



LOVE
HARTLEPOOL



HARTLEPOOL
BOROUGH COUNCIL

Council Plan 2017-2020

Mid-Term Review



Introduction from the Chief Executive of the Council

Despite the unprecedented challenges facing local government, Hartlepool Borough Council continues to shape a vibrant and exciting future for the borough. Evidence from the Institute of Fiscal Studies shows that Hartlepool has been one of the hardest hit councils in terms of reduction in central government funding. Yet we've maintained our drive to make Hartlepool an exciting place to live, work, invest and grow up.

We launched our vision and three year plan in 2017 and this midpoint review 18 months on shows that we are rapidly delivering real and tangible progress in the regeneration of Hartlepool, and in delivering first class education and skills provision, new and better housing, improved neighbourhoods, more job opportunities, better family support services, co-ordinated community-based services and high quality services for vulnerable adults. External inspections of our services consistently praise the council for providing good and outstanding services and we have been the proud winners of many national and regional awards for our innovative approach.

We are well on the way to delivering on the commitments made in our three year plan. We have revised our delivery plan to make sure we remain focussed on delivering the change we want to see.

Change is in the air - now is a great time to help shape the next phase of our story.

Gill Alexander

Chief Executive

Our vision

We are one Council, one Team. We recognise that we all contribute to our achievements and we are all dedicated to doing our best for our town. Our overarching vision is that:

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

Our values

In striving to make this vision a reality we pride ourselves in making Hartlepool Borough Council a place where:

- Everyone feels valued, respected and included.
- We strive for excellence and celebrate achievement.
- Our wellbeing is taken seriously and positively promoted.
- We continually look for new and better ways of working, including collaborating with partners and our communities.
- We work safely, protect the health and safety of others and care for the environment.

Our strategic priorities

Following wide consultation we shaped our Council plan around six key priorities:

- Growing our economy, jobs and skills.
- Regenerating our town.
- Developing and promoting Hartlepool as a great place to live.
- Developing new services for people and communities.
- Building better beginnings and better futures for our children and young people.
- Providing effective leadership based on innovation and efficiency.



Growing our economy, jobs and skills

Our achievements so far...

- Actively promoted our tourism and visitor economy through a new promotional campaign 'Destination Hartlepool' supported by a co-ordinated events and festival programme, new gateway signage via road and rail and the Waterfront summer festival which attracted 15,000 visitors in 2017 and 2018.
- Established a strategic plan with the National Museum of the Royal Navy which will position Hartlepool nationally and internationally as a naval and maritime visitor destination with new exhibits arriving over 2018/19 including a World War 2 Rescue Motor Launch (RML 497).
- Attracted investment into accelerating the growth of the cultural and creative economy in Hartlepool through the expansion of the Northern School of Art into a new £11m campus and the conversion of the former General Post Office building in Whitby Street into starter business units and workshops for creative enterprises.
- Actively promoted Hartlepool's growing advanced manufacturing and energy production sectors through a new investment prospectus and promotional campaign.
- Attracted £19m external investment into delivering new employment opportunities for young people and £6m into employment pathways for unemployed adults.

Next steps...

- Engage with local businesses to maximise the potential of strategic business parks and enterprise investment programmes to support the growth of business ventures by December 2019.
- Agree a 5 year investment strategy for growing the tourism and visitor economy through a cultural events programme by November 2018.
- Work in partnership with the new Economic & Tourism Forum to launch a programme of enterprise events which promote local businesses and attractions by December 2018.
- Work with local Further and Higher Education providers to increase the availability of higher level skills pathways in key sectors including energy, health & social care and cultural industries by April 2020.
- Increase the apprenticeship and employment opportunities provided by the Council to enhance and promote the opportunities available particularly focusing on care leavers and other vulnerable adults by September 2019.
- Work with the new Economic Regeneration and Tourism Forum to enhance the Council's approach to procurement, increasing spending in the Hartlepool supply chain in Hartlepool by August 2019.
- Work with the local licensed trade to introduce a programme of summer events to help stimulate a vibrant and competitive night-time economy in Church Street and Church Square which is sensitive to the needs of local residents by summer 2019.

Regenerating our town

Our achievements so far...

