings and developing new sport and leisure facilities.



## What will we do to make this happen?

Complete Church Street and Church Square regeneration plans to coincide with the completion of the new Cleveland College of Art and Design (CCAD) campus.

Deliver improvements to Stockton Street.

Deliver the regeneration plan for Seaton Carew seafront.

Complete a phased regeneration of the waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.

Complete a master plan for the Raby Road corridor and Mill House area. Deliver investment in new sport and leisure facilities by 2019/20.

## How will we know that we're successful?

Church Street and Church Square are thriving with new businesses establishing.

Access between Church Square and the town centre has improved.

Seaton Carew is an increasingly popular visitor destination.

Plans for the waterfront have been delivered with a new landmark visitor attraction in place drawing national and international visitors.

Our sport and leisure facilities are first class.





## Developing and promoting Hartlepool as a great place to live

We want Hartlepool to be known as a great place to live as well as invest and visit. Alongside this Council Plan, we will adopt a longer-term Local Plan, that sets out our vision for the sustainable development of Hartlepool over the next 20 years. We will work with partners across all sectors to provide more and greater access to quality homes as well as the specialist support that our vulnerable adults need.

We will build more affordable homes and refurbish empty properties for rent that revitalise local neighbourhoods and provide a return on investment. Over the period of this plan our goal is to enable 6,000 houses to be built and to provide 1,000 affordable homes.

We will develop a new approach to working in neighbourhoods. Working with partners, we will prioritise improving the environment and play spaces through a co-ordinated neighbourhood investment programme. We also recognise that our residents want us to take strong action to make sure our neighbourhoods are clean, green and safe. We will work with Cleveland Police to develop a joined up approach to enforcement and community safety so that we can respond to issues quickly and efficiently.



## What will we do to make this happen?

Facilitate the sustainable development of Hartlepool through the adoption of the Local Plan by 2018.

Deliver new housing to meet the current and future needs of the Borough.

Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites.

Deliver a wider range and choice of supported accommodation for care leavers and vulnerable adults.

Launch a new community protection service in partnership with Cleveland Police.

Expand the wildflower programme.

Improve sustainable transport and travel patterns for pedestrians and cyclists.

Improve the allotment infrastructure to meet the diverse needs of our communities.

Implement a Clean and Green Strategy and reduce demand on Council resources.



## How will we know that we're successful?

There is a well balanced and attractive housing market that caters for the needs of Hartlepool people and attracts others to move into the town.

There is a range of affordable homes available to buy and to rent, fewer empty properties and accommodation that supports our care leavers and vulnerable adults.

Our neighbourhoods are attractive and our open spaces, parks and play sites are popular and well cared for.

There is less crime and anti-social behaviour.

A range of sustainable travel options is available with new routeways for walking and cycling around the town.

Less household waste is collected and more of that waste is being sent for reuse, recycling and composting and less to landfill.





## Developing new services for people and communities

New and re-designed community-based services will help us improve the way we work with communities, intervene early to support vulnerable families and provide specialist support services for those in need. Through the feedback we received from the Your Say, Our Future conversation, we know there is more we can do to provide access to information, advice and support in a more co-ordinated and visible way. We also know there is more we can do to harness the Hartlepool community spirit to help people work together to shape the future of our town, our neighbourhoods and the lives of people who live within them. In response, we are establishing three community hubs that will help develop a more connected approach to providing access to information, advice, help and support services in a single place for communities.

We will also work with citizens to develop new ways in which we can harness the capacity within our communities in finding new ways to improve the prosperity and wellbeing of families and adults and the quality of life in local neighbourhoods. Many residents and families in Hartlepool face significant challenges as a result of poverty. The percentage of children growing up in poverty is 31% and in one in four households the adults are not in work. Poverty blights lives and impacts on health and opportunities.

We recognise that quality work is critical to help people move out of poverty. However, we also need to focus on reducing the impact of poverty on lives and life chances. We will protect the Local Council Tax Support Scheme and Discretionary Housing Payments. Community hubs will provide access to advice and guidance and we will address food poverty and deliver our programme of free swims, provide subsidised access to sport and leisure facilities and make sure children have access to food during school holidays.

