

# REVISED AGENDA

## CABINET AGENDA



Monday 4<sup>th</sup> February 2008

at 9.00 am

in

the Red Room, Avondale Centre,  
Dyke House, Hartlepool  
(Raby Road entrance)

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Hall, Hargreaves, Hill, Jackson, Payne and Tumilty

**1. APOLOGIES FOR ABSENCE**

**2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**

**3. MINUTES**

To receive the Record of Decision in respect of the meeting held on 22<sup>nd</sup> January 2008 (previously circulated)

**4. BUDGET AND POLICY FRAMEWORK**

4.1 Community Strategy and Neighbourhood Renewal Strategy – *Head of Community Strategy*

4.2 Medium Term Financial Strategy 2008/2009 to 2010/2011 – *Corporate Management Team*

4.3 Safer Hartlepool Partnership's Draft Crime, Disorder and Substance Misuse Strategy 2008-2011 – *Head of Community Safety and Prevention*

**5. KEY DECISIONS**

5.1 Draft Tees Valley Joint Waste Management Headline Strategy and Hartlepool's Draft Implementation Plan – *Director of Neighbourhood Services*

# REVISED AGENDA

## 6. OTHER ITEMS REQUIRING DECISION

- 6.1 Land at Surtees Street, Hartlepool *Director of Neighbourhood Services and Director of Regeneration and Planning Services*

## 7. ITEMS FOR DISCUSSION / INFORMATION

- 7.1 Local Area Agreement Reward Element (Local Public Service Agreement Round 2) – 18 Month Monitoring Report – *Assistant Chief Executive*

## 8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

- 8.1 School Meals:-  
(a) Final Report – School Meals – *Chair of Neighbourhood Services Scrutiny Forum and*  
(b) Final Report – School Meals- Action Plan – *Director of Neighbourhood Services*
- 8.2 Formal Response to the Executive's Budget and Policy Framework Proposals for 2008/09 – *Scrutiny Co-ordinating Committee*

## 9. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

### EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985

## 10. KEY DECISIONS

No items

## 11. OTHER ITEMS REQUIRING DECISION

- 11.1 Coronation Drive – Contaminated Land Update – *Director of Neighbourhood Services (Para 3)*
- 11.2 HMS Trincomalee Trust – Revenue Funding – *Director of Regeneration and Planning Services, Chief Solicitor and Chief Financial Officer (Para 3)*

# CABINET REPORT

4<sup>th</sup> February 2008



**Report of:** Head of Community Strategy

**Subject:** COMMUNITY STRATEGY & NEIGHBOURHOOD RENEWAL STRATEGY

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## SUMMARY

### 1. PURPOSE OF REPORT

To agree the 3rd draft Community Strategy, *Hartlepool's Ambition*, (**Appendix 1**) and the accompanying Sustainability Appraisal (**Appendix 2**) as consultation documents. A 10 week consultation period is proposed closing on 14<sup>th</sup> April 2008

### 2. SUMMARY OF CONTENTS

The report provides an update on the review and sets out a third revised draft of the Community Strategy and Neighbourhood Renewal Strategy. It also provides an update on the accompanying Sustainability Appraisal.

### 3. RELEVANCE TO CABINET

The Community Strategy and the Local Agenda 21 Strategy form part of the policy framework.

### 4. TYPE OF DECISION

Budget and Policy Framework

### 5. DECISION MAKING ROUTE

Cabinet	4 <sup>th</sup> February 2008
Hartlepool Partnership	1 <sup>st</sup> February 2008

### 6. DECISIONS REQUIRED

Cabinet is asked to agree the third draft of the Community Strategy & Neighbourhood Renewal Strategy and the accompanying Sustainability Appraisal as consultation documents.

**Report of:** Head of Community Strategy

**Subject:** COMMUNITY STRATEGY & NEIGHBOURHOOD  
RENEWAL STRATEGY REVIEW 2006

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## 1. PURPOSE OF REPORT

- 1.1 To agree the 3rd draft Community Strategy, *Hartlepool's Ambition*, (**Appendix 1**) and the accompanying Sustainability Appraisal (**Appendix 2**) as consultation documents.

## 2. BACKGROUND

- 2.1 Part 1 of the Local Government Act 2000 places on principal Local Authorities a duty to prepare Community Strategies for promoting or improving the economic, social and environmental well-being of their areas, and contributing to the achievement of sustainable development in the UK.
- 2.2 In October 2006, the Local Government White Paper, *Strong and prosperous communities* was published. Chapter 5 sets out a framework for effective and coordinated local service delivery including:
- A duty on the local authority to prepare the Sustainable Community Strategy in consultation with others as set out in section 4 of the Local Government Act 2000; and
  - That the Sustainable Community Strategy and other local and regional plans to be drawn up with regard to each other.
- 2.3 The role of the Sustainable Community Strategy is established as setting out the strategic vision for a place. It is to provide a vehicle for considering and deciding how to address difficult cross-cutting issues such as the economic future of an area, social exclusion and climate change. Building these issues into the community's vision in an integrated way is established as being at the heart of creating sustainable development at the local level
- 2.4 The Hartlepool Partnership, the town's Local Strategic Partnership, and the Council agreed a draft Community Strategy in April 2001 and adopted a final version in April 2002. Hartlepool's Community Strategy set out a timetable for review in five years. In line with this agreement, the Community Strategy Review 2006 was launched on 5th May 2006
- 2.5 A timetable for review was established with the identification of key stages of work leading to the adoption of a new strategy. The first stage, pre-consultation was launched on 5th May and concluded in July 2006. The

second phase, consultation on the first draft, ran from September to 17th November 2006.

Comments were analysed and a second draft Strategy published in March 2007. A series of strategy appraisals were undertaken during 2007, the most detailed being the Sustainability Appraisal. The findings from these appraisals have been incorporated into this third draft.

### **3. THE 3<sup>RD</sup> DRAFT COMMUNITY STRATEGY AND NEIGHBOURHOOD RENEWAL STRATEGY**

- 3.1 The 3rd draft of a revised Community Strategy & Neighbourhood Renewal Strategy takes into account the findings of a range of appraisals carried out on the 2<sup>nd</sup> draft Strategy. Their aim was to highlight practical ways to enhance the positive aspects of the Strategy and to remove or minimise any negative impacts.
- 3.2 The 2<sup>nd</sup> draft Community Strategy set out the intention to carry out a number of appraisals on this plan.
- The Integrated Regional Framework for the North East
  - Strategic Environmental Assessment
  - Health Impact Assessment
  - Section 17
  - Rural Proofing
  - Diversity Impact Assessment
- 3.3 As the scope of these appraisals was developed, it was decided to combine the first two appraisals on this list to carry out a Strategic Environmental Assessment compliant Sustainability Appraisal. This would be informed by the requirements of the Regional Framework and also meet the requirements of the European requirement for Strategic Environmental Assessment.
- 3.4 One of the 15 Appraisal Criteria established for the Sustainability Appraisal is health: “To improve the health and wellbeing of the Hartlepool Community”, so a decision was taken not to undertake a specific Health Impact Assessment for the draft Strategy.

It was therefore agreed to carry out the following appraisals:

- Sustainability Appraisal
  - Diversity Impact Assessment
  - Rural Proofing
  - Section 17.
- 3.5 A separate report on the findings of these appraisals is available on the Partnership’s website by clicking on the Community Strategy Review link on the homepage.

**4. RECOMMENDATION**

- 4.1 Cabinet is asked to agree the third draft of the Community Strategy & Neighbourhood Renewal Strategy and the accompanying Sustainability Appraisal as consultation documents.



**HARTLEPOOL**  
BOROUGH COUNCIL

hartlepoolpartnership

# Hartlepool's Ambition

**Community Strategy & Neighbourhood Renewal Strategy**

**3rd Draft**

**February 2008**

**Text extracts can be made available in Braille, talking tapes and large print, on request. If you would like information in another language or format, please ask us.**

إذا أردت المعلومات بلغة أخرى أو بطريقة أخرى، نرجو أن تطلب ذلك منا.  
(Arabic)

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।  
(Bengali)

ئەگەر زانیاریت بە زمانیکی که یا بە فۆرمیکی که دەوی تکایه داوامان لی بکه  
(Kurdish)

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔  
(Urdu)

यदि आपको सूचना किसी अन्य भाषा या अन्य रूप में चाहिये तो कृपया हमसे कहे  
(Hindi)

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie,  
prosimy dać nam znać.  
(Polish)

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。  
(Cantonese)

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## Foreword

**Mayor Stuart Drummond**  
**Vice Chair of the Hartlepool Partnership**



The first five years since I was elected as Mayor of Hartlepool in 2002 have passed quickly; it has been an exciting and challenging time. It was in April 2002 that the Hartlepool Partnership produced its first Community Strategy setting out a framework for innovation and improvement across the town.

Many of the Strategy's priority aims matched my concerns – the quality of the local environment, community safety and providing activities for young people. Taking on the role of Chair of the Safer Hartlepool Partnership meant I could take a hands-on role in driving forward these improvements, working with partners and local people to ensure our everyday activity makes a full contribution to improving community safety.

Over the first phase of the Strategy's delivery there have been some impressive improvements. Since 2003/4 the number of burglaries has halved. In practical terms that means 654 fewer burglaries every year and very many families and vulnerable older people not suffering the effects of crime.

The quality of our local environment has also improved. Operation Clean Sweep has been the catalyst for dramatic improvements to the local environment and has given people a new sense of ownership of their local community.

The establishment of a Children and Young People's Strategic Partnership ensures that young people's voices will be heard in the preparation and delivery of services.

Five years on we have reviewed the Community Strategy and I'd like to thank all those who gave their time and effort to support the process. This third draft takes account of changes within Hartlepool and further afield. It is purposely not a detailed plan, but a renewed commitment for partnership working across Hartlepool at all levels. The Strategy builds on the practical achievements and lessons learned during the first years of implementation.

It also raises the bar. To make further improvement a large number of people need to support its delivery. Residents' Associations, community and voluntary groups as well as local businesses and large public organisations all need to work to influence the individual everyday choices we all make.

And we need to make the right choices to secure a future that is fairer for us all now and for future generations. I want Hartlepool to have a strong local economy. I want its residents to have decent homes in places with clean, safe public spaces, where people are able to lead healthy lives and enjoy their local environment.

Our task now is to deliver. The debate has started. And I'd urge you to get involved.

A handwritten signature in blue ink that reads "Stuart Drummond". The signature is written in a cursive style and is positioned to the left of a vertical red line.

February 2008

## Introduction

### ***Hartlepool's Ambition***

The Community Strategy Review was launched in May 2006, a year that also marked the 200th Anniversary of the birth of Ralph Ward Jackson. The founder of West Hartlepool lived in Greatham Village and was responsible for establishing the layout of the town and erecting the first public buildings. He improved education and welfare facilities for local residents and developed the town's railways and docks. In the mid 1800s his vision and aspiration brought key individuals together to work in partnership to expand the town.

### ***The Hartlepool Partnership***

Hartlepool Partnership has worked to prepare this latest draft of the Community Strategy. The Partnership brings together all of the borough's partnerships delivering local services and is a network of partnerships. It provides opportunities for involvement for a wide range of organisations and individuals in the development and implementation of policy.

### ***Community Strategy 2008***

This updated Community Strategy builds on the 2002 Strategy and provides a revised policy framework for Hartlepool. It describes a long-term vision – Hartlepool's ambition and aspirations for the future:

*Hartlepool will be a thriving, respectful, inclusive, healthy, ambitious and outward-looking community, in an attractive and safe environment, where everyone is able to realise their potential.*

The Vision is further articulated through a set of Aims and associated Objectives grouped into eight themes:

1. Jobs and the Economy
2. Lifelong Learning & Skills
3. Health & Care
4. Community Safety
5. Environment
6. Housing
7. Culture & Leisure
8. Strengthening Communities

Housing and Environment are established as themes in their own right acknowledging the increased drive to bring about Housing Market Renewal and the importance residents place on the quality of their local environment.

In 2002 a Neighbourhood Renewal Strategy was published alongside the Community Strategy. This identified 7 priority neighbourhoods where regeneration activities would be targeted and mainstream resources directed to accelerate improvements in quality of life.

The 2002 Neighbourhood Renewal Strategy set out Terms of Reference for Neighbourhood Action Plans (NAPs) to be developed for the 7 priority neighbourhoods. These NAPs are now in place and set out a detailed understanding of residents' priorities for improvement together with an analysis of current trends.

This updated Community Strategy incorporates and updates the 2002 Neighbourhood Renewal Strategy.

### ***The Evidence Base***

The Strategy is backed by rigorous evidence based analysis and underpinned by a rich understanding of local priorities and concerns. This clearly establishes key areas for improvement within the Jobs & the Economy, Community Safety and Health & Care Themes. Further information on the town's performance and background reports can be found on the Hartlepool Partnership's website [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk)

### ***Hartlepool in Context***

Hartlepool is located on the North East coast within the Tees Valley sub region. It is a compact town, which is linked to the rest of the region and country by road, rail and sea. The A19 passes through the western rural part of the Borough and the A1 (M) is close by. Trains travel along the east coast connecting Hartlepool to Newcastle, the rest of the Tees Valley, York and London. Hartlepool also has a significant port facility and a world-class marina. Durham Tees Valley Airport is in easy reach and is one the country's fastest growing regional airports. Passenger numbers are up 20% year on year and the airport has a 400,000 tonnes-per-annum cargo capacity.

Approximately 90,000 people live in the town of which 1.2% are from black and minority ethnic communities and almost a fifth are at or above retirement age. The town combines dense urban areas, an established marina and expanding suburbs with a number of distinct rural villages set in attractive countryside. It is a proud town steeped in history and maritime heritage and the people of the Borough have a strong sense of local identity.

A unitary local authority covers the town with a directly elected mayor and cabinet political structure. Other major service providers sharing the local authority boundary are the Hartlepool Primary Care Trust, the Police Basic Command Unit, the Probation Service and the local team of the Learning and Skills Council. There is a strong tradition of partnership working in the Borough, more recently through the work of the Hartlepool Partnership, which brings together the public, private, community and voluntary sectors.

The Borough has seen a major transformation over the past 20 years through regeneration programmes and public and private sector investment. The town now has major visitor facilities, a revitalised town centre with a wide range of retail facilities, sites of international nature conservation importance and significant business and investment opportunities. Hartlepool has become a successful, modern town equipped to meet the challenges of the 21st Century.

Plans for Hartlepool Quays establish a cutting edge 20 year vision with ambitious proposals to improve accessibility, and create confidence in the market. A new mixed-use community will be created setting new housing, community facilities, offices and retail in high quality public open space. Routes to all surrounding areas will be improved through green infrastructure and a new pedestrian/cycleway bridge across the Harbour entrance to open up routes to the Headland. The scheme capitalises on the local coastline and creates a natural bond between the town centre, the Marina and the Headland ensuring Victoria Harbour acts not only as a centrepiece which local people can enjoy but also as an attractor for both visitors and inward investment.

## **The Hartlepool Community Strategy: The First Five Years**

Hartlepool's first Community Strategy was published in April 2002. Major changes have taken place over the last five years in terms of improvements to the town and to how the Hartlepool Partnership and its partners are structured to deliver the Hartlepool Community Strategy.

### ***Five Years on – what has been achieved?***

Since the first Community Strategy was produced there are fewer people unemployed – down from 6.9% in 2002 to 4.6% in 2006. The number of young people and long-term unemployed has also reduced.

The opening of Queens Meadow, Hartlepool's flagship Business Park with its Innovation Centre, together with upgraded units at Brougham Enterprise Centre now guarantees a strong provision of high-quality business incubation units throughout the town. Exciting plans have emerged for the development of Hartlepool Quays comprising the Marina, the Town Centre plus Education & Skills Quarter, the historic Headland and Victoria Harbour.

Hartlepool College of Education now has three Centres of Vocational Excellence and the number of people achieving qualifications continues to increase. It has ambitious plans for its future development, driving up skills and raising aspirations.

Pupils achieving a grade A\* to C at GCSE in Hartlepool has gone up by 3% per year, over the last three years, to 52% in 2005. This is an all-time high for the local authority. For the first time ever, the percentage of pupils achieving five A\* to G grades at GCSE reached the national average. Performance at Key Stage 3 (aged 14) in English, Maths and Science and at Key

Stage 2 (aged 11) has improved so much that Hartlepool has been identified as one of the most improved local authorities in the country. Performance at many levels in English and Maths is now above the national average.

There have been significant reductions in crime. Domestic burglary and vehicle crime have reduced significantly since 2001. While there is still a long way to go to reduce the health inequalities that exist between life expectancy in Hartlepool and the rest of the country great progress has been made in reducing smoking. There have also been marked improvements in reducing teenage pregnancy.

The transfer of the housing stock to Housing Hartlepool has unlocked around £100m of private investment into funding improvements needed to ensure all former Council housing meets or exceeds Government Decent Homes standards by 2010. Excellent progress has been made in respect of the development and delivery of a sensitive programme of housing market renewal in central Hartlepool through a partnership with Hartlepool Borough Council, Housing Hartlepool and Hartlepool Revival, which will lead to the remodelling and transformation of some of the older housing areas around the town centre over the coming years.

An increasing number of people are satisfied with their area as a place to live – up to 83% in 2004 and more residents of Hartlepool now feel that there is a lot of community spirit in their area. Alongside these improvements steps have been taken to safeguard natural resources with recycling rates having increased by 20% in recent years.

### ***Evolving Partnerships***

Since its inception in 1999, and following the publication of its first Community Strategy, the Hartlepool Partnership Board has transformed to meet the challenge of providing high quality local services and improving local quality of life. It continues to respond to government requirements and has learnt from best practice, both within the North East and further afield.

The Community Network has established itself as a strong co-ordinating body for the Hartlepool's residents, community and voluntary sector. The Protocol the network signed with the Hartlepool Partnership in 2005 strengthened working relationships and ensured the sector remained central to the Partnership's work in delivering the Community Strategy.

Theme Partnerships including the Environment Partnership and the Culture & Leisure Partnership have developed into fully operational strategic partnerships driving forward improvements. The new Local Development Framework provides for closer alignment of planning policy with the Community Strategy.

All service providers in Hartlepool have responded to the challenge set out in *Every Child Matters*. The Children & Young People's Strategic Partnership was established in 2005 and formed the foundation for the development of the Children's Trust for Hartlepool which came into being on 1<sup>st</sup> April 2007. One of its primary functions is to co-ordinate the delivery of *The Big Plan* – our Children and Young People's Strategic Plan.

The Hartlepool New Deal for Communities (NDC) Partnership is half way through its ten-year programme and significant improvements are being delivered. 44% of local residents are now in paid work compared to 38% in 2000.

There has been significant improvement in the educational achievement of young people in the area and over 370 over 16s have received bursaries to help them access training and education. The most marked improvements have occurred in Community Safety where the number of burglaries has decreased from 351 in 2001/02 to 115 in 2005/06.

In the north of the town £25m of renewal activity has been delivered to the Brus and St Hilda wards through the Single Regeneration Programme.

Neighbourhood Action Plans (NAPs) are now in place for the town's most deprived neighbourhoods. These plans set out community priorities and provide a tool for local residents, through NAP Forums, to monitor implementation. Improvements are resourced through mainstream and Neighbourhood Renewal Funding allocated by the Hartlepool Partnership.