- Attracted £5.5 m external investment to deliver the renewal of Church Street and Church Square as a dynamic focal point and events space in the town.
- Secured external investment to improve pedestrian and gateway access across Stockton Street.
- Attracted Heritage Lottery investment into improving the townscape and shop fronts in Church Street.
- Delivered a £1.3m improvement scheme which enhances Seaton Carew as a seaside destination including the introduction of new outdoor play facilities, a splash pad, the 'Waves' sculpture on the promenade and improvements to the Clock Tower and Bus Shelter.
- Installed 'The boy and the bicycle' sculpture in Church Street at the Transport Interchange.

Next steps...

- Deliver pedestrian improvements and gateway improvements to Stockton Street and the Town Centre to create a sense of arrival by August 2019.
- Complete a linear park on the Waterfront and welcome the ship RML 497 at the National Museum of the Royal Navy by June 2019.
- Deliver the Innovation Skills Quarter including the regeneration of Church Street and Church Square, the development of Film and TV studio and the opening of creative enterprise incubator workspace in the former GPO building - 'the BIS' by April 2020.
- Complete the regeneration of Church Square by December 2019.
- Deliver the Heritage Lottery Fund programme in Church Street including improvements to shop fronts.
- Complete the regeneration of Seaton Carew including new Beach huts and a crazy golf course by April 2019.
- Commence construction of the Waterfront Events space by November 2019.
- Commence construction of the new Waterfront Visitor attraction telling the story of the Royal Navy and Hartlepool's Maritime history by April 2020.
- Commence construction of Hartlepool's western growth corridor/Elwick bypass by September 2019.
- Utilise the Council's enforcement power to tackle problems in relation to derelict buildings.



Developing and promoting Hartlepool as a great place to live

Our achievements so far...

- Adopted our Local Plan which provides a framework for facilitating the sustainable development of Hartlepool.
- Facilitated the fastest growth in new housing in the Tees Valley.
- Delivered 100 new social housing units including 70 empty homes brought back into use bringing the total number of new social housing in Council ownership up to 267.
- Worked in partnership with Thirteen to deliver new social housing in the Raby estate and with Placefirst to deliver the Carr and Hopps Street regeneration scheme.
- Agreed a £1.5m Neighbourhood Investment Programme and a £2.4m programme agreed for improving roads and pavements.
- Secured £549,810 of funding for Rossmere Park improvements.
- Secured supported accommodation for care leavers.
- Established a new Hartlepool Community Safety Team to co-ordinate Council, Police and Fire efforts to reduce crime and anti-social behaviour.
- Created a new Environmental Task Force to strengthen our approach to enforcement and education.
- Undertaken improvements on major routes including A689, Seaton Lane, Elwick Road, Hart Lane and Raby Road, which involved the renewal of over 3,000m of road.
- Introduced new cycleways on the A689, A179 and Brenda Road.
- Completed the multi-award winning Headland Town Wall flood defence scheme.

Next steps...

- Deliver a housing investment strategy targeted at increasing availability of social housing under Council ownership and bringing empty properties back into use by March 2020.
- Enable the delivery of housing development in accordance with the local plan by March 2019.
- Deliver a £4m neighbourhood and highways investment programme to deliver shopping parades, parks, play sites, road and pavements including King Oswy Drive Shopping Parade by January 2019, Headland Town Square by March 2019 and Rossmere Park by October 2019.
- Promote transport and travel patterns to work in and around Hartlepool through the Hartlepool Active Travel hub by March 2020.
- Resurface route 14 cycle way from Greatham towards Cowpen Bewley by March 2019.
- Resurface local and strategic cycle and walkways routes including Brenda Road to Burn Road, Brenda Road to the A689 and routes around Bishop Cuthbert's green wedge by March 2020.
- Develop an investment strategy for the extension of Stranton Cemetery, including flooding remediation, the Chapel, neighbouring allotments and Tanfield Horticulture Nursery site by October 2019.
- Create a new memorial wood at Summerhill by November 2018.
- Launch a public education campaign to encourage residents to work with the Council to help look after our environment and neighbourhoods in March 2019.



Developing new services for people and communities

Our achievements so far...

- Agreed a plan with health partners for improving community based and hospital services which resulted in the new Urgent Care centre at the Hartlepool hospital site and a new award winning Integrated Discharge Team which brings together a range of health and social care professionals to ensure that people experience safe and timely discharge following a hospital stay.
- Launched 3 new Community Hubs in the North, Centre and South of the town.
- Agreed new model for supporting community and voluntary groups.
- Supported the opening of new care homes including Rossmere Park creating additional capacity and choice in the town.
- Integrated the Drugs & Alcohol Recovery Service into wider adults service
- Attracted £280,000 of Sport England funding to widen family participation in sport and leisure activities.
- Opened the award-winning Centre for Independent Living for adults with care and support needs.
- Launched a new programme for tackling social isolation which includes a befriending network, lunch clubs and project 65.

