



Council Plan 2030

Agreed by Finance and Policy Committee 7th April 2025

Introduction from the Leader and Managing Director of the Council

Welcome to our Council Plan which sets out our vision for Hartlepool in 2030 and the priorities that we will be focussing on over the next 5 years.

As a Council we deliver a wide range of services everyday including:

People	<ul style="list-style-type: none">• Supporting older people and adults with disabilities, sensory loss or mental health needs to live independent fulfilled lives.• Providing housing advice and supporting those who are rough sleeping, homeless or at risk of homelessness.• Supporting education, early years and children with special educational needs.• Keeping children safe and families together.• Working with communities to support health and wellbeing.• Supporting unpaid carers.• Responding to concerns about anti-social behaviour and community safety.
Place	<ul style="list-style-type: none">• Maintaining our local roads and transport infrastructure, parks and open spaces.• Collecting bins and providing recycling services.• Supporting culture, museums and visitors.• Delivering capital projects to regenerate the Borough.• Providing cemeteries and crematorium facilities.• Delivering sport and leisure activities and venues.• Providing Community Hubs and library services.
Potential	<ul style="list-style-type: none">• Encouraging economic development and growth of businesses.• Delivering learning and skills opportunities.• Supporting residents into employment.

We aim to ensure that we deliver services which meet the needs of our community now and improve Hartlepool for future generations.

Our plan has been formed around the views of residents who engaged with The Big Conversation at the end of 2023, as well as the manifesto upon which we were elected.

Despite the challenges from over a decade of cuts forced onto us by the previous national government, alongside increasing levels of need for some of the most

vulnerable in our community, we are optimistic and hopeful about the future. We continue to lobby our MP for a fairer funding system which recognises the levels of need that we have here in Hartlepool.

Since May 2024 we have listened to resident's views and abolished the booking system for the waste disposal site. We've worked hard to increase opportunities for member of the public to engage with the council by changing half of all meetings to after 5pm, inviting members of the Parish councils to sit on committees, and we've cut councillor's Special Responsibility Allowances.

We're making great progress on the Highlight Leisure Centre, implementing a Landlord Licensing scheme and bringing some of our looked after children back into the care of the council.

We are proud of our achievements so far, and despite the challenges, remain optimistic about the future for our Borough.

This plan sets out what else we need to deliver over the next few years and we have confidence we will deliver.

Cllr Brenda Harrison
Leader of the Council

Denise McGuckin
Managing Director

Our Vision for the future of Hartlepool in 2030

Hartlepool will be...

**... a place where
people live
healthier, safe
and
independent
lives.**

People

**... a place that
is connected,
sustainable,
clean and
green.**

Place

**... a place that
is welcoming
with an
inclusive and
growing
economy
providing
opportunities
for all.**

Potential

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

Organisation

The following pages set out our priorities for the next five years which will help us to achieve our vision.

Hartlepool will be a place where people live healthier, safe and independent lives. (PEOPLE)

Our priorities for the next 5 years will be...

- Working with our partners to reduce poverty and to minimise the impact of poverty on our residents.
- Helping people understand what they are entitled to so that they can access the benefits they are eligible to receive by supporting the training and development of our workforce and partnership working with Voluntary, Community and Social Enterprise (VCSE) organisations.
- Working with our schools and academy trusts to ensure we have strongly performing schools that serve children well and improve their future life chances across all key stages.
- Meeting the needs of children with special educational needs in a local school wherever possible unless specialist provision is in their best interests.
- Providing seamless, high-quality services to children and their families that are responsive to need and enable them to achieve and thrive.
- Transforming our multi agency early help system to support children to remain safely within their families, have their needs met and reduce reliance on statutory specialist services.
- Providing a children's social care system that supports children and young people and their families and helps them to stay together in loving homes, be safe and uses the family network to help families experiencing problems.
- Reducing the number of victims of domestic abuse by being part of a multi-agency system where victims are protected and provided with support that meets their needs.
- Delivering the Community Safety Strategy bringing together strategic partners to focus on tackling anti-social behaviour, including off-road bikes, and reducing serious violence within Hartlepool.
- Delivering the Drug and Alcohol Strategy and reducing the number of drug and alcohol related deaths.
- Reducing the number of residents who smoke through the delivery of the Tobacco Control Strategy.
- Delivering new cycle schemes across the Borough to encourage residents to live healthier and more active lives.
- Delivering targeted health improvement campaigns and interventions to improve the health and wellbeing of local people.