But it doesn't stop there. The Partnership has agreed ambitious plans for the future. Hartlepool's achievements are being recognised internationally reflected in the decision to award Hartlepool the prestigious finishing port in the Tall Ships' Race in 2010. A second phase of development at Queens Meadow and Wynyard business parks will underpin our economic regeneration and work on the Tees Valley Coastal Arc, together with the ongoing revitalisation of the town centre housing, will continue the town's physical regeneration. In the last five years the Hartlepool Partnership has developed robust plans to take the 2002 vision forward and deliver Hartlepool's ambition.

## Spatial Planning

Delivering Hartlepool's Ambition relies not only on effective partnerships able to deliver excellent services but also on the decisions we take to shape our local environment. Decisions on the location and quality of social, economic and environmental change affects everything from the location of major new transport or energy facilities and employment development, through to the development of new shops, schools, houses or parks needed by local communities.

This spatial planning operates at a range of different scales of activity, from the North East Regional Spatial Strategy (RSS) to the more localised design and organisation of our town, villages and neighbourhoods.

### *A new planning system*

The new planning system, introduced in 2004, establishes that development will be guided by the Regional Spatial Strategy, providing a broad development strategy for the north east region covering a fifteen to twenty year period and a series of Development Plan Documents within a Local Development Framework. This Local Development Framework is the spatial element of the Community Strategy.

From this "folder" of different policies and plans, of primary importance to the delivery of Hartlepool's Community Strategy are:

- The **Core Strategy** which sets out the spatial vision and core strategic policies for Hartlepool, reflecting the priorities established in the Community Strategy;
- The **Statement of Community Involvement** which sets out how the community, including voluntary and community groups, local residents, businesses, landowners, statutory agencies and others with an interest in the new planning system will be consulted and engaged in developing and delivering local planning policy and with respect to planning applications;
- **Development Plan Documents (DPDs)** including documents allocating land for future housing, making provision for affordable housing and addressing waste and minerals issues;
- **Supplementary Planning Documents (SPDs)** which expand on or provide further detail to policies in the Core Strategy or DPDs including guidance on planning obligations from developers, requirements for transport assessments and travel plans and for design and sustainable construction. They could also include all or relevant parts of **Parish Plans** prepared by village communities to address their specific socio-economic and environmental issues.

These various documents within the Local Development Framework are prepared and updated at different times through a continuous process.

Hartlepool's Statement of Community Involvement was finalised in October 2006. Further information on the timing of preparation and review of other elements of the Local Development Framework are set out in Hartlepool's Local Development Scheme.

This can be viewed online by visiting Hartlepool Borough Council's website [www.hartlepool.gov.uk](http://www.hartlepool.gov.uk) and clicking on the planning link.



## Our Vision

“Hartlepool will be a thriving, respectful, inclusive, healthy, ambitious and outward-looking community, in an attractive and safe environment, where everyone is able to realise their potential”



## **Our Principles**

In delivering the Community Strategy vision all members of the Hartlepool Partnership will strive to apply the following nine principles:

### ***Effective partnership working***

Working together as equals to deliver sustainable communities within Hartlepool and having a clear understanding of shared decision-making, risks, responsibilities and accountabilities.

### ***Efficient partnership working***

Increasing efficiency and achieving value for money through improved procurement, financial reporting and management. Delivering high quality local services and making the most of the resources available including people, money, property, data and information.

### ***Skills and knowledge***

Developing our own capacity and skills to improve performance, whilst providing opportunities for the community to improve their skills, capacity and life chances.

### ***Decision making and communication***

Communicating openly and honestly with the community in Hartlepool making the Partnership publicly accountable for its decisions. Decision-making will be rigorous and transparent and decisions will be based upon the best information available at the time.

### ***Involvement and inclusion***

All parts of the community regardless of where they live, or their gender, race, ethnicity, colour, disability, religion, sexual orientation, family and other circumstances, language, national or social origins, age or any other status, are encouraged to be involved at all stages in the development, delivery and monitoring of this strategy.

### ***Integrity***

Acting with honesty, selflessness, objectivity and trust, declaring interests and dealing with truth and completeness.

### ***Sustainable development***

Considering economic, social and environmental goals equally and in an integrated way ensuring the long term and global aspects of strategy and decision making are considered.

### ***Performance management***

Actively managing the delivery of the Strategy and, where information for monitoring purposes is not forthcoming, striving to address this.

### ***Leadership and influence***

Leading by example with enthusiasm in delivering the Strategy by applying these principles and using influence to encourage other partners and providers locally, regionally and nationally to do the same.

## **The Renewal of Hartlepool's Neighbourhoods**

In achieving the Community Strategy Vision it is essential that improvements are made across the Borough. Within Hartlepool there are a number of neighbourhoods which have been identified as disadvantaged. These neighbourhoods need additional support in order to improve the life chances of the residents who live and work there.

Neighbourhood Renewal is a national policy which sets out to reduce inequalities in the most disadvantaged communities and to help tackle social and economic exclusion by lowering worklessness and crime and improving health, skills, housing and the physical environment.

The approach adopted within Hartlepool was set out previously in a separate Neighbourhood Renewal Strategy (NRS) but has now been incorporated as an integrated, cross-cutting element of the Community Strategy. The aim and objectives of Neighbourhood Renewal in Hartlepool are set out below.

### ***Our Aim***

Continue the regeneration of Hartlepool and ensure that local people, organisations and service providers work together to narrow the gap between the most deprived neighbourhoods and the rest of the borough, so that in the future, no-one is seriously disadvantaged by where they live.

### ***Our Objectives***

1. To improve methods of consultation and working with communities in disadvantaged neighbourhoods through the development and implementation of Neighbourhood Action Plans (NAPs).
2. To work towards a better understanding of the key issues the Neighbourhood Renewal Area (NRA) face and improve baseline information and the analysis of resources.
3. To better focus mainstream services on the Neighbourhood Renewal Area, reducing the gaps between the conditions in these areas and the borough-wide, regional and national averages.
4. To seek additional resources for neighbourhood renewal on the basis of need and opportunity in order to improve the life chances of residents within the most disadvantaged neighbourhoods.
5. To ensure that the Neighbourhood Renewal Area benefit from opportunities that exist outside the area and contribute towards the achievement of Hartlepool's ambition.

## Children and Young People

Children and Young People in Hartlepool face great opportunities and challenges. By working together we can improve their lives both now and into the future.

Hartlepool Borough Council is required to prepare and publish a Children and Young People's Plan by the Children Act 2004. It has a duty to "promote co-operation" between itself and its key partners. There has been agreement nationally on the five outcomes that really matter to the lives of children and young people and these are now law in the Children's Act 2004. The five outcomes are:

- Be Healthy (Health & Care)
- Stay Safe (Community Safety)
- Enjoy and Achieve (Lifelong Learning & Skills)  
(Culture & Leisure)
- Make a Positive Contribution (Strengthening Communities)
- Achieve Economic Well-being (Jobs & the Economy)

**Be Healthy** refers to physical, mental, emotional and sexual health, with an emphasis on healthy lifestyles and making positive choices not to take drugs.

**Stay Safe** refers to being safe from maltreatment, neglect, sexual exploitation, accidental injury and death, bullying and discrimination, crime and anti-social behaviour.

**Enjoy and Achieve** refers to being ready for school, attending and enjoying school, achieving high standards at primary and secondary stages of education, personal and social development and recreation.

**Make a Positive Contribution** refers to the engagement of children and young people in decision-making and community support activities, positive and law-abiding behaviour, developing positive relationships and self-confidence and dealing with change and enterprise.

**Achieve Economic Well-being** refers to engagement in further education, employment or training, being ready for employment, living in decent homes and communities, being free from low income and having access to transport and material goods.

Hartlepool's Children and Young People's Plan – *The Big Plan* was published in April 2006 and aims to improve the lives of all children and young people in Hartlepool. The involvement of children and young people in the development of the plan has enriched the process and has ensured that it remains focussed on positive outcomes for each of them.

It is important that **all** young children and young people benefit from the Plan. This includes those children and young people who use mainly universal services; these are services everyone uses such as maternity services at birth and schools when children get older. Some children and young people need extra support such as if a child has a disability or is fostered.

In the following sections, Hartlepool's vision for each of the five outcomes for children and young people is shown together with associated objectives.

In the preparation of this Plan, Hartlepool partners have begun to work even more closely together and will continue to do so as this three-year rolling Plan is reviewed and refreshed.

## Our Eight Aims

- 1. Jobs and the Economy**  
Develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprises and entrepreneurs to be globally competitive and create more employment opportunities for local people.
- 2. Lifelong Learning and Skills**  
All children, young people, individuals, groups and organisations are enabled to achieve their full potential through equal access to the highest quality education, lifelong learning and training opportunities.
- 3. Health and Care**  
Work in partnership with the people of Hartlepool to promote and ensure the best possible health and well-being.
- 4. Community Safety**  
Make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse.
- 5. Environment**  
Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.
- 6. Housing**  
Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live
- 7. Culture and Leisure**  
Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.
- 8. Strengthening Communities**  
Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.

## Jobs and the Economy

### **Introduction**

The transformation of Hartlepool over the last 15 years has in many ways been remarkable with major changes to the built environment, massive reduction in unemployment and diversification of the town's economic base.

The proportion of all jobs in Hartlepool in the manufacturing sector has fallen from 23.2% in 1994 to only 17.4% in 2003. The infrastructure of Hartlepool's economy is now dominated by the public sector, which provides 33% of all employment, whilst the private sector is dominated by a few large employers.

About 75% of the Borough's jobs are in the NRS area and they are therefore physically convenient for many NRS area residents. Though the economy of the surrounding sub-region is not strong, it provides a significant pool of potential jobs.

### **Aim**

***Develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprises and entrepreneurs to be globally competitive and create more employment opportunities for local people.***

## **Objectives**

### **Attract Investment**

1. To invest in infrastructure and environmental improvements in industrial and commercial areas that encourage additional private investment, productivity and employment.
2. To encourage the implementation of improvements and developments in the town centre and other key employment sites such as Victoria Harbour, the Southern Business Zone (Longhill / Brenda Road / Queens Meadow) and Wynyard Business Park.
3. To encourage and support on-going investment by the indigenous business community and diversification of the rural economy.
4. To promote Hartlepool as a destination of choice for inward investors.
5. To develop Hartlepool's leisure and tourism offer to further increase the town's importance as a visitor destination.
6. To ensure the availability of suitable, sustainable, development sites to support business development and start ups.

### **Be Globally Competitive**

7. To improve business productivity by promoting access to new markets, use of Information Communication Technology, knowledge transfer and other business support measures.
8. To increase skill levels amongst the town's workforce ensuring that Hartlepool can compete in a global economy.
9. To establish an enterprise culture that helps to create high value business start-ups and sustain business survival and growth.
10. To continue to establish a strong and robust social enterprise sector that provides high quality service provision and employment opportunities in local neighbourhoods.

### **Create more employment opportunities for local people**

11. To encourage and promote social and financial inclusion, ensuring that all local residents are provided with opportunities to achieve their personal, social and economic goals.
12. To improve skills for life and key skills and promote workforce development in industrial sectors with growth potential such as construction, leisure and culture and health and social care.
13. To promote good recruitment and employment practices amongst the local business community, encouraging diversity so that all residents, irrespective of gender,

ethnicity, age, disability, sexual orientation or religion and belief have equal access to employment opportunities.

14. To encourage the development of links between education and business that create employment and training opportunities for young people.
15. To support the community and voluntary sector to continue its important role as a provider of employment and deliverer of services to the local community.
16. To target employment, training and enterprise provision such as New Deal, Work Based Learning and Pathways to Work at neighbourhoods with the worst labour market position and disadvantaged groups such as residents with disabilities, young people and carers in order to reduce worklessness, deprivation and poverty.

## ***Children and Young People's Plan***

### **Achieve Economic Well Being**

Our vision for this outcome in Hartlepool is that children and young people will achieve the qualifications, develop the skills and be given the necessary life experiences to enable them to lead full and active adult lives. Also that all services will work collaboratively to ensure children and young people will have opportunities to succeed in their chosen career and live in households free from poverty.

#### **Objectives:**

- Ensure education and training is planned in a co-ordinated manner involving all partners and the needs of vulnerable groups are addressed.
- Ensure that all young people are prepared for working life by:
  - Ensuring all Key Stage 4 pupils have opportunities for vocational studies and work experience;
  - Ensuring that all young people aged 13 – 19 have impartial careers advice and guidance.
  - Continue to support regeneration initiatives that support the needs of children and young people.

**Neighbourhood Renewal Strategy Key Issues:**

The Neighbourhood Renewal Area faces a number of challenges in the Jobs & Economy theme. Although the gap between the area and Hartlepool rates for unemployment and long-term unemployment have reduced the area still has higher than average levels of unemployment. There also remains a stubborn gap between the area and Hartlepool employment rate and also between the Hartlepool and national rates.

Over the past few years there has been an increase in the average number of annual VAT registrations but there is still a long way to go to reach the average regional rate. This highlights the continuing need for business support to enable residents to enter into self-employment, small businesses to grow and community and social enterprises to prosper.

Within the Neighbourhood Renewal Area key barriers include relatively low skill levels, low aspirations and limited entrepreneurship. Skills for life and vocational skills courses enable residents to gain the skills needed by local employers.

The proportion of residents of working age who are unable to work through incapacity is significantly above the Hartlepool rate. This is a particular concern for the Burbank and NDC neighbourhoods.

The image of the Neighbourhood Renewal Area can discourage investment. Recent improvements to business premises in the area have increased the use of available units but there is still scope for further development.

**Objectives:**

- Further develop employability initiatives that provide support to residents of the Neighbourhood Renewal Area to enable them to access jobs and training with specific focus on the target groups of young people, lone parents and residents on Incapacity Benefit.
- Support and encourage business investment and development in the Neighbourhood Renewal Area including the growth of community and social enterprises.
- Develop the skills, qualifications and adaptability of Neighbourhood Renewal Area residents, in order to better meet the needs of the labour market.
- Provide accessible and relevant advice and support to residents of the Neighbourhood Renewal Area to encourage self-employment and business creation.
- Investigate and remove the barriers that Neighbourhood Renewal Area residents face when moving into employment and training with particular focus on those related to benefits, aspirations, mobility, incapacity and discrimination.
- Seek to develop Employment and Training Charters within major capital programmes to enable job creation to be targeted at economically inactive residents from the NRS area.

## Lifelong Learning and Skills

### **Introduction**

The Lifelong Learning and Skills theme of the Community Strategy covers early years, school, further education, higher education, skills development and community learning.

Significant progress has been made in schools improving performance towards national rates. Attainment gaps are narrowing and in many areas performance in Hartlepool is now at or above national levels. Most children and young people, including those who are vulnerable, make better progress than expected given their starting points.

Hartlepool is embarking on a programme of rebuilding, remodelling, and refurbishing its secondary schools and the accompanying investment in ICT (Information and Communications Technology) over the coming years will support new ways of teaching and learning. The Primary Capital Programme will bring much needed investment and address the long-term needs of primary school buildings.

In terms of skills and qualifications there have been issues related to the attainment at the basic and intermediate levels, as well as developing the higher value skills needed to foster innovation.

The key problems relating to lifelong learning and skills within the NRS area are similar but more marked to other areas in the town and regionally. These are, primarily, low Key Skills levels in adults and lower attainment levels at the Key Stages of education for young people.

There remains a shortage of vocational skills within the NRS area. Whilst there has been significant investment in education and lifelong learning in recent years, the NRS neighbourhoods remain the most disadvantaged in terms of education and skills.

### **Aim**

**All children, young people, individuals, groups and organisations are enabled to achieve their full potential through equal access to the highest quality education, lifelong learning and training opportunities.**

### **Objectives**

#### **Enjoy and Achieve**

1. To raise aspirations and help all children achieve their potential by developing Children's Centres and Extended Schools, monitoring school performance and challenging and supporting schools to improve the quality of provision, and paying particular attention to the needs of vulnerable and under-achieving groups.
2. To ensure all children and young people can access a range of recreational activities including play and voluntary learning.
3. To work with the voluntary sector and other agencies to improve the range and quality of recreational learning opportunities for all especially children & young people.

### **Increased skills and academic achievement**

4. To create a culture of lifelong learning by raising expectation and promoting individual achievement, aspiration and self-esteem and encouraging entrepreneurship.
5. To improve skills for life achievement and promote employers' investment in workforce development as a route to increased competitiveness, higher productivity and profitability.
6. To increase the opportunities for highly skilled and educated people to remain in Hartlepool by encouraging an enterprise culture, helping create high value business start-ups and sustain business survival and growth.
7. To develop entrepreneurial skills in young people through enterprise education.

### **Service Providers and Facilities**

8. To ensure the highest quality providers and provision, develop new delivery models, encourage innovation and extend the good practice.
9. To develop and support new and emerging approaches such as the adult apprenticeship pilot, the general diploma and specialised diplomas.
10. To improve the provision and dissemination of labour market information to enable service providers to respond effectively to employer and learner demands.

### **Support and Access**

11. To improve the provision of effective information, advice, guidance and counselling to pupils, students, families, and the community as a whole, including voluntary groups.
12. To provide employers with advice and support on how their organisation's training and development needs can be best met.
13. To develop training provision which provides suitable progression routes to individuals to increase participation in learning, achievement and employment levels.
14. To improve personal, social and emotional development, confidence building, citizenship and health awareness and the opportunity to learn in disadvantaged neighbourhood.
15. To promote improved access to all types of education and training for all members of the community, promoting inclusion, breaking down barriers to learning including affordability, convenience, physical access and care, providing flexibility and new learning methods where practicable and widening participation for all,

## ***Children and Young People's Plan***

### **Enjoy and Achieve**

Our vision for this outcome in Hartlepool is that children are given the best start in life through high quality early years provision and support for parents and carers. This will ensure that they are well prepared and ready for school, where they will enjoy their education and have opportunities to achieve their potential.

#### ***Objectives:***

- Raise aspirations and help all children achieve their potential by:
  - Developing Children's Centres and Extended Schools as part of an integrated childcare strategy for under 5s;
  - Monitoring school performance and challenging and supporting schools to improve the quality of provision through an agreed School Improvement Strategy;
  - Support schools in developing robust self evaluation in order to ensure continuous improvement;
  - Paying particular attention to the needs of vulnerable and under-achieving groups.

**Neighbourhood Renewal Strategy Key Issues:**

There are a number of issues within the Lifelong Learning & Skills theme for the Neighbourhood Renewal Area. Although participation by 3 year olds in nursery education is 100% there is a significant gap between the area and the Hartlepool rate for the percentage of children who have reached a good level of communication, social and emotional development by the end of the foundation stage. There is also a long way to go before Hartlepool reaches the national target of 50%.

Attainment at Key Stage 1 in Hartlepool is not far from the national average however the Owton, NDC and Dyke House/Stranton/Grange neighbourhoods were the lowest performing neighbourhoods. Key Stage 2 attainment is above the national average and although the gap between the Neighbourhood Renewal Area and the Hartlepool rates is closing attainment in Burbank, Owton, NDC and Dyke House/Stranton/Grange remains well below average. Attainment for Maths at Key Stage 3 is above the national rate whereas attainment on English and Science is still below. Pupils from the Owton, North Hartlepool and NDC neighbourhoods perform well below the Hartlepool average. Achievement of 5 A\* to C GCSE grades at Key Stage 4 is below the national rate although performance has improved year on year. The gap between Hartlepool and the Neighbourhood Renewal Area has narrowed but the neighbourhoods of Burbank, NDC and North Hartlepool performed least well.