Next steps...

- Support commissioned providers of adult social care, through implementation of the Care Quality Improvement Programme, to deliver high quality care and support by March 2020.
- Implement a new model for achieving better drug and alcohol recovery rates by September 2020.
- Further develop the Centre for Independent Living to provide a broader range of opportunities for working age adults with care and support needs to live independent and fulfilling lives by December 2019.
- Work with partners to develop a Health and Care Academy that will enhance training and development opportunities for the local health and social care workforce by October 2019.
- Develop a business case and funding strategy for new and improved sport and leisure facilities by March 2020.
- Deliver the £280,000 Sport England funded programme to widen family participation in sport and leisure activities.



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

Our achievements so far...

- Judged by Ofsted to be one of the best performing Children's Services in the country with a rating of good overall with outstanding for Looked after Children.
- Supported 82% of schools and 100% of FE Colleges judged as good or outstanding which means that our education improvement programme is well on the way to meeting our target of 100% by 2020.
- Opened the new Centre for Excellence in Creative Arts at the former Northern Lights Academy providing young people with skills pathways in the creative arts.
- Launched a new early help service which meets the health, development and safeguarding needs of children and supports families to deal with problems at the earliest stage.
- Launched a targeted early years campaign - Talk Matters - to help improve children's early literacy skills.
- Established a new Tees Valley Adoption Agency to improve the availability and timescales in the adoption process.
- Established a Young People's Foundation to co-ordinate investment into youth provision in the borough and protected council funded youth provision.
- Invested in a school holiday programme for children and young people providing free swims and a free meal service to tackle the growing problem of 'holiday hunger'.
- Launched a school-based programme for improving the emotional & mental health and wellbeing of children and young people.

Next steps...

- Get every school to good or outstanding as measured by OFSTED by December 2019.
- Deliver a programme of support to ensure all schools provide high standards of careers advice and enterprise education by April 2020.
- Deliver school-based social, emotional, and mental health provision for secondary-aged children and young people in Hartlepool by January 2020.
- Deliver development plan to implement new arrangements for the Safeguarding Children's Partnership to work together to protect and safeguard children at risk of harm by January 2019.
- Deliver a new model of support to schools to improve their capacity to help children and young people with SEND at an earlier stage by July 2019.
- Strengthen arrangements for identifying and addressing parental substance misuse, domestic abuse and parental mental ill health so that problems can be addressed at the earliest possible stage.
- Hold launch event promoting the new Centre for Excellence in Creative Arts (CECA) and further develop the offer available.



Providing effective leadership based on innovation and efficiency

Our achievements so far...

- Managed a 45% reduction in government funding (£20.9m) whilst protecting essential front line services.
- Increased our use of social media as a key communication tool for providing public information.
- Involved our workforce in helping to shape our vision, values and improve service delivery.
- Launched Firmstep to enable the public to access more Council transactions available online.
- Launched a new workforce development approach and leadership and management development programme.
- Increased the number of apprentices with 43 new apprentices starting in autumn 2018 and 17 employee apprenticeships for existing staff.
- Launched a new elected member development and induction programme.

Next steps...

- Develop and deliver a 3 year innovation and efficiency programme in response to reducing resources and increasing service pressures by April 2020.
- Work with our partners to develop a new needs assessment (JSNA) to influence commissioning with a new model agreed by December 2018 and implemented by March 2019.
- Launch a 'report it' app to enable residents to raised concerns with the Council digitally by December 2018.
- Expand the availability and take up of digitally delivered services enabling people to register for e-billing and complete first stage self-referrals / self-assessments online by August 2019.
- Undertake campaigns to increase voter turnout at local elections and reduce the democratic deficit within Hartlepool by March 2020.
- Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities by March 2019.
- Deliver a programme of staff training and awareness events to improve understanding of different groups and communities within Hartlepool by December 2019.