- Put in place interventions to start to tackle the inequalities in life expectancy and healthy life expectancy.
- Supporting local employers to create cultures that value the health and wellbeing of their workforce and wider community through the Better Health at Work Award.
- Working together with partners to develop local, accessible services and opportunities for residents to increase their physical activity including the Highlight Active Wellbeing Hub.
- Delivering an Adult Social Care information and advice offer promoting wellbeing and independence and making people aware of what's already available in the community. Expanding this to include digital and technology solutions that allow people to self-serve, such as online financial assessment.
- Providing or commissioning high quality adult social care services that are safe, timely, responsive and person-centred, and enable people to be supported by well trained and appropriately skilled staff.
- Focussing on early action and support that promotes care closer to home and prevents avoidable admissions to hospital and to permanent residential care.
- Delivering an approach to safeguarding adults that meets the needs of adults who are most at risk of abuse or neglect.
- Supporting opportunities for local people to volunteer and improve their confidence, skills, and experience and to contribute to the local community.
- Increasing the literacy skills of adults for life and work, by realising the ambition of the Hartlepool Literacy Taskforce.
- Engaging residents in learning to increase their skills, confidence and raise their aspirations through the delivery of Hartlepool Employment and Skills Strategy.
- Continuing to develop our Community Hubs, providing opportunities for people to access support and services.
- Supporting our communities to be strong, resilient, empowered and inclusive.

Hartlepool will be a place that is connected, sustainable, clean and green. (PLACE)

Our priorities for the next 5 years will be...

- Meeting local need, reducing homelessness and improving the supply of good quality housing through the delivery of the Housing and Homelessness Strategy.
- Tackling empty commercial and residential properties and combating tenants causing anti-social behaviour, and landlords who allow it.
- Increasing the number of houses owned by the Council and the range of social housing options available to those residents who need homes for social rent.
- Delivering the Town Deal Programme including the Wesley Chapel and reimagining Middleton Grange Phase 1.
- Transforming the Museum of Hartlepool and Wingfield Castle into vibrant, welcoming spaces telling the story of Hartlepool.
- Developing Hartlepool Waterfront into a visitor destination providing leisure, culture and heritage opportunities with improved access from the town centre, along Church Street and into the Marina.
- Displaying our artistic treasures for the people of Hartlepool.
- Creating a new waste transfer station within the Borough providing a more efficient approach to waste collection.
- Increasing recycling rates through the introduction of food waste collections and education with residents on the benefits of recycling.
- Delivering the A19 / Elwick Road / North Lane Junction and Elwick Road / Hartlepool Western Link Project reducing pressure on our existing A19 junctions and improving access into Hartlepool.
- Making improvements to key junctions in the local road network ensuring a more reliable and efficient bus network and better connectivity across the town.
- Delivering the Net Zero Strategy and reducing carbon emissions by the Council.
- Ensuring our parks and coastline are welcoming, community led and thriving green and blue spaces.

Hartlepool will be a place that is welcoming with an inclusive and growing economy providing opportunities for all. (POTENTIAL)

Our priorities for the next 5 years will be...

- Developing a thriving production village surrounding the film and tv studios which provides opportunities for supply chain businesses and improved employment opportunities.
- Increasing the number and range of businesses within Hartlepool and building opportunities for our young people to have great jobs and careers through the Inclusive Growth Strategy and regeneration schemes.
- Supporting our local supply chain to benefit from the opportunities created by the Council and its partners through public contracts.
- Embedding our approach to social value so that it is simpler for SMEs bidding for Council opportunities, supports cultural alignment with major suppliers and maximises the positive impact on our communities.
- Developing a Community Wealth Growth initiative to stimulate investment, create jobs and keep Hartlepool's money in Hartlepool.
- Working in partnership with North Tees and Hartlepool NHS Foundation Trust through the Health & Social Care Academy to increase the range of qualifications in health disciplines and promote social care as a career choice.
- Supporting the partnership with Hartlepool College of Further Education and delivery partners through the Civil Engineering Skills Academy – Hartlepool, to increase the range of qualifications and apprenticeships in fabrication, welding, construction and civils and promote engineering as a career choice.
- Delivering bespoke employer led programmes based on the skills needs and priorities of local employers to create a skilled workforce.
- Supporting Hartlepool residents with complex barriers to employment get back into work through the national 'Connect to Work' programme, improving the employment rate, and improving economic activity.
- Working collaboratively with Tees Valley Combined Authority (TVCA) and the Hartlepool Development Corporation to bring investment into the Borough.