The proportion of residents in Hartlepool with low basic skills remains high particularly in the Neighbourhood Renewal Area. The number of Skills for Life qualifications has risen significantly with a greater proportion of those achieving it being from the area.

Achievement of Level 1 qualifications by residents in the Neighbourhood Renewal Area has reduced recently with achievement of Level 2 qualifications remaining static. The number of residents from the area achieving Level 3 and Level 4 qualifications has increased. However, there remains a gap between the levels of skills attainment in the area when compared to the rest of Hartlepool.

Local employers indicate that for applicants from the Neighbourhood Renewal Area there are problems with attitude, motivation and low skill levels. Improved access to vocational ICT training and improved familiarity with new technologies were highlighted as areas to be developed.

Young people from the Neighbourhood Renewal Area form a significant part of the 'Not in Education, Employment or Training' (NEET) group. This includes a number of juvenile offenders. This group is in need of specific targeting from advice and support initiatives.

**Objectives:**

- To raise the achievement of all Neighbourhood Renewal Area pupils, students and learners to meet the relevant standards and targets.
- To improve the attainment of looked after children, children with special needs and disabilities, children in foster placements and those regarded as NEET by providing targeted support.
- To improve the skill levels of Neighbourhood Renewal Area residents of all ages, including literacy, numeracy and Information Communication Technology (ICT).
- Develop the skills, qualifications and adaptability of Neighbourhood Renewal Area residents, in order to better meet the needs of the labour market.
- To improve access to training including informal education and activities within neighbourhoods.

## Health and Care

### **Introduction**

The health of Hartlepool residents is improving; on average they are living healthier and longer lives. However, they still suffer from more ill health and disability, higher death rates from diseases such as cancer, heart disease and respiratory disease and live shorter lives than in most other parts of the country. There is evidence to indicate that this 'health gap' is widening. There are also inequalities in the 'health experience' of communities within Hartlepool; the most deprived communities suffering significantly poorer health than the more affluent areas.

It is recognised that there are many factors that influence the health of our population including the lifestyle choices that individuals make, the environment within which they live and work, the quality of their housing, their income and their level of educational achievement.

A number of key strategies are in place to deliver services including the Hartlepool Vision for Care, Children and Young People's Plan, Public Health Strategy, Older People's Strategy and the Mental Health Social Inclusion Strategy.

### **Aim**

***Work in partnership with the people of Hartlepool to promote and ensure the best possible health and wellbeing.***

### **Objectives**

#### **Easier access to services and increased choice**

- To work together to provide high quality, convenient, accessible and co-ordinated services when people need them.
- To ensure people are in control of decisions relating to their own health and wellbeing and can get the support and care they require when they need it
- To provide real choice for people, so that they can make decisions about their own care and support.
- To value the work that carers do, promote carer awareness and social inclusion and improve the identification, range of support and training for carers

#### **Improved Health**

- To support the people of Hartlepool in choosing a healthy lifestyle.
- To reduce early death and ill health caused by heart disease, strokes and cancers.
- To reduce drug, alcohol abuse and smoking and to enable people with related problems to overcome them.
- To strengthen and support communities with specific needs to improve their health, well-being and social inclusion.

#### **Improved mental health and wellbeing**

- To promote mental wellbeing, reduce suicide rates and support people with mental health problems.

## ***Children and Young People's Plan***

### **Be Healthy**

Our vision for this outcome in Hartlepool is that children and young people will be physically, mentally, emotionally and sexually healthy, lead healthy lifestyles and choose not to take illegal drugs.

#### **Objectives:**

- Ensure that health inequalities are reduced by improving the targeting of vulnerable infants, children and young people.
- Improve sexual health and ensure that the conception rates for teenagers continue to reduce.
- Promote healthy lifestyles by initiatives such as the National Healthy Schools Award.

***Neighbourhood Renewal Strategy Key Issues:***

Although health in Hartlepool is generally improving residents from the Neighbourhood Renewal Area still have a higher mortality rate for cancer than the rest of Hartlepool.

Standardised Mortality Rates for heart disease, stroke and respiratory disease are also much higher than the national average. In part this is due to the high levels of smoking within the area with over 50% of the population in Dyke House/Stranton/Grange and Owton smoking. This is significantly higher than the national average.

Within the Tees Valley Hartlepool has the highest number of residents accessing drug treatment services and the majority of drug related litter collected in Hartlepool comes from the Neighbourhood Renewal Area.

Participation in physical activity and sport is lowest in the Neighbourhood Renewal Area despite the variety of recreational facilities within the neighbourhoods. With obesity emerging as a national concern local monitoring has recently begun with school age children. It is recognised that obesity is a developing issue for the area.

Teenage pregnancy remains a concern within the area and although much progress has been made in recent years the rate of conceptions in those under 18 years of age is still above the Hartlepool, regional and national averages. The diagnosis of sexual transmitted infections has also increased greatly.

The Neighbourhood Renewal Area has a significantly higher rate of people incapable of work than Hartlepool and other Boroughs within the Tees Valley. The proportion of residents with a limiting long-term illness is highest in the Burbank and Rift House/Burn Valley neighbourhoods. In addition the proportion of people in the area experiencing mental health problems is also above the Hartlepool rate.

The percentage of people in need of personal care is slightly higher in the area when compared to the rest Hartlepool. The percentage in the Burbank neighbourhood is almost double the Hartlepool rate as the neighbourhood is home to a large elderly population.

**Objectives:**

- To protect and improve health and increase life expectancy by reducing health inequalities in the Neighbourhood Renewal Area.
- To encourage residents to adopt active and healthy lifestyles by promoting the benefits of regular exercise and working in partnership to provide additional support in local communities to increase participation in sport and physical activity.
- To reduce smoking, alcohol, drugs and solvent abuse in the Neighbourhood Renewal Area especially amongst young people.

- To target neighbourhoods with screening and support services for heart disease, strokes and cancers.
- To improve the health, emotional development and well-being of all children, young people, and their families within the Neighbourhood Renewal Area.
- To focus resources on neighbourhoods to reduce the rate of teenage conceptions and improve sexual health.
- To improve mental wellbeing, raise awareness, reduce isolation, challenge discrimination and promote opportunities for people with mental health problems in the Neighbourhood Renewal Area.

# Community Safety

## *Introduction*

Community Safety is one of the highest community priorities. Whilst there have been recent improvements in reducing crimes such as domestic burglary and vehicle crime, reducing fear of crime and the need for public reassurance remains a clear priority. A strong partnership approach has underpinned improvements with key partners working hard to ensure their service delivery does everything it can to contribute to improved Community Safety.

The introduction of Neighbourhood Policing has revolutionised the way in which police operate providing officers who are known by name and readily accessible to the communities they serve. A partnership approach ensures that the issues that matter most to people are tackled at the times they are needed.

The crime and disorder problems are associated with the socio-economic factors of the population such as high unemployment and low educational attainment. Crime and disorder is greater in the NRS neighbourhood due to socio-economic factors and the town centre that acts as a magnet for business crime, vehicle crime and alcohol related disorder.

## *Aim*

**Make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse.**

## *Objectives*

### **Reduced Crime**

1. To reduce acquisitive crime (burglary and theft) with particular focus on high crime areas.
2. To reduce alcohol related social nuisance, disorder and violence associated with the night-time economy.
3. To reduce incidents of victimisation, in particular repeat incidents associated with domestic violence and improve joint working between services.
4. To ensure that community safety is considered in all decision making and service delivery of public bodies.

### **Reduced harm caused by illegal drugs and alcohol**

5. To tackle drugs misuse with treatment programmes which encourage harm minimisation, rigorous enforcement and education and awareness programmes.
6. To develop local services for those who misuse alcohol.
7. To tackle under-age drinking by education and enforcement.

**Improved neighbourhood safety and increased public confidence leading to reduced fear of crime and anti-social behaviour**

8. To reduce deliberate fires.
9. To involve local communities in tackling crime and anti-social behaviour and the causes of crime and anti-social behaviour.
10. To introduce measures to promote reassurance and improve public confidence in all sections of the community.

**Reduced anti-social and criminal behaviour through improved prevention and enforcement activities**

11. To reduce anti-social behaviour across the town, with particular focus on 'hot-spot' areas.
12. To prevent and reduce offending and re-offending.
13. To work with young people and their parents/guardians and families to prevent youth offending.

***Children and Young People's Plan***

**Stay Safe**

Our vision for this outcome in Hartlepool is that children and young people will live, grow and learn in safety, where parents, carers and all adults take responsibility for their safety and well being and they are free from harm, discrimination, harassment and exploitation.

**Objectives:**

- Ensure that children and young people are provided with a safe environment by activities such as staff training and the development of partnership working to address bullying.
- Improve the efficiency and effectiveness of child protection services.
- Ensure that where children need to be looked after, they are placed in family settings and changes in placements are minimised.

***Neighbourhood Renewal Strategy Key Issues:***

Crime has reduced in recent years but the overall crime rate in Hartlepool is still above the national rate. The number of domestic burglaries has fallen dramatically but the proportion taking place within the Neighbourhood Renewal Area has remained fairly static.

The proportion of incidents of Anti-Social Behaviour reported to the Police has remained around 70% with many incidents being alcohol related including under-age drinking. Within the area there are increasing numbers of properties which are privately rented. The behaviour of some tenants within those properties is causing increasing concern.

Within the Neighbourhood Renewal Area the proportion of people who feel safe walking alone at night in their local area is lower than the Hartlepool average. Residents in Dyke House/Stranton/Grange, NDC and Owton feel the most unsafe.

Drug dealing has been identified as a serious problem by residents throughout the neighbourhoods but has been particularly highlighted in the NDC, Dyke House/Stranton/Grange and Owton neighbourhoods. The majority of drug related litter collected comes from the area with the Stranton and Owton wards being responsible for the highest pick-ups.

The number of deliberate fires within the Borough is high and the proportion of those occurring within the Neighbourhood Renewal Area has remained the same since 2004.

Incidents of local violence (common assault and wounding) in Hartlepool have risen with the proportion of those in the Neighbourhood Renewal Area also rising. This includes town centre incidents of alcohol related violence and domestic violence.

Vandalism, graffiti and other deliberate damage to property has been identified as a serious problem in the Dyke House/Stranton/Grange, NDC and Owton neighbourhoods. Criminal damage in Hartlepool has increased since 2004.

As the Neighbourhood Renewal Area encompasses the town centre there is a significant problem with crime against businesses including shop theft.

**Objectives:**

- To maintain and where practicable increase the visibility of uniform presence within neighbourhoods.
- To work with young people from the Neighbourhood Renewal Area and their parents/guardians and families to prevent youth offending and in particular anti-social behaviour.
- To provide an increased range of accessible diversionary activities and facilities for young people within local neighbourhoods.
- To reduce anti-social behaviour in the Neighbourhood Renewal Area, with particular emphasis on behaviour associated with alcohol consumption generally and more specifically underage drinking.

- To develop further target-hardening and victim support measures in neighbourhoods to increase the security of homes and businesses, with particular emphasis on repeat victims.
- To improve communications with residents in order to increase the level of intelligence received and to ensure feedback on actions undertaken.
- To tackle the problem of drug misuse, particularly in respect of the under 30-age group, by education, enforcement and a harm reduction programme.
- To target those who deal in and supply illegal drugs in the Neighbourhood Renewal Area.
- To tackle environmental issues such as vandalism, graffiti and fly-tipping to improve the general appearance of neighbourhoods.

## Environment

### *Introduction*

Environment and transport make important contributions to complex quality of life issues. The environment affects both quality of life and the perception of the neighbourhood as a place to live and invest in. The impact of the environment on underlying deprivation causes is hard to analyse and control but is often high on community agendas.

Access to open spaces with play and sports facilities, quiet areas, and high biodiversity value is an important aspect of achieving a sustainable community. Conversely the impacts of pollution, energy efficiency and waste management can have particular adverse impacts on the quality of life.

Hartlepool's transport system is pivotal to the town's economic success and the quality of life of its residents. Delivering an effective and efficient transport system makes social, economic and environmental sense allowing employees to travel and business to flourish whilst reducing the harmful effects of transport on the natural environment and ensuring a good quality of life for groups without regular access to a car.

As more residents look outside of their local area to work, shop and play, there has been an accompanying decline in local facilities. Poor transport provision can act as a barrier to the take up of employment, training and education opportunities, the ability of younger people and older people to access services and the provision of accessible health care facilities

### *Aim:*

***Secure and enhance an attractive environment that is clean, green and safe, managed to enhance biodiversity, and is readily accessible and valued by the community.***

### *Objectives:*

#### **Natural Environment**

1. To protect and enhance the natural environment and its biodiversity, including sensitive and appropriate development of urban and brown field sites.
2. To protect and enhance the quality of watercourses, open water and coastal waters and their margins and minimise the risk of flooding to people, property and buildings from the sea, rivers and sewers.
3. To increase awareness and understanding of the natural environment.
4. To improve equality of access to high quality local environments where public and community open spaces are clean, green and safe.
5. To make better use of natural resources, reduce the generation of waste, and maximise recycling.
6. To minimise all forms of pollution.

### **Built Environment**

7. To enhance the built environment & transport corridors and promote good urban design, and sustainable construction, while conserving areas of townscape, coast and assets with archaeological, architectural or historic significance.
8. To ensure that the built environment is responsive to long-term climate change impacts through the effective design, location and adaptation of buildings.
9. To record, enhance and raise awareness of the towns' heritage and ensure it is safeguarded for future generations.

### **Transportation**

10. To promote social inclusion by ensuring that everyone can access the key services and facilities that they need.
11. To improve the overall safety and security of the transport system for everyone.
12. To ensure that traffic congestion does not hinder continued economic growth and regeneration.
13. To minimise the adverse impacts of transport on air quality and climate change.

### **Global Environment**

14. To prepare for the impacts of and secure local and global action to tackle Climate Change.
15. To reduce and adapt to the effects of climate change by minimising energy use and by increasing the use of alternative and renewable energy sources.
16. To promote community involvement in positive action to reduce world poverty through fair-trade, promoting peace and security.

**Neighbourhood Renewal Strategy Key Issues:**

In general residents within Hartlepool are satisfied with their local area as a place to live. However, satisfaction is lower in the Neighbourhood Renewal Area with the lowest satisfaction in the Dyke House/Stranton/Grange and NDC neighbourhoods. The proportion of residents that see litter and rubbish as a problem in their area is also significantly higher in the Dyke House/Stranton/Grange neighbourhood.

Positive end uses for vacant buildings and land are encouraged through the Local Plan and various regeneration schemes. Priority issues vary between neighbourhoods with vacant buildings being a particular problem in the Headland area of North Hartlepool. Vacant land can be managed for biodiversity value where appropriate until another use can be identified.

Poor transport provision can often act as a barrier to economic and social inclusion and the high cost of fares can act as a further barrier to its use. Those who do not have access to a car often rely on lifts or taxis because of the inadequacy of public transport services. Satisfaction with public transport is lower in the Neighbourhood Renewal Area than in the rest of Hartlepool. Poor public transport has been identified as a serious problem in the Rift House/Burn Valley neighbourhood.

Accidents at junctions and on roads in the Neighbourhood Renewal Area need to be reduced. The speed and volume of road traffic is classified as a more serious problem in the NDC, Owton and Dyke House/Stranton/Grange neighbourhoods.

**Objectives:**

- To increase satisfaction in local neighbourhoods by improving the management of litter, rubbish and vacant land and buildings and increasing the environmental quality of all public open spaces.
- To work with local voluntary and community groups to develop local initiatives which will identify ways of improving the quality of the local environment and access to public open spaces.
- To find new uses for redundant buildings in NRS neighbourhoods through the use of grant aid from regeneration schemes and the use of positive planning.
- To reduce the amount of derelict land within the NRS neighbourhoods by using it for appropriate development or quality amenity areas
- To ensure that neighbourhoods have access to a safe and effective transport system with public transport services provided throughout the week.
- To provide safe and convenient access for pedestrians and cyclists in neighbourhoods, particularly to improve access to employment and facilities.
- To reduce accidents at the most dangerous junctions and roads in the Neighbourhood Renewal Area and improve road safety awareness.

# Housing

## **Introduction**

Balancing the supply and demand of housing to meet the aspirations of the population is a key strand of the Housing Strategy for Hartlepool and tackling existing and future problems in the private sector is the key housing regeneration challenge for the town. With changing housing markets there is significantly increased demand for social housing. The rising costs of renting privately is affecting affordability as rents rise above housing benefit levels.

New housing completions remain high and housing costs remain lower than average for the region, particularly for terraced dwellings.

Housing that does not meet recognised decency standards and problems associated with management of private rented properties can often be a root cause of disadvantage.

There is increasing need for support and appropriate housing for vulnerable people and with an increasingly elderly population there is increased need for a range of accommodation including extra care.

## **Aim**

**Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live.**

## **Objectives**

### **Balancing Housing Supply and Demand**

1. To ensure that there is access to a choice of good quality housing in sustainable communities across tenures to meet the aspirations of residents and to encourage investment.
2. To secure adequate provision of new housing and maximise the proportion that is built on previously developed land; while seeking to secure an improved mix in the size, type, ownership and location of housing, including the development of sufficient housing at an affordable level and appropriate provision of larger, higher value, low density dwellings.
3. To achieve a better balance between housing demand and supply.
4. To enhance the standard of management of social and private rented housing.

### **Improving the quality of existing housing**

5. To encourage improvements to homes to meet and exceed 'decent homes standards'.

### **Meeting the Housing Needs of Vulnerable People**

6. To increase the opportunities and to encourage residents to live independently in the community as appropriate.
7. To provide accommodation and support for vulnerable people to live independently.

***Neighbourhood Renewal Strategy Key Issues:***

Hartlepool has become affected by low and changing demand in the Housing Market. There is an over supply of smaller, older, terraced properties which is evidenced by concentrations of vacancy and abandonment. Much of this poorer housing is concentrated in the Neighbourhood Renewal Area which is why many neighbourhoods will be included within the Housing Market Renewal programme. The Housing Market Renewal programme will see large parts of the area demolished and replaced with new homes and other environmental and social projects.

In recent years there has also been a rapid growth in the private rented sector within Hartlepool and there are concerns regarding the impact of poor management which is resulting in increased incidents of anti-social behaviour.

There is a need to balance communities in the Neighbourhood Renewal Area by encouraging a greater mix of housing types. There is a need to continue the selective removal of properties in low demand areas.

There are problems with vacant dwellings in the neighbourhoods. The majority of vacant dwellings are within the private rented sector with the vacancy rate being well above that expected within an ordinarily functioning private sector housing market. The void rate in the Registered Social Landlord (RSL) sector is minimal which reflects the high demand for social rented properties within the Borough.

Satisfaction with accommodation is high in Hartlepool although it is slightly lower in the Neighbourhood Renewal Area. The Burbank neighbourhood has the lowest satisfaction level. Work is ongoing within Hartlepool to bring all social housing up to the Government's Decent Homes Standard by 2010. Once this has been completed satisfaction with accommodation should increase.

The area is home to a greater proportion of vulnerable households. It is important that the housing needs of vulnerable people continue to be met by assisting them to live safely in their own homes, offering a choice of suitable accommodation, reducing fuel poverty and preventing homelessness.