The future of health and social care services is a critical issue for residents and the Council. Working with partners, we have produced an independent report, called 'Hartlepool Matters', which sets out a vision for a 21st century health and social care system in the town which provides services as close to where people live as possible. With reduced resources and demand rising, we will work with health partners to join up services, share information and make sure people get the support they need to stop problems worsening. As a Council, we will prioritise the delivery of community-based teams of social care and health workers to strengthen our arrangements that enable people who have care and support needs to live independent lives in their own homes and we will take action with health partners to improve the quality and availability of residential and nursing care. We will develop our new Centre for Independent Living and continue to promote training and employment support schemes to enable adults with disabilities to live active and purposeful lives, making a positive contribution to their local communities.





## What will we do to make this happen?

- Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities.
- Implement a new approach to supporting the development of the community and voluntary sector.
- Deliver three community hubs across Hartlepool by July 2017 and have the full Community Hub offer operational by April 2018.
- Implement a new model for encouraging and supporting healthy lifestyles.
- Work with health partners to establish new integrated health and social care services as set out in Hartlepool Matters.
- Widen participation in sport and leisure activities.
- Increase the availability of high quality care for older people with care and support needs.
- Implement a new model for supporting drug and alcohol recovery.
- Deliver new opportunities for working age adults with care and support needs to live independent and fulfilling lives.

## How will we know that we're successful?

- We will have 3 established Community Hubs supporting residents to access services from the Council and our partners.
- More people will be participating in sport and leisure activities and living healthier lifestyles.
- Increasing numbers of people will be accessing our recovery support service.
- Our communities and the Voluntary and Community Sector will be actively engaged and involved in meeting local needs and shaping the future of their communities.
- People will feel more able to influence decision-making in their local area.
- Older people will be able to maintain their independence through rehabilitation/intermediate care and fewer will need to move into residential/nursing care.
- For those that have care and support needs that can't be met at home there will be a range of high quality residential and nursing care available to them.
- The Centre for Independent Living will provide a range of opportunities for working age adults with care and support needs to live independent and fulfilling lives.





## Building better beginnings and futures for our children and young people

We know that to compete for the best jobs in the global economy, this generation of our children and young people will need to be the best educated ever. We are committed to working with our schools and colleges to make sure Hartlepool has a reputation as a learning town with a first class education and skills system. However, there is much more to do to ensure that as many young people as possible can leave school with the qualifications they need to compete for the best jobs, apprenticeships and university places. We will, therefore remain focussed on working with schools, colleges, employers and universities to provide all our children and young people with a first class education, including the opportunity to access high quality vocational as well as academic courses.

Education isn't just about being prepared for the world of work. It is also about helping our children and young people to grow up as happy, healthy, confident and active citizens. The information we received from children and young people through the Your Say, Our Future conversations emphasised this and highlighted their concern about the mental and physical health of young people. We will, therefore, work with our schools and partner agencies to promote a safe, healthy environment in which our children can flourish and achieve.

We also know that we are facing increasing demand for services from families struggling to provide their children with a healthy and safe childhood. We will deliver new and re-designed multi-disciplinary early help and specialist teams to build on family strengths and ensure we provide help and intensive support to families as early as possible. We will also work with schools to improve the emotional wellbeing of young people.

When children come into the care of the local authority we will ensure that they receive the best possible care, education and health support. When children have complex needs and disabilities we will transform the way health, education and social care services work together to make sure they and their families get the right support at the right time and in the right way. We recognise that the youth service and the voluntary and community sector play a vital role in giving our children and young people a good start in life and that as resources diminish this sector is under increasing pressure. We will, therefore, focus on shaping a new approach to work with children and young people outside of school that can attract external investment and establish a better co-ordinated offer within neighbourhoods.