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

Our priorities for the next 5 years will be...

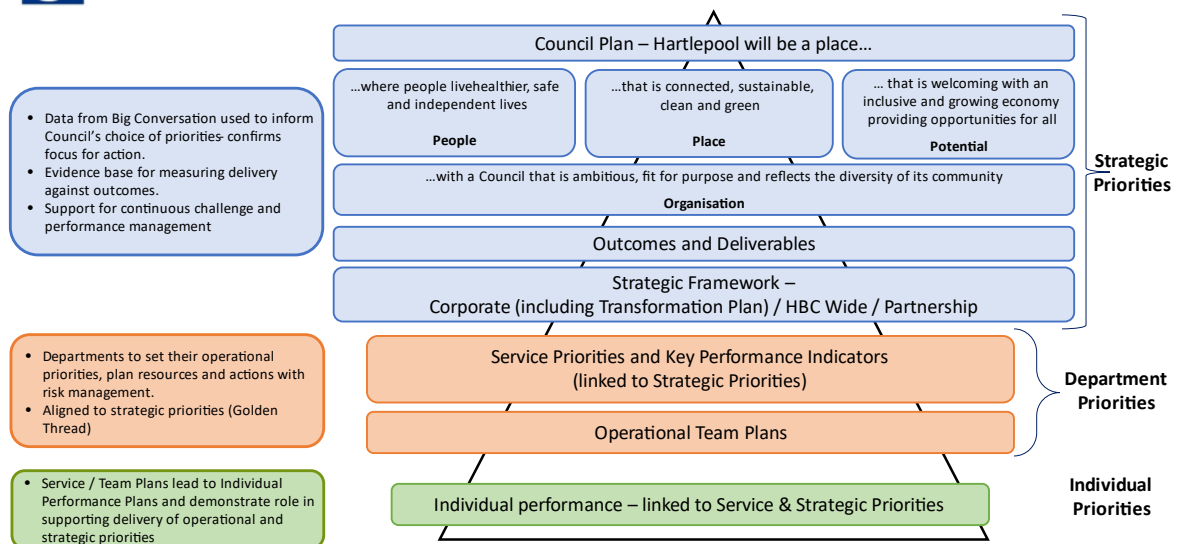
- Ensuring the council is financially sustainable, with a balanced Medium Term Financial Plan, and annual accounts that are timely, accurate, true and fair.
- Continuing to lobby central government for a fairer funding system that recognises the level of poverty and need that we have here in Hartlepool.
- Reviewing the senior officer structure to ensure maximum efficiency.
- Reforming our electoral system to make savings and bring stability to the Council.
- Bringing together stakeholders from all sectors through the Hartlepool Partnership to drive a shared strategic vision.
- Developing a Residents Forum to ensure the views of local people are heard.
- Delivering accessible communications which are aligned to the priorities of the Council and our communities.
- Providing a Council website that is accessible and becomes the default option to contact the council.
- Implementing a digital and IT transformation strategy that will continue to evolve and ensure that we have a modern, fully enabled and efficient workforce.
- Transforming the Council into a modern, data informed organisation where data empowers us to make informed decisions, enhance service quality, foster community engagement, optimise resource allocation, plan for the future, embrace innovation and promote transparency.
- Delivering a strategic and operational workforce plan which enables the Council to focus resources on key skills to support talent growth, apprenticeship planning, succession planning, recruitment and retention and risk management in the workforce and support strategic workforce planning.
- Supporting the health and wellbeing of our workforce.
- Ensuring our workforce has the foundations to deliver and develop the best service performance possible for the benefit of the Hartlepool community.
- Undertaking a review of Council buildings and assets to ensure that they meet the needs of residents and the organisation now and in the future.

How we monitor Council performance

The Council has a Performance Assurance Framework which brings together all the strategies and plans that we have in place across the whole organisation.



HBC Performance Assurance Framework



The Council Plan sits at the top of our Framework because it sets out the top strategic priorities for the Council.

This is underpinned by our Strategic Framework. These are the other corporate-level strategies that provide greater detail for key themes such as transformation, economic growth, community safety, health and wellbeing or finance. It includes strategies that are shared with strategic partners and those that are only relevant to the Council. See appendix 2 for the full list.

Our aim is to ensure that we have a streamlined process where performance information is shared in the right place, with the most appropriate audience. For the Council Plan that will be with Finance and Policy Committee. Other performance information may be more appropriate to go to a different Policy Committee, a Partnership Board such as the Safer Hartlepool Partnership or the Health and Wellbeing Board, Audit and Governance Committee, or an officer group such as our Departmental Management Teams. We will ensure that the information presented to the identified audience is relevant and sufficient to enable oversight of our work whilst upholding the principle of openness and transparency.