**Objectives:**

- To seek to balance supply and demand for housing in the Neighbourhood Renewal Area by reducing the number of vacant dwellings, ensuring housing is of the right size and tenure and is built within sustainable locations.
- To ensure housing regeneration activity in neighbourhoods is successful and secures follow on investment.
- To implement selective licensing in areas with low demand or anti-social behaviour.
- To achieve the Government's Decent Homes targets for social housing and private housing occupied by vulnerable groups.
- To address the issues of fuel poverty in the Neighbourhood Renewal Area.

## Culture and Leisure

### *Introduction*

Hartlepool's current rejuvenation has been dramatic, changing the face of the town and attracting increasing regional attention. It is important that this continues, to create a sustainable economy and further enhance our growing reputation as a town with a distinct identity within the region.

Plans for Hartlepool Quays include the provision of a multi-million pound water sports centre on Victoria Harbour, housed within an iconic maritime-theme building, set within landscaped parkland. The selection of Hartlepool as the final host port for the Tall Ships' Race in 2010 creates the potential to raise the profile of Hartlepool and Coastal Arc not only as a visitor attraction but also as an investment location.

Culture and Leisure are key elements to successful regeneration. Associated activities can provide a positive local identity, help to develop individual pride and confidence in neighbourhoods and deliver a vibrant voluntary and community sector. Culture & Leisure complements lifelong learning and training and resulting increases in community spirit and capacity can make a valuable contribution to delivering key outcomes in other theme areas. It can provide diversionary activities that reduce antisocial behaviour and crime.

The contribution of Culture and Leisure activities to improved health and care are significant; sport & physical activity are vital to social, economic and personal development and contribute to improved quality of life.

### *Aim*

**Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.**

### *Objectives*

**Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport**

1. To create a strong cultural identity for Hartlepool within the region.
2. To celebrate Hartlepool and express that local identity.
3. To develop a sustainable cultural economy and build on existing tourism attractions.
4. Advocate the value of culture in meeting the expressed needs and aspirations of the community.

**Cultural and Leisure services better meet the needs of the community, especially those from disadvantaged areas.**

5. Increase participation, opportunity for access and diversity.

## ***Children and Young People's Plan***

### **Enjoy and Achieve**

Our vision for this outcome in Hartlepool is that children and young people, especially those who are vulnerable, develop personally and socially, and that they safely enjoy recreation and leisure time away from school.

#### ***Objectives:***

- Ensure all children and young people can access a range of recreational activities including play and voluntary learning.
- Work with the voluntary sector and other agencies to improve the range and quality of recreational learning opportunities for children and young people.

***Neighbourhood Renewal Strategy Key Issues:***

Barriers to participation in culture and leisure opportunities are strongly linked to poverty and disadvantage. Library visitor numbers have fallen in recent years mirroring the national trend linked to changing culture and lifestyles. Although satisfaction with library services is generally high it is significantly lower in the North Hartlepool neighbourhood.

Low usage of youth and community centres is linked to affordability and accessibility. Also, consultation with young people highlights a lack of informal meeting places, lack of organised activities and the poor state of existing facilities. Satisfaction with youth and community centres is low in the Burbank and Dyke House/Stranton/Grange neighbourhoods.

Satisfaction with open spaces in Hartlepool is higher than in the Neighbourhood Renewal Area. Satisfaction with public parks/open spaces is lowest in Burbank and Dyke House/Stranton Grange neighbourhoods. Satisfaction with play areas is also lowest in the Burbank neighbourhood.

There have been recent improvements in the proportion of overall leisure centre attendances from people living within the Neighbourhood Renewal Area. Some existing facilities do not have a universal appeal to the whole community with disadvantaged groups including the unemployed and disabled being significantly underrepresented. Satisfaction with sport clubs/facilities is again lowest in the Burbank neighbourhood.

There is a need to increase the usage of arts, museums and cultural events by residents from the Neighbourhood Renewal Area.

**Objectives:**

- To target pro-active arts and sport development within the Neighbourhood Renewal Area in conjunction with concessionary schemes to facilitate access.
- To encourage partnership working with local schools and adult education, libraries, community sports facilities and arts development to increase use of community facilities in the Neighbourhood Renewal Area.
- To develop youth provision, meeting places and outreach work in neighbourhoods.
- To protect and enhance children's play facilities, open space and parks in the Neighbourhood Renewal Area.
- To build on good practice by engaging the community in cultural and leisure projects that encourage lifelong learning, creative activity, positive cultural identity and support a sense of ownership in the neighbourhoods.

## Strengthening Communities

### *Introduction*

Hartlepool has a strong and vibrant Community and Voluntary Sector. There are a large number of community and voluntary sector groups in the town and a number of new residents associations have been formed through the development of the New Deal for Communities programme, Hartlepool Community Network and other capacity building initiatives and the development of NAPs. Community consultation and involvement in setting priorities and planning delivery has strengthened in recent years and regulatory frameworks, including the Local Development Framework's Statement of Community Involvement and the COMPACT have provided a focus for this activity.

Strengthening and valuing communities is at the heart of Neighbourhood Renewal. Empowering individuals and groups and increasing the involvement of citizens in all decisions that affect their lives is fundamental to the process of reducing the gaps between the conditions in the Neighbourhood Renewal Area and Borough and national averages.

### **Aim**

**Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.**

### *Objectives*

#### **Empowered local people with greater influence**

1. To enhance the democratic process by using existing structures more effectively and increase understanding and involvement in the democratic process.
2. To empower local people to take a greater role in the determining, planning and delivery of services and strategies that affect their individual lives, their local neighbourhood and the wider community.
3. To increase opportunities for everyone to participate in consultation, especially "hard to reach" groups and those communities affected.
4. To ensure that appropriate feedback is given to individuals and communities when they have been involved in consultation or decision making processes.
5. To improve the accessibility of services and information ensuring that providers address the varied needs and requirements of the whole community.

#### **A thriving voluntary and community sector**

6. To fully value the voluntary and community sector and to support them to secure their long-term future through contracted service delivery, promoting volunteering and the agreement of longer term funding settlements.

#### **Increased Community Cohesion**

7. To ensure Hartlepool is a cohesive community where there is a sense of belonging for all and where people of different backgrounds, circumstances and generations are able to get along free from discrimination and harassment.

## ***Children and Young People's Plan***

### **Make a Positive Contribution**

Our vision for this outcome is to provide all children and young people who live in Hartlepool with the opportunity to participate fully in the life of their community. We will work with children, young people and their families to ensure that they are central to our planning and that, through their involvement, we meet the national and local priorities set out in the Children and Young People's Plan.

#### **Objectives:**

- Develop clear links between participation processes for children and young people, service providers, the Children and Young People's Strategic Partnership and the local political process.
- Continue to divert children and young people away from anti-social behaviour and crime, through further development of preventative services.
- Ensure that all children and young people have access to services that support the development of self-confidence, self-worth and emotional resilience that enables them to face significant life changes and challenges with appropriate support.
- Further develop the process for involving children in the planning and review of services designed to meet their needs. In particular we will ensure that Looked After Children and those with disabilities are fully involved in planning for their future

***Neighbourhood Renewal Strategy Key Issues:***

A significant number of people feel that there is little community spirit in their neighbourhood, especially in areas which have a largely transient population. The Burbank neighbourhood has a lowest number of people who would say that there is a lot of community spirit in their area. Feelings of involvement in the local community are also relatively low. This is demonstrated by low turnout rates at general and local elections and low levels of formal volunteering. Residents in the Neighbourhood Renewal Area are less likely to feel part of their community than those in the rest of the town. People living in the Rift House/Burn Valley, Rossmere and Burbank neighbourhoods are least likely to feel part of the community.

Despite a well-developed voluntary and community sector in the Neighbourhood Renewal Area some groups face ongoing difficulties in maintaining their services to the community. The introduction of Neighbourhood Action Plans (NAPs) has increased resident involvement but there is still progress to be made in developing further active resident associations.

The active role of local communities in improving their area is an underlying principle of Neighbourhood Renewal. This includes being involved in making the decisions that affect their area. However, despite significant progress in this area of work fewer residents within the North Hartlepool neighbourhood believe they can influence decisions that affect their area than in the rest of the Neighbourhood Renewal Area and the Borough.

More needs to be done to improve access to information and also the communication between residents and service

providers with a particular focus on special needs groups, people on low incomes and those groups regarded as hard to reach.

**Objectives:**

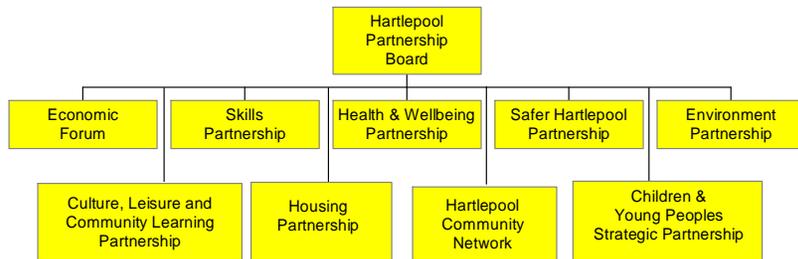
- To identify barriers to engagement within the Neighbourhood Renewal Area including those related to income deprivation, special needs and hard to reach groups.
- To develop and support residents associations across the neighbourhoods to enable local people to make their views and aspirations known.
- To develop networks and structures from the neighbourhood level to feed into strategic partnerships/policy makers to give a voice to specific communities of interest.
- To provide community development and capacity building support in key areas of need including targeted support for hard to reach and special needs groups.
- To ensure effective communications and access to information through networks and structures both to and from residents.
- To support community and voluntary sector groups who provide vital support within the Neighbourhood Renewal Area.

## Implementing the Community Strategy

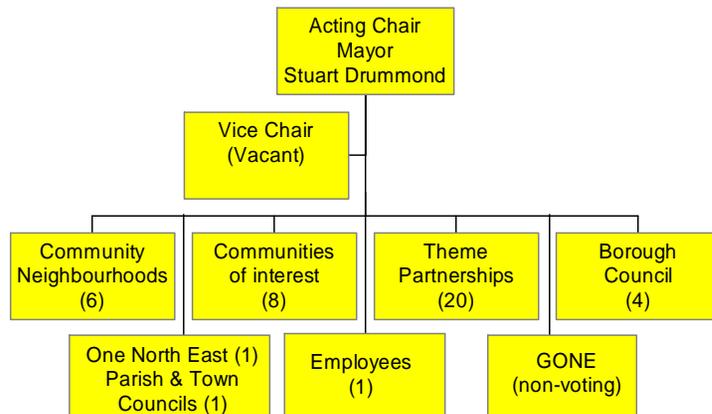
The implementation of the Community Strategy and the Neighbourhood Renewal Strategy will be overseen by the Hartlepool Partnership and will be dependent on the concerted actions of a range of agencies, organisations and individuals across the public, private, community and voluntary sectors.

### The Hartlepool Partnership

The Partnership is made up of a Board and a series of Theme Partnerships.



The Hartlepool Partnership Board has a Chair and 42 members.



The role of the Board is to provide strategic co-ordination and agree policy on major issues of strategic importance to Hartlepool.

### The Policy Framework

The Community Strategy is underpinned by a series of Strategies that make up the Hartlepool Partnership's Policy Framework:

- Local Area Agreement
- The Local Development Framework Core Strategy (in early preparation)
- Economic Forum Protocol (2005)
- Children & Young People's Plan (2006-2009)
- Skills Strategy (in early preparation)
- Vision for Care (2003)
- Public Health Strategy (2006-2010)
- Crime, Disorder and Drugs Strategy (2005-2008)
- Housing Strategy (2006-2011)
- Local Transport Plan (2006-2008)
- Culture Strategy (2003-2008)
- Older People's Strategy (2004)
- Climate Change Strategy (2007 – 2012)
- COMPACT (in early preparation)
- Hartlepool Partnership and Hartlepool Community Network Protocol (October 2005)
- Voluntary Sector Strategy (in early preparation)

These strategies will be adopted by the Hartlepool Partnership Board and by partner organisations, many of whom share statutory responsibilities for their production and delivery. Once the strategies are in place, Theme Partnerships oversee their implementation.

### ***Theme Partnerships***

Theme Partnerships are responsible for the delivery of the Community Strategy's Vision, Aims and Objectives, ensuring that these feed directly into the content of more detailed specialist plans. Co-ordination and alignment of plans and programmes is one of the main ways in which the Community Strategy will be implemented.

Through an agreed performance management framework, the Local Area Agreement, the Board holds Theme Partnerships accountable for delivery.

### ***Hartlepool's Local Area Agreement***

Hartlepool's first Local Area Agreement was signed in March 2006 and includes 36 outcomes structured around the Community Strategy Themes. Local Area Agreements translate the long term vision of the Community Strategy and Neighbourhood Renewal Strategy into three year outcomes; establishing priorities for action and indicators to monitor progress. The Agreement is signed by the Hartlepool Partnership, Hartlepool Borough Council and Central Government.

The Hartlepool Partnership Board agrees annual Delivery and Improvement Plans prepared by Theme Partnerships. Performance against this Plan is reviewed quarterly. The Local Area Agreement provides a robust performance management framework to deliver Hartlepool's Ambition and improve quality of life across Hartlepool and within its most disadvantaged communities.

### ***Holding each other to account***

Successful implementation of the Community Strategy and Neighbourhood Renewal Strategy relies on strong internal accountability between partners and good external accountability to local residents and service users. This can be summarised:

- Giving an account
- Being held to account
- Taking account
- Redress

#### **Giving an account**

Theme Partnerships will prepare quarterly performance reports that paint a clear picture of performance trends. These will be published on the Partnership's Website.

#### **Being held to account**

In addition to its own accountability arrangements, the Partnership's performance is reviewed by the Department for Communities and Local Government (DCLG), the Government Office for the North East, and Hartlepool Borough Council's Overview and Scrutiny committees.

#### **Taking account**

The Partnership will ensure a strong evidence base drives the implementation of the Community Strategy and Neighbourhood Renewal Strategy. Neighbourhood Action Plan delivery will expressly seek the views of local people and organisations.

#### **Redress**

The Partnership will work to ensure that where there are complaints or expressions of dissatisfaction, however made, about the standards of service, actions or lack of action by the Partnership affecting an individual or group that it works quickly and effectively to address the issues.

## Implementing the Neighbourhood Renewal Strategy

### *Introduction*

In 2001 central government published 'A New Commitment to Neighbourhood Renewal – National Strategy Action Plan'. This established a vision that 'within 10-20 years no-one should be seriously disadvantaged by where they live'. The Plan set out a requirement for areas, like Hartlepool, who had neighbourhoods within the 10% most deprived nationally to develop a Local Neighbourhood Renewal Strategy which identified their priority neighbourhoods.

Neighbourhood Renewal Strategies were to provide a broad policy framework for improving deprived neighbourhoods over a 10-year period, narrowing the gap between those areas and the rest of the country. The aim of Neighbourhood Renewal is to reduce inequalities in the most disadvantaged communities and to help tackle social and economic exclusion by lowering worklessness and crime and improving health, skills, housing and the physical environment.

The Neighbourhood Renewal Fund (NRF) was introduced to help implement Neighbourhood Renewal Strategies but in order to achieve long-term change, focus was placed on improved coordination of services within neighbourhoods, better use of existing mainstream resources and community empowerment.

In 2007, Hartlepool was ranked as the 23<sup>rd</sup> most disadvantaged area in the country.

### *Hartlepool's most disadvantaged neighbourhoods: the Neighbourhood Renewal Strategy area*

Hartlepool's 2002 Local Neighbourhood Renewal Strategy used the government's Index of Multiple Deprivation 2000 to establish seven priority neighbourhoods:

- Burbank
- Dyke House/Stranton/Grange
- Hartlepool NDC
- North Hartlepool (Central Estate, Headland & West View/King Oswy)
- Owton
- Rift House/Burn Valley
- Rossmere

Neighbourhood Action Plans (NAPs), setting out key local priorities, have been prepared for these neighbourhoods. Together the NAPs form the geographical element of the Neighbourhood Renewal Strategy and are used to inform and improve local service delivery.

The 2007 Index of Deprivation shows that some areas within the priority neighbourhoods identified in 2002 are no longer in the 10% most disadvantaged. However, because the way in which the Government calculates the index has changed significantly since 2000 and the long term vision of Hartlepool's 2002 Neighbourhood Renewal Strategy, those areas previously identified as a priority will remain so in this 2008 Strategy.

One significant addition to the 2008 list of priority neighbourhoods is the inclusion of Throston Grange, bringing the total number of priority neighbourhoods to eight. Although the 2007 Index of Deprivation does not place Throston in the bottom 10% overall, in the key areas of Employment and Health, Deprivation & Disability it is within the bottom 10% nationally. These areas are key priorities for the Hartlepool Partnership and as a result, it is considered appropriate to include Throston Grange in the list of priority neighbourhoods. This addition will result in 55% of the Hartlepool's population living in priority neighbourhoods – a slight increase from 54% in the previous Strategy.

Detailed analysis of the 2007 Index of Deprivation together with feedback from the first five years of Neighbourhood Action Planning, has resulted in the inclusion of a small number of streets to existing priority neighbourhoods to reflect more natural communities.

Details of these revisions can be found in a separate report, *The Renewal of Hartlepool's Neighbourhoods*, on the Partnership's website by clicking on the Neighbourhood Renewal logo on the homepage.

### **Mainstreaming**

Nationally and locally increasing importance is being placed on 'mainstreaming' as a means of implementing Community Strategies and Neighbourhood Renewal Strategies. In response to this the Hartlepool Partnership undertook a review of 'mainstreaming' within the Borough in 2005. There are many different interpretations of mainstreaming, however for the purpose of the review, the Partnership defined mainstreaming to include:

- Re-directing resources/budgets into those areas regarded as deprived;
- Making deprived areas the focus for policy;
- Reshaping services to reflect local needs;
- Joining together services, programmes and targets to reduce duplication and contradiction;
- Learning from good practice examples and using pilots as a means to inform future policy decisions.

Details of this review can be found in a separate report on the Partnership's website by clicking on the Neighbourhood Renewal logo on the homepage.

## ***Neighbourhood Profiles:***

### ***Burbank***

The Burbank neighbourhood is situated to the southeast of Hartlepool Town Centre, in the Stranton Ward. At the core of the neighbourhood is a small community which is bordered by Burbank Street to the south, Hucklehoven Way to the north, Mainsforth Terrace to the east and Clark Street to the west. This core is surrounded by industrial and commercial areas which make the neighbourhood fairly isolated. The neighbourhood also encompasses some residential properties in Church Street and the Marina.

### ***Dyke House/Stranton/Grange***

The Dyke House/Stranton/Grange neighbourhood is situated to the north of the Town Centre, and covers the Dyke House ward, a small part of the Stranton ward and the northwestern corner of the Grange ward. The neighbourhood is bordered by the NDC neighbourhood at its southern edge and by the Grayfields Recreational Ground at its western edge. This neighbourhood has been identified within the Housing Market Renewal programme and as such a number of terraced properties will be demolished and replaced with new homes.

### ***Hartlepool NDC***

The New Deal for Communities (NDC) neighbourhood covers Hartlepool town centre from Belle Vue in the South to Hart Lane in the North. The neighbourhood is part of the Government's NDC programme, which enables the area to access £54m extra of Government funding over a 10-year period. The boundary was drawn to meet the Government's criteria of NDC areas being no greater than 4,000 households and 10,000 residents. The neighbourhood includes key recreational facilities such as the Burn Valley Gardens, Mill House Sports Centre, Hartlepool United Football Club and the North Cemetery. The neighbourhood is also home to the Middleton Grange Shopping Centre and the Longhill and Sandgate industrial estates. Parts of the NDC neighbourhood have been identified within the Housing Market Renewal programme and as such a number of properties will be demolished and replaced with new homes.