Measuring success

We have reduced the number of indicators we measure to the 30 most important measures - measure that will help us stay focussed on delivering a sustainable, prosperous and inclusive future for Hartlepool:

Growing our economy, jobs and skills	1	Overall employment rate (working age) (%) in Hartlepool
	2	New business registration rate per 10,000 population aged 16 and above
	3	Increase in rateable value in relation to businesses in Hartlepool
	4	Proportion of residents aged 16-24 claiming unemployment related benefits (%)
	5	Percentage of Council spend that goes to local suppliers
	6	Adult literacy/ adult skills levels
Regenerating our town	7	Visitor numbers
	8	Business units - occupancy rates
Developing and promoting Hartlepool as a great place to live	9	Housing Growth - Net additional homes
	10	Number of affordable homes delivered (gross)
	11	Percentage of household waste sent for reuse, recycling and composting in Hartlepool
	12	Overall crime rate per 1,000 head of population
	13	Percentage of residents who are satisfied with their local area as a place to live
Developing new services for people and communities	14	Percentage of commissioned adult social care providers that are rated good or outstanding by the Care Quality Commission
	15	Percentage of older people achieving independence for older people through rehabilitation/intermediate care
	16	Proportion of adults in contact with secondary mental health services in paid employment
	17	Proportion of adults in contact with learning disabilities in paid employment
	18	Percentage of those accessing recovery services moving into volunteering or employment
	19	Drugs and alcohol: sustained recovery 6 months after completing treatment
Building better beginnings and better futures for our children and young people	20	Percentage schools rated good or outstanding by Ofsted
	21	Education - Proportion of students attaining 5+ A*-C (new grade 4/5 and above) including English and mathematics
	22	Progression to Higher Education/ skills age 19
	23	Percentage of 16-17 year olds who are NEET
	24	Pupil attendance at school (analysis by gender and school phase)
	25	Proportion of children in low-income families 0-16
	26	Rate of looked after children per 10,000 population
	27	Immunisation rate for children aged 2 who have been immunised for Measles, Mumps and Rubella (MMR)
Providing effective leadership based upon innovation and efficiency	28	External Auditor's Assessment of 'value for money' provided by the Council
	29	Percentage total voter turnout at local elections
	30	Percentage of staff who feel satisfied about working for the Council

Equality Objectives 2018-2020

The Council has a legal duty to publish a set of equality objectives in April at least every 4 years. Since the first objectives were published in April 2012 the Council has used the relevant elements of our Council Plan in order to demonstrate that equality is a core part of our work. The equality objectives that have been identified are set out below:

<p>Growing our economy, jobs and skills</p>	<ul style="list-style-type: none"> • Increase the apprenticeship and employment opportunities provided by the Council to enhance and promote the opportunities available particularly focusing on care leavers and other vulnerable adults by September 2019.
<p>Developing and promoting Hartlepool as a great place to live</p>	<ul style="list-style-type: none"> • Deliver a £4m neighbourhood and highways investment programme to deliver shopping parades, parks, play sites, road and pavements including King Oswy Drive Shopping Parade by January 2019, Headland Town Square by March 2019 and Rossmere Park by October 2019.
<p>Developing new services for people and communities</p>	<ul style="list-style-type: none"> • Support commissioned providers of adult social care, through implementation of the Care Quality Improvement Programme, to deliver high quality care and support by March 2020. • Further develop the Centre for Independent Living to provide a broader range of opportunities for working age adults with care and support needs to live independent and fulfilling lives by December 2019.
<p>Building better beginnings and better futures for our children and young people</p>	<ul style="list-style-type: none"> • Deliver school-based social, emotional, and mental health provision for secondary-aged children and young people in Hartlepool by January 2020. • Deliver development plan to implement new arrangements for the Safeguarding Children's Partnership to work together to protect and safeguard children at risk of harm by January 2019. • Deliver a new model of support to schools to improve their capacity to help children and young people with SEND at an earlier stage by July 2019. • Strengthen arrangements for identifying and addressing parental substance misuse, domestic abuse and parental mental ill health so that problems can be addressed at the earliest possible stage.
<p>Providing effective leadership based upon innovation and efficiency</p>	<ul style="list-style-type: none"> • Expand the availability and take up of digitally delivered services enabling people to register for e-billing and complete first stage self-referrals / self-assessments online by August 2019. • Deliver a programme of staff training and awareness events to improve understanding of different groups and communities within Hartlepool by December 2019.

Welcome to
Hartlepool

Home of the National
Museum of the Royal Navy



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BOROUGH COUNCIL

For more information about Hartlepool Borough Council:



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