As a Council we monitor our performance through our Performance Assurance Framework using performance indicators (PIs), actions and risks.

Performance indicators

To assess our progress and service performance we have four types of performance indicators:

- Council Plan Key Performance Indicators – these are our headline indicators which are chosen to provide Elected Members, Senior Leaders and our residents with a clear picture of our progress towards achieving our Council Plan vision. See appendix 3 for the list.
- Strategic Framework Key Performance Indicators - these are indicators which provide a clear picture of our progress towards achieving the corporate-level strategies within our Strategic Framework including our Health and Wellbeing Strategy or Transformation Plan.
- Departmental Key Performance Indicators - these are indicators which provide a clear picture of our progress on our departmental priorities and help demonstrate how well our services are performing.
- Organisational Health Performance Indicators – these are indicators which are chosen to provide Elected Members and Senior Leaders with a clear picture of how the organisation is functioning. For example, employee sickness, complaints and customer contacts.

Actions

In some areas we have agreed action plans which set out what we will deliver, by when and who will be responsible for delivering it. These often relate to specific projects or programmes of activity.

Risks

It is important that we identify and manage risk in our activities. We have a Risk Management Framework which outlines our approach to risk management. Risks are identified throughout the Council and are regularly reviewed by Managers. Each Department collates its own risk register and the most significant risks are included on our Strategic Risk Register which is overseen by the Executive Leadership Team.

In addition to assessing our performance ourselves we are also subject to a range of external inspection frameworks and audits such as Ofsted and the Care Quality Commission.

How we will report progress on the Council Plan

Finance and Policy Committee will receive an update on the Council Plan each quarter. Each report will focus on one area of priority:

- People
- Place

- Potential
- Organisation

These updates will include the latest position on the Council Plan Key Performance Indicators, an update from Senior Leaders on progress, achievements and challenges and an updated Strategic Risk Register.

An Annual Report will also be produced each year summarising the Council's achievements and this will be shared more widely with our residents.

Appendix 1 - The Big Conversation

The Big Conversation was launched in November 2023 because as a Council we wanted to hear how people felt about Hartlepool and to understand what mattered to them. Over 12 weeks the Big Conversation gave people the space to share their thoughts and ideas about the type of place they want Hartlepool to be in the future.

We sought to engage as many people as possible in the Big Conversation including residents, employees and partners from the public, private, voluntary, community and social enterprise sectors. In total there were over 1,600 engagements including:

- 662 public survey responses (including paper, online and easy read versions)
- 48 business survey responses
- 149 responses to the quick poll
- 522 postcard responses
- 266 attendances registered at face-to-face discussions supported by officers from the Council
- 18 face-to-face discussions held by the Council or other public, voluntary, community and social enterprise partner organisations

The Big Conversation confirmed what is important to residents of Hartlepool and the emerging themes identified were unsurprising as they remained consistent with other consultation and engagement activities that have been undertaken in recent years. The findings from the Big Conversation have been used to inform the development of this Council Plan and key points that were raised have been reflected in the Plan as follows:

What people said	How that's reflected in the Council Plan
Action not words – they felt that the Council had the right priorities but that it was not always clear what was going to be delivered so that they could hold the Council to account. They also wanted to see things being delivered on the ground rather than talked about.	The priorities in the Council Plan have been simplified into People, Place, Potential and Organisation with clear activities identified for delivery in the next 5 years.
Reduce crime and anti-social behaviour	Activity to reduce crime and anti-social behaviour is included within the People priority on pages 9 and 10.

What people said	How that's reflected in the Council Plan
<p>Everyone should feel safe – comments related to community safety and also that it shouldn't just be those who are identified as vulnerable who feel safe.</p>	<p>Safe is now included within the People priority on pages 9 and 10 and covers everyone not just those identified as vulnerable.</p>
<p>Jobs and employment opportunities – improving the types of jobs available in Hartlepool so that people don't move away and attracting new employers in.</p>	<p>Activity to improve the types of jobs available in Hartlepool and attracting new employers is included within the Potential priority on page 12.</p>
<p>Clean the town – comments related to the local environment including litter and weeds.</p>	<p>Activity to improve the local environment is included within the Place priority on page 11.</p>
<p>Facilities, services and opportunities for children and young people – giving our children and young people things to do to and opportunities to have successful futures within Hartlepool.</p>	<p>Activity related to opportunities for children is included within the People priority on pages 9 and 10.</p>
<p>Transport – across Hartlepool and between Hartlepool and the Tees Valley / wider region.</p>	<p>Connected is now included in the Place priority on page 11 to provide a focus on improving transport and access within and beyond Hartlepool.</p>
<p>Council Tax – concerns around how much Council Tax costs and the services that the average resident receives.</p>	<p>Activity related to the Council's financial sustainability, including lobbying for fairer funding, and communications about the services that the Council provides are included within the Organisation priority on page 13.</p>