### ***North Hartlepool***

The North Hartlepool neighbourhood is situated to the far northeast of the town and covers the Brus and St Hilda wards. The neighbourhood is split into three areas, which are well known to the community and service providers who work in the NAP area. These areas are the Headland, Central Estate and West View/King Oswy. A recently completed Single Regeneration Budget programme has seen significant investment in parts of this neighbourhood over the last few years.

### **Owton**

The Owton neighbourhood lies to the southwest of the Borough and is bounded to the north by Brierton Lane, to the West by the Owton ward boundary and to the east by Catcote Road. The southern boundary takes in both the 'I' and 'M' blocks and Manor College of Technology. At the heart of the neighbourhood is a green corridor of open space.

### **Rift House/Burn Valley**

The Rift House/Burn Valley neighbourhood is situated to the southwest of the Town Centre and covers the majority of the Rift House ward (excluding Swalebrooke, Tynebrooke, Teesbrooke and Southbrooke Avenues) and a small part of the Burn Valley ward covering streets between Stockton Road and Shakespeare Avenue, and Oxford Road to Elwick Road. The neighbourhood is adjacent to the Burn Valley Gardens, Waverley Terrace Allotments and the Rift House Recreational Ground.

### **Rossmere**

The Rossmere neighbourhood is located to the south of the Borough and covers the Rossmere ward and a small part of the Fens ward. The neighbourhood is bounded by Catcote Road to the West, Brierton Lane and Belle Vue Way to the North, Brenda Road to the East and Torquay Avenue to the South. The neighbourhood includes Rossmere Park and the Queens Meadow business park.

### **Throston Grange**

The Throston Grange neighbourhood is located in the north of the town. The neighbourhood is encircled by Throston Grange Lane and Wiltshire Way and extends to the west to include St. Davids Walk and Caernarvon Grove. The neighbourhood is adjacent to the Grayfields Recreational Ground.

A snapshot of neighbourhood statistics has been produced separately and is available from [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk) by clicking on the Neighbourhood Renewal link on the homepage.

## Sustainable Development

In working to achieve the Community Strategy Vision, it is important to be aware of the Strategy's broader impact on the local area. These wider aspects of a strategy's implementation can often be grouped into social, environmental and economic effects. This style of plan making, balancing social, environmental and economic effects, ensures sustainable development.

Sustainable Development is about delivering a better quality of life for everyone, now and for generations to come. A widely used international definition is that it is "development which meets the needs of the present without compromising the ability of future generations to meet their own needs".

In 2000 Hartlepool Borough Council produced its first Sustainable Development Strategy. Current Government Guidance recommends that Community Strategies should be developed into Sustainable Community Strategies. This revised Community Strategy reaffirms Sustainable Development as one of the nine principles that govern the Strategy's implementation and as a result, a separate sustainable development strategy is no longer required.

The Community Strategy sets a framework for the development of sustainable communities, the components of which can be defined as follows:

- **Governance:** Effective and inclusive participation, representation and leadership
- **Transport and connectivity:** Good transport services and communication linking people to jobs, schools, health and other services
- **Services:** A full range of appropriate, accessible public, private, and community and voluntary services
- **Environmental:** Providing places for people to live in an environmentally friendly way
- **Economy:** A flourishing and diverse local economy
- **Housing and the built environment:** A quality built and natural environment
- **Social and cultural:** Vibrant, harmonious and inclusive communities

*Source: Egan Review of Skills for Sustainable Communities*

### **Sustainability Appraisal**

A test of any strategy to ensure it contributes to achieving sustainable development is often referred to as a Sustainability Appraisal. The aim of a Sustainability Appraisal is to strengthen the contribution the Community Strategy makes to the sustainable development of Hartlepool. You can read more about the outcomes of the Sustainability Appraisal in a separate report, available on the Hartlepool Partnership Website, by clicking on the Community Strategy link on the homepage.

### **Footprints**

As well as assessing the Community Strategy before it is adopted it is important to be able to measure the Strategy's progress to delivering Sustainable Development as it is being implemented. One way of doing this is by measuring the "footprint" the delivered Strategy creates.

Two footprint measures are often considered: the amount of land we need to sustain our lifestyle – an *Ecological Footprint* or the amount of Carbon Dioxide that our lifestyle emits – a *Carbon Footprint*.

The Ecological Footprint calculates how much land and sea is needed to provide the resources, such as energy, water and raw materials, we use in our everyday lives. It also calculates the emissions generated from the oil, coal and gas we burn, and it determines how much land is required to absorb our waste.

Hartlepool currently has a relatively low Ecological Footprint compared to the rest of the UK, but this is still over twice the size of the world average. If *Hartlepool's Ambition* is delivered in a sustainable way we can stabilise our Ecological Footprint in the medium term and reduce it gradually over time.

You can read more about *footprints* in a separate report, *A Low Footprint Future*, available on the Hartlepool Partnership Website by clicking on the Community Strategy link on the homepage.

### **Climate Change**

Climate change is a serious problem that affects us all. There is strong evidence that human emissions of greenhouse gases are changing the world's climate. The main greenhouse gas is carbon dioxide (CO<sub>2</sub>), produced when we burn fossil fuels like coal, oil and gas for energy.

Over 40 per cent of carbon dioxide emissions in Hartlepool come directly from what we do as individuals; heating and using electricity in our homes - and driving vehicles. A *carbon footprint* is a measure of how much carbon dioxide is created and how much we contribute to climate change.

Hartlepool's Climate Change Strategy (October 2007) sets out how the borough will seek to prepare for the impacts of Climate Change and secure local action to reduce future emissions. The Strategy sets out an Aim and a series of Objectives:

#### **Aim**

***Hartlepool will be prepared for the impacts of climate change and will be working in partnership to secure local and global action to tackle it.***

## Objectives

1. To safeguard and enhance Hartlepool's competitiveness, encourage technological innovation and support the development of clean technology.
2. To ensure effective climate change communication so that Hartlepool's young people, residents, businesses, communities and organisations understand the issues and challenges ahead, recognise what needs to be done to tackle the issue and what they can do themselves.
3. To minimise the health impacts of climate change and ensure those most vulnerable are not differentially affected.
4. To put in place robust integrated emergency management and seek to ensure a greater targeting of spending to reduce the risks associated with climate change.
5. To make better use of natural resources, reduce the generation of waste and maximise recycling.
6. To reduce green house gas emissions, minimise energy use and increase the use of alternative and renewable energy.
7. Work in partnership to combat the effects of climate change on natural habitats and the plants and animals that rely upon them and act to reduce those pressures which are under our control and build greater resilience into natural ecosystems.
8. To promote sustainable patterns of development and movement and minimise the adverse impacts of transport on climate change.
9. To ensure that every home is adequately and affordably heated and that new build is low carbon and highly energy efficient.

If we are to fulfil our ambition we must be fully aware of the possible effects our decisions today might have on the lives of others and their ability to maintain and enhance their quality of life in the future. We must learn from the mistakes of previous generations which have left us with the legacy of both local and global challenges.

And in a world with an ever increasing connectivity between developed and developing nations, Hartlepool must ensure that its ambition is built not just on local equity between its most deprived and affluent neighbourhoods but on a global equity and responsibility that our success is not at the expense of progress in developing nations.

## Timetable for future reviews

Hartlepool's Community Strategy and Neighbourhood Renewal Strategy will need to be reviewed over time. This is important to ensure that:

- there is continued support for the Vision, Aims and Objectives;
- the Strategy remains relevant and accurate;
- the Strategy is responsive to risks and opportunities;
- local communities are able to express their needs;
- the process is open and accountable.

A Community Strategy review might take different forms:

- a staged review where individual elements or Themes are refreshed in turn;
- a discrete review where one element or Theme of the Strategy is refreshed.

In both these cases new chapters will be drawn up while the remainder of the Strategy stays in place.

The full Community Strategy and Neighbourhood Renewal Strategy will be reviewed again in five years.

## Consultation details

Comments on this third draft are welcome and should be received during the 10 week consultation period and no later than Monday 14<sup>th</sup> April 2008 to:

Freepost RRAE-CATT-SXAL  
Hartlepool Partnership  
Bryan Hanson House  
Hanson Square  
Hartlepool TS24 7BT

Contributions can be emailed to:

[hartlepoolpartnership@hartlepool.gov.uk](mailto:hartlepoolpartnership@hartlepool.gov.uk)

Further copies of the Strategy are available online or by telephoning the Hartlepool Partnership on 01429 284147.

Alternatively, you can respond to this consultation opportunity online at [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk) by following the Community Strategy Review link.

You are invited to respond to the consultation questions outlined below. You can respond to all of them, to some and not others, or to write about other issues that are not covered.

### ***Timetable for final draft Strategy***

Responses from this consultation will be analysed and used to inform the preparation of the final Strategy scheduled for publication in summer 2008.

### **Consultation questions**

1. Does the 3<sup>rd</sup> draft Community Strategy set out a strategic direction and long term vision that reflects Hartlepool's ambition?
2. Does the Strategy adequately demonstrate how it will contribute to sustainable development?
3. Do the Principles on page 13 capture the way in which you think the Strategy should be implemented?
4. Does the Hartlepool Partnership's Policy Framework set out on page 45 adopt the right Strategies?
5. What would you like to see changed?
6. How could consultation on the Community Strategy and Neighbourhood Renewal Strategy be improved in future?

### **Other Consultation Opportunities**

Alongside this 3<sup>rd</sup> draft of the Community Strategy are published three other reports on which we would welcome feedback.

- **Hartlepool in 2020** sets out what it would be like to live and work in Hartlepool in the future.
- The **Community Strategy Sustainability Appraisal** assesses the Strategy's contribution to Sustainable Development. A non-technical summary of this appraisal is also available online.
- The **Community Strategy Diversity Impact Assessment** determine the extent of differential impact upon the relevant groups i.e. race, gender, disability, age, sexual orientation and religious beliefs and whether that impact is adverse.

All these documents are available online or directly from the Partnership Support Team.

### **Disclosure**

A summary of responses to this consultation will be published. Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence.

In view of this, it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances.

## Setting the Strategy in Context

### *Nationally*

#### **Preparing Community Strategies: Government Guidance To Local Authorities: (Cabinet Office, 2001)**

Part I of the Local Government Act 2000 placed on principal local authorities a duty to prepare 'Community Strategies' for promoting or improving the economic, social and environmental well-being of their areas, and contributing to the achievement of sustainable development in the UK. It also gave authorities broad new powers to improve and promote local well-being as a means of helping them to implement those strategies. Part I of the Act came into force on 18 October 2000.

#### **A New Commitment to Neighbourhood Renewal: National Strategy Action Plan (Cabinet Office, 2001)**

This strategy sets out the Government's policy to narrow the gap between deprived neighbourhoods and the rest of the country so 'that within 10-20 years, no-one should be seriously disadvantaged by where they live.' The Government identified that a key task in achieving this was for Local Strategic Partnerships to prepare Neighbourhood Renewal Strategies (NRS). The Government also indicated that all neighbourhoods that need priority status at the local level should be identified in the NRS, and that local action plans (or Neighbourhood Action Plans – NAPs) for each of these neighbourhoods should be prepared.

Local residents and community groups were identified as key in turning their neighbourhoods around and the importance of using the NAP preparation as a means of encouraging local people and organisations to work together to integrate policies at the local level and improve the way that services are provided was underlined.

#### **Sustainable Communities Building for the Future (ODPM, 2005)**

This programme of action tackles the pressing problems in communities in England: homes are unaffordable in some areas, but are being abandoned in others. Decent homes and good quality local environments are required in all regions. This document sets out the Government's determination to reverse, over the next 15-20 years, some damaging, deep-seated trends. It is part of the Government's wider drive to raise the quality of life in communities through increasing prosperity, reducing inequalities, more employment, better public services, better health and education, tackling crime and anti-social behaviour, and much more. It reflects key principles for public service reform: raising standards, devolving and delegating decision-making, providing greater flexibility over use of resources and choice for customers.

Although a long term programme, it sets out the intent to increase and refocus investment in the next three years to accelerate change and address the most acute needs. It builds on existing policies and actions notably those in the Urban and Rural White Papers, (Our Towns and Cities: the Future and Our Countryside: the Future - November 2000), and policies for devolving power to regions, and modernisation of local government.

**Regionally****Regional Spatial Strategy for the North East:  
Submission Draft (North East Assembly, 2005)**

The Draft Regional Spatial Strategy sets out a long term strategy for the spatial development of the North East and contains an overall vision, strategy and associated policies to guide development towards 2021 and beyond. It provides the spatial context for the delivery of other regional strategies, in particular the Regional Economic Strategy, Regional Housing Strategy and the Integrated Regional Framework. The RSS is part of the statutory development plan under the Planning & Compulsory Purchase Act 2004. Local planning authorities such as Hartlepool will prepare the other components of the Development Plan through their Local Development Frameworks. In terms of overall vision, the common theme of the RSS and these other related strategies is the need to reduce the economic and social disparities between the North east and other regions whilst protecting and enhancing the region's environment. This approach has been endorsed by the Government and forms the basis for "Moving Forward: The Northern Way A Strategy for Growth". It requires accelerated economic activity and a renaissance throughout the region. The RSS also recognises that there are parts of the North East currently experiencing high levels of socio-economic deprivation and dereliction and that both urban and rural areas are characterised by pockets of poor quality housing exhibiting low demand and abandonment. It also recognises that the economic, social and environmental regeneration of these areas is essential to the region's continued growth and quality of life.

**Sustainable Communities in the North East (ODPM, 2003)**

Sustainable communities: Building for the future (a national plan of action) marks a step change in building and maintaining sustainable communities in all our regions. In the North East, it complements and builds on the key strategic aims and objectives of the National Strategy for Neighbourhood Renewal, One NorthEast's Regional Economic Strategy (RES), ODPM's Regional Planning Guidance for the North East (RPG1) and the Regional Housing Strategy. It is an action plan to build successful, thriving and inclusive communities where people want to live. We need to create sustainable communities which:

- are economically prosperous;
- have decent homes at a price people can afford;
- safeguard the countryside;
- enjoy a well-designed, accessible and pleasant living and working environment;
- are effectively and fairly governed with a strong sense of community.

This regional plan sets out proposals for implementing the national plan of action in the North East. It does not attempt to cover all the issues of importance to communities. It highlights actions to address housing, planning and neighbourhood renewal issues.

### **Moving Forward: The Northern Way (Northern Way Steering Group, 2004)**

The Northern Way vision is to seek the transformation of the North to become an area of exceptional opportunity, combining a world-class economy with a superb quality of life. The Northern Way has made considerable progress and received substantial support from Government, public agencies and business leaders. The strategy, Moving Forward: The Northern Way (2004) sets out how, over a 20 year period, it seeks to bridge the output gap of around £30bn between the North and the average for England.

### **Regional Economic Strategy (RES) – July 2006**

The RES sets out how One NorthEast are going deliver greater and sustainable prosperity to all people of the North East over the period to 2016. This document both sits within the context of, and seeks to influence, a number of European, national, pan regional, regional and sub regional frameworks and strategies. The RES also sets out the relative strengths and weaknesses of the North East England's economy over recent decades and how this links into growth potential for the future.

### **Regional Housing Strategy (North East Housing Board, 2005)**

In May 2005 the North East Housing Board approved an updated North East Housing Strategy which was accepted by ministers in August 2005. There are four broad aims to the strategy:

- Developing housing to meet 21st Century demands and replacing unwanted houses with high quality housing. These houses must be long lasting and make cohesive, unified communities.
- Provide new housing for larger households and to fulfil peoples' aspirations for better housing.
- Improving and maintaining existing housing.
- Consider specific housing needs including affordability in some rural locations, the needs of an ageing population and the special needs of other groups.

The Strategy sets out the North East Housing Board's strategic aims and priorities for all housing in the region. It provides a framework that encourages the development of appropriate housing solutions at regional, sub-regional and local levels. It seeks to influence private and public sector investment decisions and sets the strategic context within which housing providers should operate. The strategy covers the period 2005-2021 but it will be subject to regular updates. The Strategy builds on the first version of the Strategy published in 2003, by strengthening the relationship between housing, economic and demographic change. It will integrate the Regional Housing Strategy (RHS) with the emerging Regional Spatial Strategy (RSS) and the Northern Way Growth Strategy and align the RHS with the Regional Economic Strategy (RES).

**Turning Ambition into Reality: The North East Regional plan for sport and physical activity 2004-2008 (Sport England North East, 2004)**

The Strategy considers sport and physical activity in its broadest sense, showing how it relates to wider social, economic and environmental issues. It sets out to guide the work and the commitment needed from a wide range of people and organisations from sports clubs to regional agencies. The Sport England regional office prepared the plan during 2003 and 2004, following wide-ranging consultation with partners and stakeholders at a series of meetings and seminars. The Strategy's Vision is:

*To make the north east an active and successful sporting region.*

To turn the vision into reality the strategy establishes the importance working together to create fair and equal opportunities for people to start, stay and succeed in sport and physical activity. Key delivery areas are:

**Increase participation:** convert the regional passion for sport and physical activity into a 1% year-on-year increase in participation from 2004 to 2020.

**Widen access:** make sure that equal access to sport and physical activity is seen as a basic right of all the region's people.

**Improve health and wellbeing:** recognise sport and physical activity as the single most effective way of improving the health of the region's people.

**Create stronger and safer communities:** create a culture of challenge where involvement in sport and physical activity is seen as central to the long-term health of all communities.

**Improve education:** Use the education system to raise people's hopes and change the culture towards lifelong participation in sport and physical activity.

**Improve levels of performance:** make sure the sporting structure in the north east provides the best opportunity for everyone to achieve their potential and for high performers to compete at a world-class level.

**Benefit the economy:** make sure the sport and physical activity sector makes an increasing contribution to the region's economy in terms of skills, image, economic and social development.

### **Tees Valley Vision (TV JSU, 2003)**

The Tees Valley Vision sets out a long-term strategic vision for the Tees Valley and provides the policy context in which Tees Valley Regeneration, the Urban Regeneration Company for the Tees Valley, should operate.

The purpose of the strategic framework is to provide a long-term response to job losses, to argue the case for public sector expenditure on economic development and the regeneration of the sub region, and to provide a coherent, long term programme for the development of the area.

Key areas the Tees Valley Vision covers include:

- Housing Market Renewal
- Environmental improvement
- Knowledge-based economy
- Enterprise culture
- Lifelong learning culture
- Integrated transport system
- Coastal Arc from Hartlepool to Redcar
- Health inequalities
- Quality of life

The Vision sets out that “by 2020, Hartlepool is fully developed as a business and commercial centre, a major waterfront location and a focus for shared service centres and short holiday breaks. It is a prosperous, confident and outward-looking community. The ports of Tees and Hartlepool have continued to grow and Teesport is now a major container terminal serving both the north of England and Scotland”.

### **Tees Valley City Region Development Programme (TV JSU 2005)**

Prepared in response to the Northern Way, the City Region Development Programme (CRDP) builds on the work of the Tees Valley Vision and includes an economic analysis of the City Region, an assessment of the economic challenges and a programme of investment required. It sets out strong links to the corresponding work being undertaken by Durham and North Yorkshire County Councils and includes achievements to date in delivering the Vision.