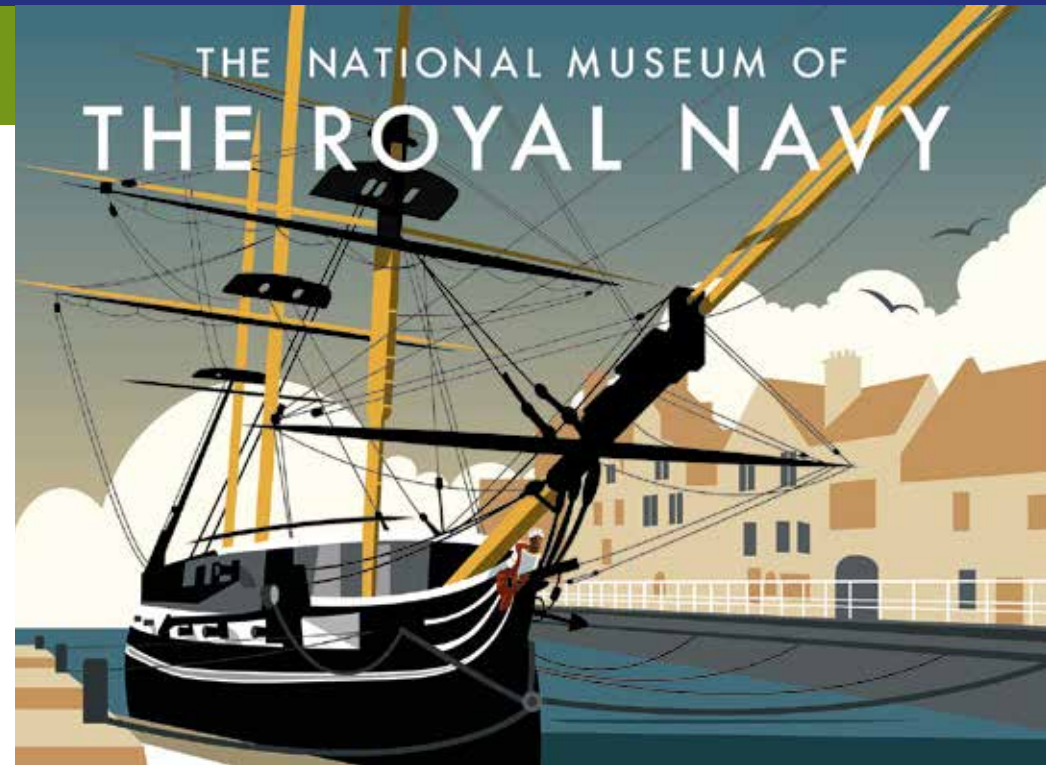
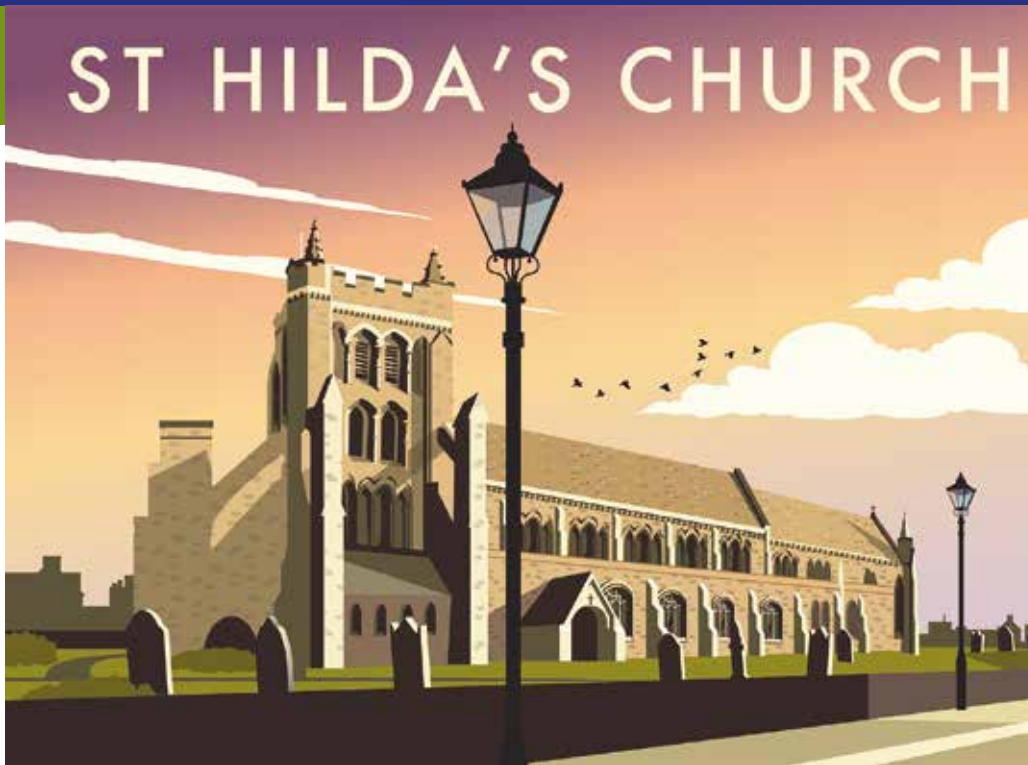
## What will we do to make this happen?