Appendix 2 – Strategies in the Strategic Framework

Adult Social Care Strategy	Inclusive Growth Strategy
Capital Strategy	Indoor Facilities and Playing Pitch Strategy
Carers Strategy	Local Area Inclusion Plan (SEND)
Children in Our Care	Local Council Tax Support Scheme
Children's Safeguarding Partnership Published Arrangements	Local Plan
Community Hub Strategy	Medium Term Financial Strategy (MTFS)
Community Cohesion Strategy*	Net Zero Strategy
Community Safety Plan	Poverty Strategy
Domestic Abuse Strategy	Substance Misuse Strategy
Early Intervention Strategy	Teeswide Safeguarding Adults Board Strategic Business Plan
Education Improvement Plan	Tobacco Control Strategy
Equality, Diversity and Inclusion Policy	Transformation Plan
Hartlepool Employment and Skills Strategy	Treasury Management Strategy
Hartlepool Volunteer Strategy	Workforce Strategy
Health and Wellbeing Strategy	Youth Justice Strategic Plan
Heritage Strategy	
Housing Strategy	

* To be developed

Appendix 3 - Council Plan Performance Indicators

People	<p>Poverty - exact indicator(s) TBC</p> <p>Key Stage 2 performance</p> <p>Key Stage 4 performance</p> <p>Number of schools considered to be serving children well through inspection - TBC following change to Ofsted ratings</p> <p>Healthy life expectancy</p> <p>Smoking - long term quit dates at 12 weeks</p> <p>Engagement and reach of Community Hubs</p> <p>Engagement and reach of family hubs</p> <p>Number of victims and repeat victims of domestic abuse</p> <p>Rates of children in need per 10k population</p> <p>Rates of children subject to a child protection plan per 10k population</p> <p>Rates of children in our care per 10k population</p> <p>Ofsted inspection outcomes of regulated services</p> <p>Substance misuse treatment numbers - Opiates</p> <p>Substance misuse treatment numbers - Alcohol</p> <p>Substance misuse completions - Opiates</p> <p>Substance misuse completions – Alcohol</p> <p>Overall Satisfaction of people who use service with their care and support</p> <p>Overall satisfaction of Carers with social services</p> <p>The proportion of people who use services and Carers who find it easy to find information about services</p> <p>Proportion of people who use adult social care services who say that those services have made them feel safe and secure</p> <p>Admissions of older people to residential and nursing care per 100,000 population</p> <p>% of Commissioned Services rated 'Good or Outstanding' by the Care Quality Commission</p>
---------------	--