### **Tees Valley City Region – A Business Case for Delivery (TV JSU 2006)**

In May 2006, following a visit to the City Region of the new Secretary of State for the Department for Communities and Local Government, the Tees Valley was asked to prepare a Business Case to complement the CRDP. The Business Case’s objective is to improve the economic performance of the Tees Valley through developing programmes to improve our economic assets, improve our urban competitiveness and tackle some of the main barriers to economic growth. It also sets out improved City Region governance arrangements. Finally, it shows how Government can help the City Region deliver a programme of improved economic performance.

### **Coastal Arc**

**(Hartlepool Borough Council, Redcar & Cleveland Borough Council, 2004, updated 2006 – 2008)**

Coastal Arc is an economic regeneration initiative, although tourism is a key driver, that takes a holistic approach to the regeneration of the Tees Valley Coast. Its aim is to attract new investment, significantly enhance the physical environment and make a critical contribution to the regional tourism offer. The Coastal Arc takes a partnership approach to deliver renaissance, revival and regeneration of the Tees Valley. It provides a long term strategy for the sustainable regeneration of coastal communities, together with opportunities for developing and diversifying local economies.

Coastal Arc's Vision is centred on two themes:

- **Coastal Experience:** to create and develop activities and places that will be attractive enough to draw visitors and tourists to the coast on a regular and repeat basis and
- **Coastal Management:** to put in place measures that will ensure continual improvements to the quality of the facilities, the promotion and support to visitor tourism based businesses.

### **Locally**

#### **Local Development Framework**

Under the new planning system introduced in 2005, the development plan will comprise the Regional Spatial Strategy (see pg 56) and a series of Development Plan Documents within the Local Development Framework.

There are 2 types of documents in the LDF – Development Documents, setting out the spatial strategy and planning policies for the area, and other documents relating to the plan making process.

A. Development Plan Documents (DPDs) – which together with the Regional Spatial Strategy will comprise the statutory Development Plan and deliver the spatial planning strategy for the area. Eventually there will be a number of different types of Development Plan Documents as follows:

- **Core Strategy** DPD setting out the spatial vision, spatial objectives and core policies for the area;
- **Site Specific Allocations** DPDs identifying areas of land for development such as new housing or employment sites;
- **Action Area Plans** (where needed) relating to specific parts of the area where there will be comprehensive treatment or to protect sensitive areas;
- **Proposals Map** which will be updated as each new DPD is adopted;
- DPDs containing waste and minerals policies; and any other DPDs considered necessary.

The Core Strategy must generally conform with the Regional Spatial Strategy and all other DPDs must conform with the Core Strategy.

B. Supplementary Planning Documents (SPDs) – these are non-statutory documents expanding on or providing further detail to policies in a Development Plan Document – they can take the form of design guides, development briefs, master plans or issue-based documents.

The other documents included in the LDF are:

- I. The Local Development Scheme (LDS) – setting out the details of each of the Local Development Documents to be started over a period of three years or so and the timescales and arrangements for preparation. The current Hartlepool Local Development Scheme can be viewed on the Council's website at [www.hartlepool.gov.uk](http://www.hartlepool.gov.uk)
- II. Statement of Community Involvement (SCI) – setting out the policy for involving the community and others with an interest in the development process both in the preparation and revision of Local Development Documents and with respect to planning applications. The current Hartlepool Statement of Community Interest can be viewed on the Council's website at [www.hartlepool.gov.uk](http://www.hartlepool.gov.uk)
- III. Annual Monitoring Report – assessing the implementation of the Local Development Scheme and the extent to which policies in Local Development Documents are being achieved.

In addition to the change in format, the emphasis of plan making is changing. Planning is now required to more consciously and deliberately take into account the economic, social and environmental implications when weighing up competing demands for land. The new emphasis, known as spatial planning, encourages community involvement in the early stages of plan making and provides a greater scope to promote and manage looked-for change.

#### **Local Area Agreement (Hartlepool Partnership, 2006/09)**

Local Area Agreements (LAAs) are a Government initiative, launched in 2004. LAAs are aimed at delivering a better quality of life for people through improving performance on a range of national and local priorities and introduced a new way of working to build a more flexible and responsive relationship between central government and a locality on the priority outcomes that need to be achieved at a local level. The Hartlepool LAA is the delivery plan for the Community Strategy and is structured around the themes of the Community Strategy. Hartlepool's LAA was agreed by the Council and the Hartlepool Partnership Board in February 2006 and was signed off by Government in March 2006. The government has announced its intentions for all areas to sign new LAAs in 2008 and it is anticipated that this will take place in June. LAAs are refreshed annually.

### **Neighbourhood Action Plans (NAPs)**

The Government's National Strategy for Neighbourhood Renewal set out that all neighbourhoods that need priority status at the local level should be identified in the Neighbourhood Renewal Strategy, and that Neighbourhood Action Plans (NAPs) for each of these neighbourhoods should be prepared. The NAPs together form the geographical element of the Hartlepool Neighbourhood Renewal Strategy (NRS).

NAPs are structured around the key themes of the Hartlepool Community Strategy therefore integrating economic, social and environmental issues. These 'golden threads' have enabled the NAPs to be taken on board by each of the Theme Partnerships delivering each theme of the Community Strategy.

NAPs have been developed in each of the NRS priority neighbourhoods and they are already shaping mainstream service delivery and act as a framework for how additional new resources are prioritised locally.

Individual NAPs are available to view on the Partnership's website [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk).

## The Consultation Process

### *Informing the preparation of the 1<sup>st</sup> draft Strategy*

The Community Strategy review was formally launched on the 5th May 2006. In advance of the publication of a first draft in Autumn, feedback was sought on the existing Strategy. This consultation ran for 3 months to the 31st July.

To raise awareness of the review, a number of promotional activities were carried out including:

1. Household Questionnaires, leaflets and posters
2. Presentation to the Hartlepool Partnership
3. Presentation to the Council's Cabinet
4. Provision of a seminar for Councillors
5. Presentations to the North, Central & South Neighbourhood Consultative Forums
6. Presentations to Theme Partnerships and the Hartlepool Community Network
7. Meeting with the Neighbourhood Forum Resident Representatives
8. A week long promotion in Middleton Grange Shopping Centre
9. Drop in sessions in community venues
10. Publicity through Hartbeat, the Hartlepool Mail and Radio Cleveland
11. Information on the Partnership's website

The consultation engaged residents, local groups and organisations by asking them to consider the Vision and Aims of the existing Strategy. To enable greater involvement in the review a Consultation Toolkit was developed to provide local groups and organisations with the key resources that they would need to undertake their own consultation activities.

A range of consultation activity took place across the Borough including:

1. Household questionnaire
2. On-line questionnaire
3. Viewpoint 1000 questionnaire (Hartlepool's Citizens' Panel)
4. Theme Partnership consultation events
5. Key organisation and group consultation events

In addition, the results of other recent consultation activity undertaken in Hartlepool, including the preparation of the Local Development Framework Statement of Community Involvement was reviewed.

A total of over 1100 people responded to our request for feedback on the 2002 Community Strategy and priorities for future improvement.

### **Feedback on the 2002 Vision**

Over 70% of respondents agreed with the Vision set out in the 2002 Community Strategy. Where suggestions for improvement were provided these included comments relating to crime and community safety, quality of the street scene and wider environment, health, regeneration, skills and skilled jobs, and respect for one another and for the history of the town.

As a result of this feedback, the original vision was revised from:

*'Hartlepool will be a prosperous, caring, confident and outward looking community in an attractive environment, realising its potential' to:*

*'Hartlepool will be a thriving, respectful, inclusive, healthy, ambitious and outward looking community, in an attractive and safe environment, where everyone is able to realise their potential.'*

### **Feedback on the 2002 Priority Aims**

Community Strategy 2002 set out 7 Priority Aims:

1. Jobs and the economy
2. Lifelong learning and skills
3. Health and care
4. Community safety
5. Environment and housing
6. Culture and Leisure
7. Strengthening communities

Respondents were asked which of these aims should be tackled first and there was a clear consensus that Jobs and the Economy should be the top priority for action. Community Safety and Health & Care were clear second and third priorities.

Around a third of respondents suggested changes to the aims. Many of these related to adult education and job creation, higher levels of policing and reduced crime and greater health education, healthy living and provision of health care facilities. People also wanted to be consulted more and to feel more involved in the review process.

When asked what changes in service provision would improve their quality of life improved policing/reduced crime and more public transport were the two top service areas. Tidying local neighbourhoods and reducing the amount of litter were also factors which many highlighted as improving quality of life.

Further detail on the consultation undertaken to inform the first draft is available in a separate report, that can be viewed on the Hartlepool Partnership Website [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk) by clicking on the Community Strategy logo.

### ***Publication of the first draft Strategy.***

The first draft of the revised Community Strategy was published in September 2006 with a 9 week consultation period. The second phase of consultation on the 1<sup>st</sup> draft Strategy ran from early September to 17<sup>th</sup> November 2006.

A range of consultation activity took place across the Borough including:

1. Distribution of draft strategy to key consultees including Councillors, Hartlepool Partnership Board, Theme Partnerships, Parish Councils, Residents Associations, Community and Voluntary Sector groups and Schools.
2. Electronic and paper questionnaire
3. Distribution of leaflet including community venues, libraries, health centres, key service providers, housing offices, neighbourhood offices

The consultation asked respondents a number of specific questions. They were invited to respond to them all, to some and not others, or to write about other issues that were not covered. The consultation questions were:

7. Is the draft Strategy about right?
8. What would you like to see changed?
9. Does the Vision capture Hartlepool's ambition?
10. Do you agree with the Priority Aims and related Objectives?
11. Is there anything you would like to add to the Priority Aims?
12. How could consultation on the Community Strategy and Neighbourhood Renewal Strategy be improved in future?

### ***Feedback on the first draft Strategy***

#### **The Vision**

There was broad support for the Strategy and agreement with the vision was at high at over 90%. Where there was disagreement, feedback included:

- Readability – views that the vision was too long, wordy and difficult to remember
- Deliverable – was the vision achievable in the timescale
- Reference to specific areas of service delivery e.g. more police, environmental quality, development of specific skill sectors.

As a result of the high level of support for the Vision, no proposed changes were made for the second draft.

#### **The Priority Aims**

Respondents were asked what if any improvements or changes they would make to the Priority Aims. Here a broad range of comments were received, both in relation to the Aims of the Community Strategy and the Issues and Priorities of the Neighbourhood Renewal Strategy.

Further details of the comments received and the policy response that informed the preparation of the second draft are set out in a separate report, '*Community Strategy Review 2006 1<sup>st</sup> draft Consultation: issues and responses*'. This report can be viewed on the Hartlepool Partnership website [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk) by clicking on the Community Strategy link on the homepage.

Feedback from this consultation was used to inform the second draft of the Community Strategy and Neighbourhood Renewal Strategy published in March 2007.

## Strategy Appraisal

### **Background**

The second draft of the Community Strategy, published in March 2007 set out the intention to carry out a number of strategy appraisals. These were to be used to highlight practical ways to enhance the positive aspects of the Strategy and to remove or minimise any negative impacts.

### **A Strategic Environmental Assessment compliant Sustainability Appraisal**

The European Directive 2001/42/EC requires assessments for plans which “determine the use of small areas at a local level” or for minor modifications to plans “where they are determined to be likely to have a significant environmental effects”.

Guidance from government suggests that when a Strategic Environmental Assessment(SEA) is required this should be integrated into a wider Sustainability Appraisal process incorporating consideration of social, and economic effects in addition to matters outlined in the SEA directive.

In June 2007 a Sustainability Appraisal Scoping Report was published for consultation. This Scoping report set out how a future Sustainability Appraisal would be carried out and was prepared jointly to cover Hartlepool’s Local Development Documents as well as the Community Strategy. Details of the responses to this consultation along with the policy response can be found in a separate report on the Partnership’s website by clicking on the Community Strategy logo on the homepage and following the Sustainability Appraisal link.

In line with the findings of the Scoping Report, a Sustainability Appraisal has been published for consultation alongside this 3<sup>rd</sup> draft of the Community Strategy.

### **Section 17**

Section 17 of the Crime and Disorder Act 1998 requires local and police authorities, to consider crime and disorder reduction and community safety when undertaking all of their duties and responsibilities. Safe in Tees Valley were approached to undertake a Section 17 review of the 2<sup>nd</sup> draft of the Community Strategy, and their findings along with the policy response can be found in a separate report on the Partnership’s website by clicking on the Community Strategy logo on the homepage and following the Strategy Appraisal link.

### **Rural Proofing**

Rural Proofing ensures that strategies take account of rural circumstances and needs (Rural White Paper, 2000). This includes:

- considering whether their policy is likely to have a different impact in rural areas, because of particular rural circumstances or needs;
- making a proper assessment of those impacts, if these are likely to be significant;
- adjusting the policy, where appropriate, with solutions to meet rural needs and circumstances.

Tees Valley Rural Community Council were approached to undertake a Rural Proofing review of the 2<sup>nd</sup> draft of the Community Strategy, and their findings along with the policy response can be found in a separate report on the Partnership’s website by clicking on the Community Strategy logo on the homepage and following the Strategy Appraisal link.

**Health Impact Assessment**

In a change to the proposed arrangements, it was agreed that a separate Health Impact Assessment would not be carried out, but that the health dimension of the Sustainability Appraisal would provide sufficient information.

**Diversity Impact Assessment**

The main function of the assessment is to determine the extent of differential impact upon the relevant groups i.e. race, gender, disability, age, sexual orientation and religious beliefs and whether that impact is adverse. The aim is the promotion of equality of opportunity, the elimination of discrimination and the promotion of good race relations.

This assessment is published for consultation alongside this 3<sup>rd</sup> draft of the Community Strategy.

## Jargon Buster

**Accountable body** - the legal body that will handle government grants on behalf of a Partnership

**Accredited Landlords**- Members of a voluntary scheme operated by the local authority that encourages higher standards of management and better property conditions in the private rented sector, on a mutually beneficial basis. **Accredited LSP**- the Hartlepool Partnership is the accredited Local Strategic Partnership. To gain accreditation the Partnership had to demonstrate it met a set of Government standards that covered the operation of the Partnership, and its plans for improvement

**Action Plan** - short-term plan of action with activities and targets and milestones

**Audit Commission** - the national body overseeing auditing of public bodies

**Baseline Figure/Information** - a description of the current local conditions against which planned changes will be measured

**Benchmark** - something by which to measure or compare

**Best Value** - means by which public bodies are required to continuously review and improve services

**Brownfield land** - land previously developed upon

**Children's Trusts** - partnerships that provide a mechanism to lead the way in delivering a step change in services for children and young people

**Children and Young People's Plan** - The Big Plan - a plan to improve the lives of children and young people in Hartlepool

**Claimant count** - unemployed claiming benefits

**Coastal Arc** – a spatial development zone. The Tees Valley coastline, its greatest natural asset, will now take on a new role in moving the Tees Valley and its people forward. Together we have the strength to deliver and inspirational projects that will

impact upon everything that is key to the success of the Tees Valley

**Community Enterprise** - economic activity based in a community

**Community Network** - the network of voluntary and community sector groups and organisations operating in Hartlepool

**Community Sector** - see voluntary sector - but usually more dependent on volunteers and no paid staff

**Community Strategy** - the plan that has to be produced by law to promote and improve the economic, social and environmental well-being of the community and sustainable development

**Compact** – formal understanding between voluntary sector and other organisations

**Co-ordination** - getting organisations working together to improve services

**Consultation** - involvement of the community in decision-making process

**Curriculum** - matters to be covered in education for each age group

**Deprived, Deprivation & Disadvantage** - communities or groups where several factors reduce the life chances and opportunities of people (see Index of Multiple Deprivation)

**Development Plan** - Documents setting out the policies and proposals for the development and use of land and buildings.

**Disability Discrimination Act** – legislation that aims to end the discrimination faced by many disabled people

**Disaffection** - describing a child who chooses not to be a part of the education system or society as a whole

**Diversionsary activities** - activities to attract people away from crime

**Diversity** - wide range of types often bio-diversity of wildlife and vegetation

**Drugs Action Team (DAT)** - special team to address drugs related issues

**Economic Exclusion** – people of working age who are unable to take up employment opportunities. Disabled people are one of the largest groups of people who can suffer economic exclusion.

**Economic Forum** - partnership leading work on the Jobs and the Economy Theme.

**Empowerment** – enabling people to take responsibility for themselves and helping them to make decisions about their own lives

**Environment Partnership** – partnership leading work on the Environment Theme

**Ethnic Minority** - people from a different culture, religion or language to the main one in a particular place

**Evaluation** - to judge or assess the success of something, which has taken place

**Feasibility Study** - an exercise before implementation to assess whether an action is likely to achieve its objective

**Feedback** - reporting back information on something that has been done

**Forward Strategy** - arrangements to continue the process once a regeneration programme is complete

**Goal** - long-term broad objective

**Governance** – how a body or organisation is managed

**Government Office for the North East** is the regional office for the government departments.

**Greenfield land** - land not previously developed on

**Hartlepool Partnership** - Hartlepool's 'Local Strategic Partnership' including the key service providers, business and community interests working together to improve the quality of life in the town

**Health Improvement Plan (HiMP)** - improvement plan for the Health Authority and Primary Care Trust

**Implementation** - carrying out a plan or strategy

**Life chances** - people's opportunities and choices to improve their quality of life, to be respected and included as equal members of society

**Housing Partnership** – partnership leading work on the Housing Theme

**Inclusion** - giving all people equal opportunity to be part of society and the economy

**Index of Multiple Deprivation 2004 (IMD)** - a national measure of disadvantage

**Indicators** - headline and others - measures of conditions

**Inequalities** - gaps between the most advantaged and the most disadvantaged

**Information and Communications Technology (ICT)** - modern technology such as computers and the Internet

**Joint Investment Plans (JIPs)** - joint plans between Social Services, Health and other partners for joint use of resources

**Key Stages** - in education stages when progress is measured

**Learning and Skills Council** - organisation responsible for the co-ordination of post 16 years training and education in the Tees Valley

**Lifelong Learning** - learning throughout life, children and adults, in work and out of work or in retirement

**Local action on learning plan** – Part of the Neighbourhood Renewal Strategy that sets out measures to improve the skills, knowledge and training needed to successfully deliver Neighbourhood Renewal

**Local Agenda 21** - the local sustainability strategy

**Local Area Agreement** – Agreement between Hartlepool Borough Council, the Hartlepool Partnership and Central Government that sets out the priorities for Hartlepool along with indicators and three year targets

**Local Development Document (LDD)** - An individual document in the planning Local Development Framework.

Proposals Map Illustrating on an Ordnance Survey base the policies and proposals of Development Plan Documents

**Local Development Framework (LDF)** - The overarching term given to the collection of Local Development Documents which collectively will provide the local planning authority's policies for meeting the community's economic, environmental and social aims for the future of the area where this affects the development and use of land and buildings

**Local Development Scheme (LDS)** - A public statement setting out the programme for the preparation of the Local Development Documents for the new planning system

**Local Plan** – sets out the Council's policies for guiding and controlling the way that buildings and land are used and developed

**Local Strategic Partnership** - the Hartlepool Partnership - the strategic partnership in the town, which prepares the Community Strategy

**Mainstreaming** – directing public sector resources to target the most deprived areas and joining up programmes

**Milestone** - important stages or events with date - used to indicate the progress a partnership is making toward its aims