- Hartlepool is recognised as a learning town with every school 'good' or 'outstanding'.
- Launch a new centre for excellence in technical education in creative industries at the Northern Lights Academy.
- Establish a Youth Foundation to co-ordinate investment in and deliver youth provision within neighbourhoods.
- Launch a programme to improve the emotional wellbeing of children and young people.
- Implement multi-disciplinary locality-based teams which meet the health, development and care needs of children and help families provide the stability and security their children need to prevent problems from getting worse.
- Implement improvements in the way organisations work together to protect and safeguard children at risk of harm.
- Deliver the specialist support services children in care need to ensure they are cared for and feel cared about in stable and secure placements and that they are healthy, happy and making good educational progress.
- Implement improvements to the support provided to children with special educational needs and disabilities.
- Establish a new high quality alternative education provision for children and young people who do not access full-time mainstream education.



## How will we know that we're successful?

- Hartlepool will be recognised as a learning town with all schools judged by Ofsted as 'good' or 'outstanding'.
- Our children and young people will be achieving higher levels of attainment at all key stages and the gap between disadvantaged and non-disadvantaged students will close.
- There will be a centre for excellence in technical education in creative industries.
- We will have made improvements in the support provided to children and young people in the town who have special education needs and disabilities or who don't access mainstream education.
- The Youth Foundation will be delivering popular youth provision within our neighbourhoods.



## Providing effective leadership based upon innovation and efficiency

In 2019/20 Government funding will be £21m less than in 2013/14, a reduction of 45%. Over the next three years we will need to deliver a further budget reduction of £20.8m in efficiencies whilst also managing increasing pressures in demand-led services. Important decisions will need to be made as we redesign services, consider ways of increasing income and work with partners and communities to reduce demand. We will need to make sure we provide the leadership that will be needed to manage change effectively and have a clear focus on delivery.

We recognise that the Council has a critical role to play in providing strong community leadership which enables residents to participate in shaping Council priorities. We will, therefore, review and strengthen our arrangements for engaging meaningfully with the public and in making sure we keep citizens up to date with the progress we are making in achieving our ambitions for the Borough.

We recognise that our staff are our greatest asset and they have a key role to play in shaping a sustainable future for the Borough and the Council. We will encourage a collaborative approach to innovative problem solving amongst our workforce and invest in a workforce and leadership development programme to support our staff in gaining the

skills that will be needed to achieve efficiencies, reduce demand and increase income whilst improving outcomes for residents.

We recognise the crucial role elected members play in their position as democratically elected community champions. Through our committee system we will strengthen our performance management arrangements to ensure elected members play a key role in guiding the strategic direction of the Council and have a good 'grip' on our change programme. We will also invest in providing development opportunities to assist councillors in fulfilling their roles and responsibilities.

The Council plays a vital role in making sure the voice of the Borough is heard at a national and regional level. We have pressed the case of the Council in Whitehall in relation to the level of financial pressures we have had to deal with, particularly as a result to changes in business rates. We have attracted significant external investment from European and national development funds through our leadership at a regional level. Going forward, we will work closely with Tees Valley authorities to make sure Hartlepool benefits from major investment programmes and that we can shape the Borough's future within the context of the wider Tees Valley economy.



## What will we do to make this happen?

- Implement new ways of communicating the change that is happening in Hartlepool both within and outside of the Borough.
- Strengthen arrangements to enable elected members to fulfil their role as democratically elected community champions.
- Increase availability and take up of digitally delivered services.
- Introduce a new workforce and leadership and management development programme to unlock the potential of our staff to play a key role in finding alternative ways of delivering efficiencies and increasing income.
- Develop the apprenticeship opportunities provided by the Council.

## How will we know that we're successful?

- More of our residents will be aware of what the Council is doing and our social media following will increase.
- Our elected members will be better placed to fulfil their role as democratically elected community champions.
- More of our services will be available online and increasing numbers of people will access our services in this way.
- Our staff will feel more supported, more highly appreciated and better equipped to tackle the challenges facing the Council.
- The number of apprentices that successfully complete their apprenticeship with the Council will increase.



## For more information about Hartlepool Borough Council:



[www.hartlepool.gov.uk](http://www.hartlepool.gov.uk)



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