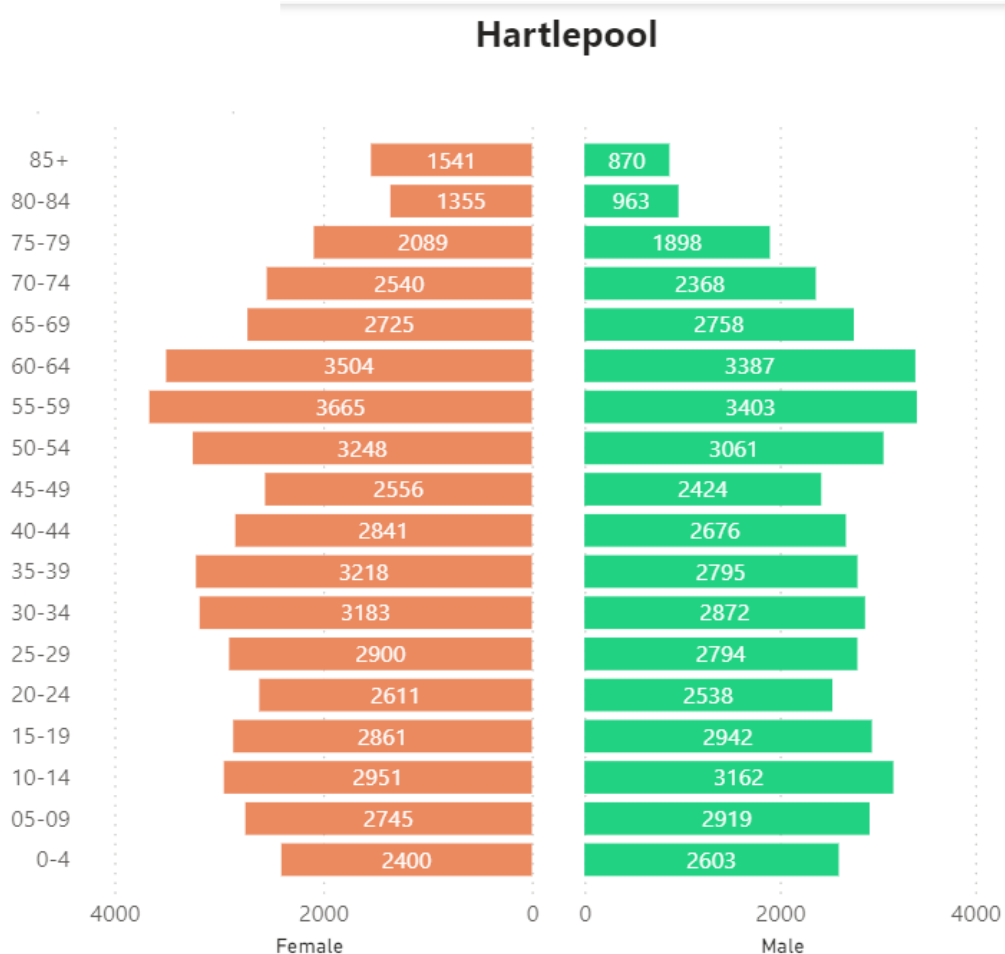
Place	Homeless presentations Housing waiting lists Rough sleepers Environmental health action to tackle dangerous tenancies Build rates including increasing capacity of social housing Number of properties in the Housing Revenue Account Greenhouse gas emissions from HBC estates, operations and services (in tonnes of CO2e) Household waste recycling rate Recycling contamination rate
Potential	Overall number of businesses in Hartlepool Business deaths Employment rate Unemployment rate Value of the visitor economy (STEAM) Visitor numbers (STEAM) Percentage of the population with Level 2 or higher qualification (5 or more GCSEs or equivalent) Percentage of Council spend that goes to local suppliers
Organisation	Number of transactions delivered digitally Annual balanced budget agreed by Council A Medium-Term Financial Plan that is sustainable Annual accounts produced to statutory deadline and that are determined by External Auditors to be “true and Fair”

Appendix 4 - About Hartlepool Factfile

(in the final published version this will be displayed in an infographic style around the 3 pillars)

People:

- Total Population = 95,336 (ONS 2023 Mid-Year Population Estimate), 3.1% higher than in 2023.
- Number of households = 40,930 (Census 2021), 1.2% higher than in 2011.



- Ethnicity / English not as main language
- All Ofsted regulated Children's Services provided by the Council are judged as good or better.
- 95.6% of Commissioned Adult Social Care Providers rated 'Good or Outstanding' by the Care Quality Commission.
- 87.8% of adults with learning disabilities supported to live at home.

Place:

- Over 2 million domestic bins emptied each year.
- Over 14,000 streetlights maintained.
- 356 Council Houses
- Green Flag awards for Ward Jackson Park and Summerhill Country Park
- Seaside Award for Seaton Carew beach
- Carbon reduction
- £135,000 – 2023 average house price
- Capital programme / Regeneration investment

Potential:

- 2,165 businesses in Hartlepool (December 2023)
- £31,584 median gross annual pay for full time workers who are residents and £32,947 for workplaces

The challenges we face:**People**

- Poverty / Fuel poverty / Deprivation
- Homelessness and waiting lists for social housing
- Health inequalities and low life expectancy
- 13.5% Smoking rate
- Substance misuse
- Domestic abuse rate = 44.2 per 1,000 population over 16 years old (2022/23)
- Children looked after rate = 164 per 10,000 children aged under 18 years old (2023/24)

- Projected growth in the number of residents aged over 65 years old and over 85 years old

Place

- 30.10% of household waste sent for reuse, recycling and composting (2022/23)
- 368 miles of footpath and 256 miles of road to maintain

Potential

- Employment rate / Unemployment rate
- Business
- 14.7% with a Level 2 qualification (5 or more GCSEs or equivalent)
- Skills gap