**Monitor** - regular measure of the progress of projects

**National Vocational Qualification (NVQ)** - national standard qualifications

**Neighbourhood Action Plan (NAPs)**– document produced to set out the vision and objectives of the community for their neighbourhood and which details the actions and initiatives which will help to achieve them

**Neighbourhood Consultative Forum** – forums at which the public can become involved in issues which affect their area

**Neighbourhood Management** - management of services recognising local needs

**Neighbourhood Renewal** - improvement and revitalising of the quality of life in neighbourhoods

**Neighbourhood Renewal Fund** - special funding initiative to help Councils point main programme activity to neighbourhoods most in need

**Neighbourhood Renewal Strategy** - strategy for improvement of most disadvantaged neighbourhoods - part of the Community Strategy

**Neighbourhood Renewal Unit** - special team set up in central government

**Neighbourhood Support Fund** – funding aimed at working with disaffected young people

**New Deal for Communities (NDC)** - a Government initiative that provides money for a 10-year programme of regeneration in the West Central Hartlepool area

**Objectives** - short or medium term aims that can usually be measured

**One North East** - the Regional Development Agency (RDA) for the North East of England responsible for delivery of an economic strategy and regeneration

**Outcome** - something that follows from an action e.g. as a result of an initiative, the unemployment rate is reduced by 15%. The long-term effects you want to see created by a strategy or programme

**Output** - something produced directly as a result of an action and usually more easily counted e.g. as a result of an initiative 10 jobs were created and 6 people gained qualifications - tells you about the immediate results of a project, programme or strategy

**Participation** - a two-way process involving the sharing of information and ideas, where residents are able to influence decisions and take part in what is happening

**Partnership** - a group of organisations and individuals working together with a common purpose

**Performance Management Framework/Indicators** – a measurable target applied to find out if something is meeting its aims

**Pilot Project** - a small-scale study or trial of a larger project

**Primary Care** - health care given outside hospital often in the community

**Primary Care Trust** - Hartlepool based trust responsible for primary care

**Principles** - applied by all partners in all their activities - the basis of a code of conduct

**Private Sector** - businesses and other non-public agencies such as trusts and charities

**Programme** - group of projects with similar aims that support each other

**Projects** - an individual activity or action

**Public Sector** - organisations run or paid for with public money

**Public Service Agreement (PSA)** – contracts of agreement with government to work towards certain targets with various strategies

**Qualitative** - information, which shows the quality of something

**Quantitative** - information, which shows the numbers of something

**Regional Spatial Strategy (RSS)** Statutory regional planning policy

**Registered Social Landlords (RSLs)** –organisations registered and approved by the Housing Corporation to provide social housing for rent

**Regeneration** - improving an area and community

**Renewal** – improving or reviving an area or community

**Resources** - money, time, property, people, information and infrastructure

**Resources analysis** - looking at the use of resources in an area and how it relates to the aims and priorities

**Review** - scrutinise, evaluate and change plans or services

**Safer Hartlepool Partnership** - main partnership promoting community safety and the reduction of crime and disorder

**Single Programme** – funding allocated by the Tees Valley Sub Regional Partnership

**Single Regeneration Budget (SRB)** - special regeneration programmes that operated in the north and the south of Hartlepool.

**Social Exclusion** – people or areas that suffer from a combination of factors that include unemployment, high crime, low income and poor housing

**Standardised Mortality Ratios** - death rates taking into account age structures

**Standards of attainment** - levels achieved in education and training

**Strategy** - a plan with aims and steps to their achievement

**Strategy Group (Health and Care)** - key partnership for Health and Care

**Statement of Community Involvement (SCI)** - A document setting out how Hartlepool Borough Council intends to involve the community, including voluntary and community groups, local residents, businesses and landowners in the new planning system

**Strategic Environmental Assessment (SEA)** - A generic term used internationally to describe environmental assessment as applied to policies, plans and programmes

**Super Output Areas (SOAs)** – standardised areas at around 1500 population in size

**Supplementary Planning Document (SPD)** - A local development document providing further detail of policies in development plan documents

**SureStart Programme** - special programme for young children and their families

**Sustainability Appraisal (SA)** - Identifies and evaluates social, environmental and economic effects of strategies and policies from the outset of the preparation process

**Sustainable Development** - can continue to take place without harm to the interests of future generations

Sustainable Communities - meet the diverse needs of existing and future residents, their children and other users, contribute to a high quality of life and provide opportunity and choice.

**Target Hardening** - physical measures to make areas or properties more secure

**Targets** - measurable level being aimed for, usually within a set time period

**Tees Valley Joint Strategy Unit** – responsible for strategic planning on local services and issues in the Tees Valley Area

**Tees Valley Partnership** - a partnership for the Tees Valley

**Tees Valley Vision** - a vision being prepared by the above

**Tenure** - degree of ownership of a property or home e.g. owner-occupier, privately rented, Council Housing, Housing Association

**Truancy & unauthorised absences** - school absence without permission

**Viability** - in relation to the town centre - businesses can make enough money to continue to operate and invest

**Viewpoint 1000** - regular sample survey of a panel of residents

**Vision** - a view of what a community will be like in the long term

**Vitality** - in relation to the town centre - liveliness and level of activity and investment

**Voluntary Organisation** - groups whose activities are not carried out for profit, and are not public bodies or a local authority. They rely on a high proportion of their activity being done by volunteers

**Voluntary Sector** - a name to describe all the voluntary organisations in a town. In Hartlepool 400 organisations make up the voluntary sector

**Welfare to Work** - a Central Government Programme, which aims to deliver wide-ranging job, training and local employment opportunities

**White Paper** – statement of policy intent issued by the Government

**Youth Offending Service** - team established to address youth offending

## List of Abbreviations

CCF	Community Chest Fund	MORI	Market & Opinion Research International
CEF	Community Empowerment Fund	MRUK	Market Research UK
CS	Community Strategy	NAP	Neighbourhood Action Plan
DCLG	Department for Communities and Local Government	NCF	Neighbourhood Consultative Forum
DEFRA	Department of Environment, Food and Rural Affairs	NDC	New Deal for Communities
DDA	Disability Discrimination Act	NHP	North Hartlepool Partnership
DETR	Department of Environment, Transport and the Regions	NRF	Neighbourhood Renewal Fund
DFES	Department for Education and Skills	NRS	Neighbourhood Renewal Strategy
GCSE	General Certificate of Secondary Education	NRU	Neighbourhood Renewal Unit
GDP	Gross Domestic Product	NSF	Neighbourhood Support Fund
GIS	Geographical Information Systems	ORCEL	Owton Rossmere Community Enterprise Ltd
GONE	Government Office for the North East	OFSTED	Office for Standards in Education
GP	General Practitioner	ONE	One North East
HImP	Health Improvement Programme	ONS	Office for National Statistics
IB	Incapacity Benefit	PAT	Policy Action Team
ICT	Information & Communication Technology	PCT	Primary Care Trust
ILM	Intermediate Labour Market	PI	Performance Indicator
IMD	Index of Multiple Deprivation	PMF	Performance Management Framework
JSA	Job Seeker's Allowance	PSA	Public Service Agreement
LA	Local Authority	RDA	Regional Development Agency
LAA	Local Area Agreement	RSL	Registered Social Landlord
LDF	Local Development Framework	SCI	Statement of Community Involvement
LDS	Local Development Scheme	SDA	Severe Disablement Allowance
LEA	Local Education Authority	SMR	Standard Mortality Ratio
LPSA	Local Public Service Agreement	SOA	Super Output Areas
LSC	Learning & Skills Council	SRB	Single Regeneration Budget
LSP	Local Strategic Partnership	SWAN	South West Area Network (Hartlepool)
		TVJSU	Tees Valley Joint Strategy Unit
		TVP	Tees Valley Partnership
		URC	Urban Regeneration Company

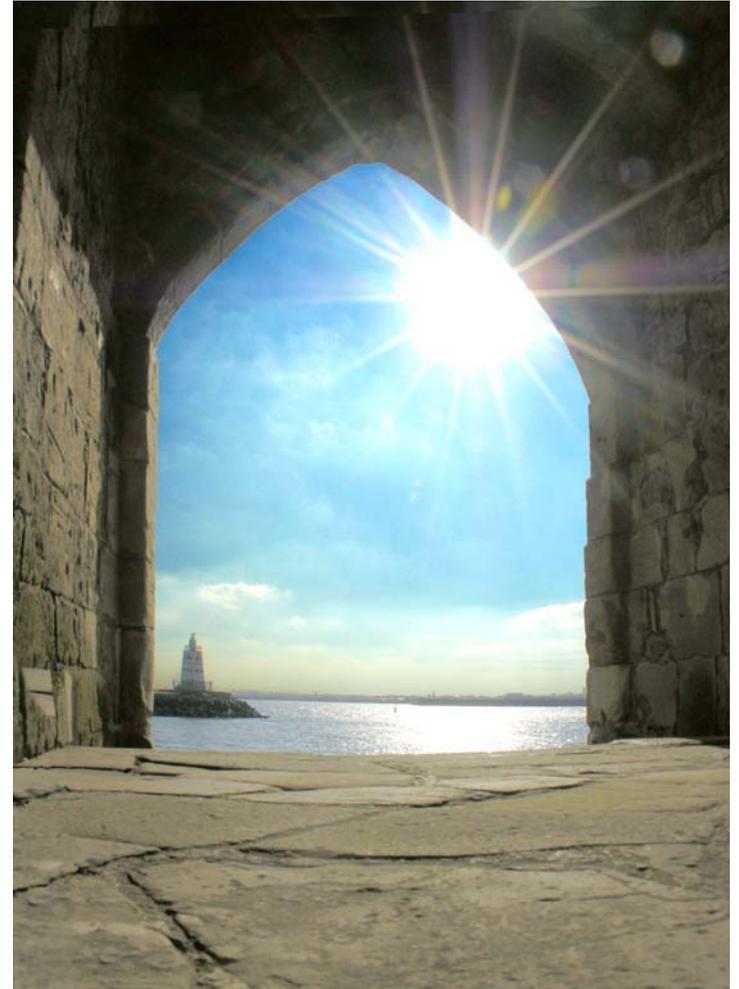


## Endnotes

This Strategy was compiled by Joanne Smithson (Team Leader), Catherine Frank, John Potts, Dawn Clennett and Richard Starrs with contributions from colleagues across the Hartlepool Partnership, and over 1550 submissions received during the public consultations that ran from May 2006 to June 2007.

Special thanks to Chris Barlow who worked with the Partnership Support Team until December 2006.

Published February 2008.





**HARTLEPOOL**  
BOROUGH COUNCIL

hartlepool**partnership**

# **Community Strategy**

## **Sustainability Appraisal**

**January 2008**

Prepared with support from ENTEC UK Ltd.

**Text extracts can be made available in Braille, talking tapes and large print, on request. If you would like information in another language or format, please ask us.**

إذا أردت المعلومات بلغة أخرى أو بطريقة أخرى، نرجو أن تطلب ذلك منا.  
(Arabic)

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।  
(Bengali)

ئەگەر زانیاریت بە زمانیکی که یا بە فۆرمیکی که دەوی تکایه داوامان لی بکه  
(Kurdish)

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔  
(Urdu)

यदि आपको सूचना किसी अन्य भाषा या अन्य रूप में चाहिये तो कृपया हमसे कहे  
(Hindi)

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie,  
prosimy dać nam znać.  
(Polish)

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。  
(Cantonese)

## List of Abbreviations

BREEAM	Building Research Establishment Environmental Assessment Methodology	MORI	Market & Opinion Research International
BVPI	Best Value Performance Indicator	MRUK	Market Research UK
DCLG	Department for Communities and Local Government	NAP	Neighbourhood Action Plan
DEFRA	Department of Environment, Food and Rural Affairs	NCF	Neighbourhood Consultative Forum
DDA	Disability Discrimination Act	NDC	New Deal for Communities
DETR	Department of Environment, Transport and the Regions	NOMIS	National database for labour force statistics
DFES	Department for Education and Skills	NHP	North Hartlepool Partnership
FTI	Floor Targets Interactive	NRF	Neighbourhood Renewal Fund
GDP	Gross Domestic Product	NRS	Neighbourhood Renewal Strategy
GIS	Geographical Information Systems	NRU	Neighbourhood Renewal Unit
GONE	Government Office for the North East	NSF	Neighbourhood Support Fund
HBC	Hartlepool Borough Council	ORCEL	Owton Rossmere Community Enterprise Ltd
IB	Incapacity Benefit	OFSTED	Office for Standards in Education
ICT	Information & Communication Technology	ONE	One North East
ILM	Intermediate Labour Market	ONS	Office for National Statistics
IMD	Index of Multiple Deprivation	PAT	Policy Action Team
JNCC	Joint Nature Conservation Committee	PCT	Primary Care Trust
JSU	Joint Strategy Unit	PI	Performance Indicator
JSA	Job Seeker's Allowance	PMF	Performance Management Framework
LA	Local Authority	PSA	Public Service Agreement
LAA	Local Area Agreement	RDA	Regional Development Agency
LDF	Local Development Framework	RSL	Registered Social Landlord
LDS	Local Development Scheme	SCI	Statement of Community Involvement
LEA	Local Education Authority	SMR	Standard Mortality Ratio
LNR	Local Nature Reserve	SOA	Super Output Areas
LPSA	Local Public Service Agreement	SPA	Special Protection Area
LSC	Learning & Skills Council	SRB	Single Regeneration Budget
LSP	Local Strategic Partnership	SSSI	Site of Special Scientific Interest
		TVP	Tees Valley Partnership

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## Non-Technical Summary

This report looks at the preparation of a revised Community Strategy. The 2008 Community Strategy builds on the 2002 Community Strategy and provides a revised policy framework for Hartlepool containing eight priority aims.

When strategies are prepared it is important to ensure that, in working towards achieving their goal, they take into account their broader impact on a local area. In practice and in the context of this report, it is important to consider the broader outcomes of implementing the Community Strategy and not just the specific outputs we are aiming for. A test of any strategy to ensure it contributes to achieving sustainable development is often referred to as a Sustainability Appraisal.

In June 2007 a report setting out the scope and detail of the Sustainability Appraisal was published. This Scoping Report set out Hartlepool's key sustainability issues and identified 15 Sustainability Appraisal objectives against which the Community Strategy would be tested. Consultation on the Sustainability Appraisal Scoping Report ran for 6 weeks from 25<sup>th</sup> June until the 10<sup>th</sup> August 2007.

The Community Strategy was then appraised using the agreed framework. This was a qualitative exercise using the expertise of appraisers and available information to assess how the proposed policies within the Community Strategy were aligned with each of the Sustainability Appraisal objectives.

The Sustainability Appraisal has concluded that no adverse effects would arise from its implementation. However there are a number of policies that have uncertain and marginally positive effects the benefits of which could be maximised to ensure Hartlepool becomes more sustainable.

# 1. Introduction

## 1.1 Sustainability Appraisal

When strategies are prepared it is important to ensure that, in working towards achieving their goal, they take into account their broader impact on a local area. These wider aspects of a strategy's implementation can often be grouped into the social, environmental and economic effects of a strategy. This style of plan making, balancing social, environmental and economic effects, ensures sustainable development. Sustainable development is about delivering a better quality of life for everyone, now and for generations to come. A widely used international definition is that it is "development which meets the needs of the present without compromising the ability of future generations to meet their own needs".

This report looks at the preparation of a revised Community Strategy. The Community Strategy considers and decides how to address key issues facing Hartlepool. It sets out a long term strategic vision for Hartlepool, translated into specific outcomes. More detail on the Community Strategy can be found at the end of this section.

In practice and in the context of this report, it is important to consider the broader outcomes of implementing the Community Strategy and not just the specific outputs we are aiming for.

For example, devising policies to deal with the forecasted need for new houses in Hartlepool involves considering the direct impacts on existing urban and rural areas, on the demand for natural resources, on carbon emissions, on water and energy consumption, and any indirect impacts, for example, an increased demand for transport.

Looking further ahead, in order to properly assess the effectiveness of strategies, it is important to set out the social, economic and environmental context within which the policies are formulated, the problems and issues they are intended to tackle, and the opportunities, of which advantage can be taken, to resolve such problems and issues.

A test of any strategy to ensure it contributes to achieving sustainable development is often referred to as a Sustainability Appraisal.

The aim of this Sustainability Appraisal is to strengthen the contribution of the Community Strategy to the sustainable development of Hartlepool. In June 2007 a report setting out the scope and detail of the Sustainability Appraisal was published. Consultation on that report ran until 10<sup>th</sup> August 2007. Section 2.4 of this report summarises the responses to that consultation.

## 1.2 Sustainable Development

Hartlepool's Community Strategy sets a framework for the development of sustainable communities, the components of which can be defined as follows:

- **Governance:** Effective and inclusive participation, representation and leadership
- **Transport and connectivity:** Good transport services and communication linking people to jobs, schools, health and other services
- **Services:** A full range of appropriate, accessible public, private, and community and voluntary services
- **Environmental:** Providing places for people to live in an environmentally friendly way
- **Economy:** A flourishing and diverse local economy
- **Housing and the built environment:** A quality built and natural environment
- **Social and cultural:** Vibrant, harmonious and inclusive communities

*Source: Egan Review of Skills for Sustainable Communities*

Building sustainable communities is one part of sustainable development. Equally important is enabling economic, social and environmental gain to be considered equally and in an integrated way.

In implementing the Community Strategy it will be important to ensure that progress on one priority aim is not achieved at the expense of another unless a clear case for this option is set out in this Sustainability Appraisal.

The UK Government Sustainable Development Strategy (2005), *Sustaining the Future*, sets out five guiding principles to be used to guide the achievement of sustainable development in the UK:

- Living within environmental limits;
- Ensuring a strong healthy and just society;
- Achieving a sustainable economy;
- Using sound science responsibly; and
- Promoting good governance.

For a strategy to be sustainable, it must respect all five principles, although it is clear that some policies, while underpinned by all five, will place more emphasis on certain principles than others. Any trade-offs should be made in an explicit and transparent way.

### **1.3 Hartlepool**

Hartlepool is located on the North East coast within the Tees Valley sub region. It comprises a main urban area of the town of Hartlepool and a rural hinterland containing the five villages of Hart, Elwick, Dalton Piercy, Newton Bewley and Greatham. Hartlepool is linked to the rest of the region and country by road, rail and sea. The A19 passes through the western rural part of the Borough and the A1 (M) is close by. Trains travel along the east coast connecting Hartlepool to Newcastle, the rest of the Tees Valley, York and London. Hartlepool also has a significant port facility and a world-class marina. Durham Tees Valley Airport is in easy reach and is one of the country's fastest growing regional airports. Passenger numbers are up 20% year on year and the airport has a 400,000 tonnes-per-annum cargo capacity.

Approximately 90,000 people live in the town, of which, 1.2% are from black and minority ethnic communities and almost a fifth are at or above retirement age. The town combines dense urban areas, an established marina and expanding suburbs with a number of distinct rural villages set in attractive countryside. It is a proud town steeped in history and maritime heritage and the people of the Borough have a strong sense of local identity.

A unitary local authority covers the town with a directly elected mayor and cabinet political structure. Other major service providers sharing the local authority boundary are the Hartlepool Primary Care Trust, the Police Basic Command Unit, the Probation Service and the local team of the Learning and Skills Council.

There is a strong tradition of partnership working in the Borough, more recently through the work of the Hartlepool Partnership, which brings together the public, private, community and voluntary sectors.

The Borough has seen a major transformation over the past 20 years through regeneration programmes and public and private sector investment. The town now has major visitor facilities, a revitalised town centre with a wide range of retail facilities, sites of international nature conservation importance and significant business and investment opportunities. Hartlepool has become a successful, modern town equipped to meet the challenges of the 21st Century.

Plans for Hartlepool Quays establish a cutting edge 20 year vision with ambitious proposals to improve accessibility, and create confidence in the market. A new mixed-use community will be created at Victoria Harbour setting new housing, community facilities, offices and retail in high quality public open space. Routes to all surrounding areas will be improved, including a new pedestrian/cycleway bridge across the Harbour entrance to open up routes to the Headland. The scheme capitalises on the local coastline and creates a natural bond between the town centre, the Marina and the Headland ensuring Victoria Harbour acts not only as a centrepiece which local people can enjoy but also has an attractor for both visitors and inward investment.

## 1.4 The Community Strategy

The 2008 Community Strategy builds on the 2002 Community Strategy and provides a revised policy framework for Hartlepool. It describes a long-term vision – Hartlepool's ambition and aspirations for the future:

*Hartlepool will be a thriving, respectful, inclusive, healthy, ambitious and outward-looking community, in an attractive and safe environment, where everyone is able to realise their potential.*

The Vision is further articulated through priority aims and associated objectives grouped into eight themes:

1. Jobs and the Economy
2. Lifelong Learning & Skills
3. Health & Care
4. Community Safety
5. Environment
6. Housing
7. Culture & Leisure
8. Strengthening Communities

The Community Strategy Review was launched in May 2006 and over the past 20 months the Hartlepool Partnership and Hartlepool Borough Council have worked to prepare the 2008 Community Strategy. The Hartlepool Partnership brings together all the town's partnerships delivering local services to improve the quality of life for people in Hartlepool.

## Key Facts Checklist

**Name of Strategy:** *Hartlepool's Ambition, A Sustainable Community Strategy for Hartlepool.*

**Name of Authority:** Hartlepool Borough Council

**Strategy prepared by:** Hartlepool Borough Council & Hartlepool Partnership

**The basis for the strategy:** Local Authority is subject to a duty to prepare the plan with the Local Strategic Partnership

**The subject of the strategy:** to set out the strategic vision for Hartlepool

**The period covered by the strategy:** 15-20 years

**Frequency of updates:** Every five years

**Geographic coverage:** The local authority boundaries of Hartlepool Borough Council

**Incorporated strategies:** The Strategy also provides a strategic framework for Hartlepool's work on Neighbourhood Renewal and Sustainable Development

**Contact person:** Joanne Smithson,  
[joanne.smithson@hartlepool.gov.uk](mailto:joanne.smithson@hartlepool.gov.uk)

## **The Community Strategy Eight Priority Aims**

- 1. Jobs and the Economy**  
Develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprises and entrepreneurs to be globally competitive and create more employment opportunities for local people.
- 2. Lifelong Learning and Skills**  
All children, young people, individuals, groups and organisations are enabled to achieve their full potential through equal access to the highest quality education, lifelong learning and training opportunities.
- 3. Health and Care**  
Work in partnership with the people of Hartlepool to promote and ensure the best possible health and well-being.
- 4. Community Safety**  
Make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse.
- 5. Environment**  
Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.
- 6. Housing**  
Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live
- 7. Culture and Leisure**  
Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.
- 8. Strengthening Communities**  
Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.

### **1.5 Report Structure**

This Sustainability Appraisal report has the following structure:

**Section 1:** introduces the Community Strategy and the concept of sustainable development

**Section 2:** provides an outline of the Sustainability Appraisal process

**Section 3:** sets out the key sustainability issues facing Hartlepool split into 13 themes for action on sustainable development

**Section 4:** sets out the framework adopted for this Sustainability Appraisal

**Section 5:** summaries the outcomes of the Sustainability Appraisal process and measures to be considered during implementation

**Section 6:** sets out the next steps within the Sustainability Appraisal process

## 2. Sustainability Appraisal

### 2.1 Context

Sustainability Appraisal of key strategies is mandatory under the Planning and Compulsory Purchase Act 2004. Guidance on how Sustainability Appraisals should be carried out was issued by the Government's Office of the Deputy Prime Minister (now Department of Communities and Local Government) in 2005. *Sustainability Appraisal of Regional Spatial Strategies and Local Development Documents* indicates that the Sustainability Appraisal should focus on the significant sustainability effects of a strategy and, where there is a range of reasonable options for implementing a strategy, these also need to be examined as part of the appraisal.

In this context, "significant" includes effects which locally or, in particular cases, regionally may appear relatively unimportant but which cumulatively may impact at the regional, national or global level or have a major or irreversible impact over time.

The principle that Sustainability Appraisals need not be done in any more detail, or using more resources, than is useful for its purpose is also clearly established.

In addition to the requirement to carry out a Sustainability Appraisal, some strategies are also required to comply with European legislation on plan preparation.

It is possible that the Community Strategy is subject to an environmental assessment in accordance with the requirements of European Directive 2001/42/EC "on the assessment of the effects of certain plans and programmes on the environment" (the Strategic Environmental Assessment or 'SEA Directive'), transposed by the Environmental Assessment of Plans and Programmes Regulations 2004.

Whilst the requirement to carry out a Sustainability Appraisal and a Strategic Environmental Assessment are distinct, it is possible to satisfy both through a single appraisal process. This is the approach being adopted in this report ensuring that this Sustainability Appraisal meets the requirements of the SEA Directive.

The content of the Community Strategy has also been considered in relation to the requirement to undertake Appropriate Assessment of land use plans as set out under Article 6(3) and (4) of the European Communities (1992) Council Directive 92/43/EEC (the Habitats Directive) and as translated into English law through Schedule 1 of the Conservation (Natural Habitats &c) (Amendment) (England and Wales) Regulations 2006 (Habitats Regulations).

The nature of the Community Strategy policies has been considered in relation to the conservation objectives and key vulnerabilities of the European Designated Sites and their interest features within or adjacent to Hartlepool which may potentially be impacted on or adversely affected by the said policy proposals. It is noted that Hartlepool contains one European Designated Sites, namely the Teesmouth and

Cleveland Coast Special Protection Area (SPA), which is located towards the east and south of the Borough.

It is considered that the Community Strategy cannot be defined as a 'land use plan' given its strategic and overarching nature and therefore falls outside the remit of the Habitats Regulations. The nature of the Community Strategy is also such that potential impact on the SPA or neighbouring designated sites will remain ambiguous until implemented by the proceeding land use framework. The key aspirations of the Community Strategy shall be embedded in future spatial development strategy and allocations documents that sit within the Local Development Framework (LDF). It is recommended that future land use documents such as the Hartlepool Core Strategy and Allocations Documents should undergo a rigorous Appropriate Assessment.

It is concluded that the Community Strategy policies do not have the potential to adversely affect the integrity of any European Designated Sites or related interest features and therefore no further Habitats Regulations Assessment work is required.

### **2.2 Sustainability Appraisal Process**

The approach adopted to carry out this Sustainability Appraisal draws on both Strategic Environmental Assessment (SEA) and Sustainability Appraisal (SA) guidance. The following table sets out the stages involved in Sustainability Appraisal, incorporating the requirements of the SEA Directive and broadened to include economic and social objectives.

<b>SA Stages and Tasks</b>	<b>Purpose</b>	<b>Comment</b>
<b>Stage A: Setting context and objectives, establishing the baseline and deciding on the scope</b>		
Develop and agree methodology and programme	To agree the means by which the sustainability of the plan will be assessed	Methodology consulted on in the June 2007 Scoping Report. Revised methodology presented in October 2007 Scoping Report.
Ensure stakeholder involvement has been included within the SCI	To ensure that sufficient time is made available within the SA process to consult and respond to consultation	SCI published October 2006.
Identifying other relevant plans, programmes and environmental protection objectives	To document how the plan/ programme is affected by outside factors and suggest ideas for how any constraints can be addressed. Help to identify SA objectives.	Initial list consulted on in the June 2007 Scoping Report. Revised list presented in October 2007 Scoping Report.

SA Stages and Tasks	Purpose	Comment
Collecting baseline information	To provide an evidence base for sustainability problems, effects prediction and monitoring. Also help in the development of SA objectives.	Initial baseline assessment consulted on in the June 2007 Scoping Report. Revised version presented in October 2007 Scoping Report.
Identifying sustainability issues	To help focus the SA and streamline the subsequent stages including baseline information analysis, setting of the SA objectives, prediction of effects and monitoring.	Initial list consulted on in the June 2007 Scoping Report. Revised list presented in October 2007 Scoping Report.
Developing SA objectives	To provide a means by which the sustainability performance of the plan or programme can be assessed	These are presented in Section 4. The methodology used to devise these is included in the Scoping Report October 2007

SA Stages and Tasks	Purpose	Comment
Consulting on the scope of SA	To ensure the SA covers the key environmental issues	June 2007 Scoping Report issued for consultation. Responses to the consultation are summarised in Section 2.4 of this report.
<b>Stage B: Developing and refining options and assessing effects</b>		
Testing the plan or programme objectives against the SA Objectives	To ensure that the overall objectives of the plan or programme are in accordance with the SA objectives and provide a suitable framework for developing options	The assessment criteria were set out in Section 6 of the Scoping Report. They are repeated in Section 4 of this report for completeness. An assessment of the Community Strategy objectives against the Sustainability objectives is contained within Section 5 of this report.

SA Stages and Tasks	Purpose	Comment
Developing and appraising issues and options	To assist in the development and refinement of the strategic alternative by identifying potential sustainability impacts of alternatives for achieving the plan or programme objectives	Assessed and reported on within Entec's report of 10 September 2004.
Predicting the effects of the preferred options	To predict the significant sustainability effects of the plan or programme and its alternatives	An appraisal of the 2 <sup>nd</sup> draft of the Community Strategy was undertaken and is summarised in Section 5.
Mitigating adverse effects, maximise positive.	To ensure all potential mitigation measures are considered and as a result residual effects are identified	The recommendations for implementation are also identified in Section 5.

SA Stages and Tasks	Purpose	Comment
Proposing measures to monitor the sustainability effects of plan or programme implementation	To detail the means by which the sustainability performance of the plan or programme can be assessed	These are identified in Section 4.7.
<b>Stage C: Assessing the effects of the plan or programme</b>		
Preparing the final SA Report	To provide a detailed account of the SA process, including the findings of the sustainability assessment and how it influenced the development of the draft plan or programme, in a format suitable for public consultation and decision-makers	This document forms the SA Report. The 3 <sup>rd</sup> draft of the Community Strategy was amended to reflect the findings of the Sustainability Appraisal as detailed in Section 5.

SA Stages and Tasks	Purpose	Comment
<b>Stage D: Consulting on Preferred Options and SA Report</b>		
Consulting on SA Report	<p>To provide the public and Consultation Bodies with an opportunity to express their opinions on the findings of the SA Report and to use it as a reference point in commenting on the strategy or plan or programme.</p> <p>To gather more information on the baselines and sustainability problems through the opinions and concerns of the public and identify preferred alternatives.</p>	This Sustainability Report forms the basis of this consultation, for consultation questions see Section 5.5.

SA Stages and Tasks	Purpose	Comment
Appraising significant changes	To ensure that any significant changes to the draft plan or programme are assessed for their sustainability implications and influence the revision of the draft plan or programme.	This stage has not yet been reached.
Appraising significant changes post examination	To ensure that further significant changes made as a result of the examination process are assessed.	This stage has not yet been reached.
Making decisions, providing information	To provide information on how the SA Report and consultees opinions were taken into account in preparing the plan or programme	This stage has not yet been reached.

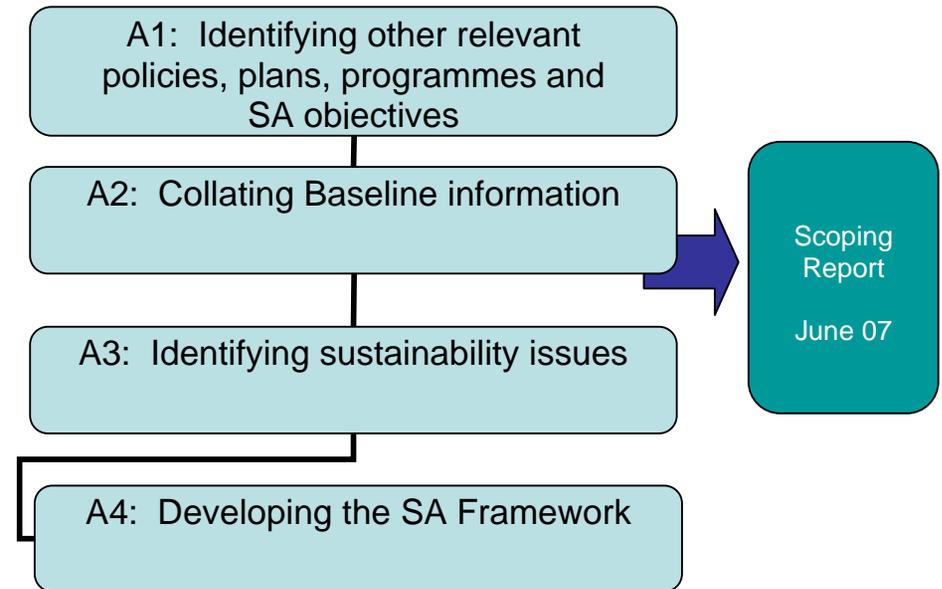
<b>SA Stages and Tasks</b>	<b>Purpose</b>	<b>Comment</b>
<b>Stage E: Adoption and Monitoring</b>		
Finalise aims and methods for monitoring	To measure the environmental performance of the plan or programme in order to determine whether its effects are as anticipated, and thereby inform future revisions	This stage has not yet been reached, although provisional indicators for monitoring are included in Section 4.7
Publish monitoring reports and undertake remedial action where necessary on diverse effects	Ensure that adverse effects can be identified and appropriate responses developed	This stage has not yet been reached.

## 2.2 Scoping Report

In June 2007 a report setting out the scope and detail of the Sustainability Appraisal was published. This Scoping Report set out Hartlepool's key sustainability issues and identified 15 Sustainability Appraisal objectives against which the Community Strategy would be tested.

In determining the format for the Scoping Report it was acknowledged that a number of high level regional strategies had already been subject to Sustainability Appraisal. These included the Regional Spatial Strategy and the Regional Economic Strategy. Elements of Hartlepool's Community Strategy previously tested by these regional strategies would not be re-examined in the Sustainability Appraisal.

As shown in the diagram opposite, the Scoping Report covered the first main stage (Stage A) of the Sustainability Appraisal process.



## **2.4 Scoping Report Consultation**

Consultation on the Sustainability Appraisal Scoping Report ran for 6 weeks from 25<sup>th</sup> June until the 10<sup>th</sup> August 2007. The consultation was carried out in line with agreements contained within the following documents:

### **The Statement of Community Involvement, (2006)**

*Hartlepool Borough Council*

The Statement of Community Involvement sets out the policy for involving the community and others with an interest in the development process and highlights the various stages at which sustainability appraisals being prepared in relation to local development documents will be published for comment.

### **The Protocol between the Hartlepool Partnership and the Hartlepool Community Empowerment Network, (2005)**

*Hartlepool Partnership & Hartlepool Community Empowerment Network*

This document sets out the relationship between the Hartlepool Partnership and the Hartlepool Community Network. It provides a framework to strengthen working relationships between the two partners to secure quality community and voluntary sector involvement in the Hartlepool Partnership. It sets out a code of practice for communication and consultation and establishes that wherever possible there should be a minimum period of 8 weeks for responses to consultations.

The consultation asked respondents a number of questions including:

- Do you agree with the analysis of Hartlepool's key sustainability issues?
- Do you agree that the Sustainability Appraisal objectives are correct?

All views were welcomed. In addition to inviting feedback from residents, service providers, the voluntary and community sector and local businesses, the report was also sent to three statutory consultees: Natural England, English Heritage and the Environment Agency.

In all 23 responses to the Scoping Report were received. 100% of respondents believed the Scoping report was easy to read and find your way around.

10% of respondents considered that the plans and programmes review was insufficient. As a result additional plans and programmes were reviewed and the June 2007 Scoping Report amended.

Over 78% of respondents considered that the Sustainability Appraisal framework development was correct. However to reflect the concerns of individual consultees a number of objectives were revised, the updated objectives are presented in Section 4 of this report.

Question	Response
Is the report easy to read?	Yes 100%
Is it easy to find your way around the report?	Yes 100%
Are all the relevant policies and plans identified in Section 3 to effectively set the scope for future Sustainability Appraisal?	Yes 90% No 10%
Do you agree with the analysis of Hartlepool's key Sustainability Issues in Section 4?	Yes 89% No 11%
<b>Do you agree that the Sustainability Appraisal Objectives in Section 5 are correct?</b>	
1. <b>Economy.</b> To encourage strong, diverse and stable economy.	Yes 89% No 11%
2. <b>Education and Skills.</b> To enable all children and young people to achieve their full potential and to maximise the education and skills levels of Hartlepool Residents.	Yes 100%
3. <b>Health.</b> To improve the health and well-being of the Hartlepool community.	Yes 89% No 11%
4. <b>Safety and Security.</b> To create a safer and cleaner community, reducing crime and anti-social behaviour.	Yes 89% No 11%

Question	Response
5. <b>Housing.</b> To ensure Hartlepool residents have access to decent, good quality, affordable homes.	Yes 78% No 22%
6. <b>Transport.</b> To help develop high quality, integrated, accessible and safe transport system.	Yes 100%
7. <b>Built and Natural Environment.</b> To protect and enhance the quality and local distinctiveness of Hartlepool's rural, urban and historic environment.	Yes 89% No 11%
8. <b>Biodiversity and Geodiversity.</b> To protect and enhance the biodiversity and geodiversity of the natural environment.	Yes 89% No 11%
9. <b>Water, Air and Soil Pollution.</b> To improve and or retain the quality of watercourses, air quality and soil quality. To achieve sustainable use of water resources.	Yes 89% No 11%
10. <b>Liveability and Place.</b> To create and sustain liveable places, promoting sustainable lifestyles and social cohesion.	Yes 89% No 11%

Question	Response
<b>11. Equity, Diversity, Equality and Participation.</b> To promote strong and inclusive communities.	Yes 89% No 11%
<b>12. Energy Efficiency and Natural Resources.</b> To minimise energy use and support renewable energy production and encourage the prudent use of natural resources.	Yes 100%
<b>13. Waste.</b> To minimise the production of waste and to maximise opportunities for recycling.	Yes 100%
<b>14. Climate Change.</b> To address the causes of climate change and minimise emissions of greenhouse gasses.	Yes 100%
<b>15. Futurity.</b> To ensure that development that meets the needs of today should not restrict choices and opportunities for future generations.	Yes 89% No 11%
<b>Baseline Evidence</b>	
Do you know of any key baseline evidence which will help to inform the Sustainability process?	Yes 56%

### 3. Key Sustainability Issues

#### 4.1 Context

In 2000 Hartlepool Borough Council produced its first Sustainable Development Strategy. This identified a series of issues, concerns and aspirations and presented them in 13 themes for action on sustainable development. Progress on these themes has been reviewed alongside an analysis of local data (Appendix B) to enable an up to date analysis of Hartlepool's key sustainability issues to be prepared. This analysis is shown below, grouped into economic, social and environmental sustainability issues.

#### 3.2 Economic Sustainability Issues

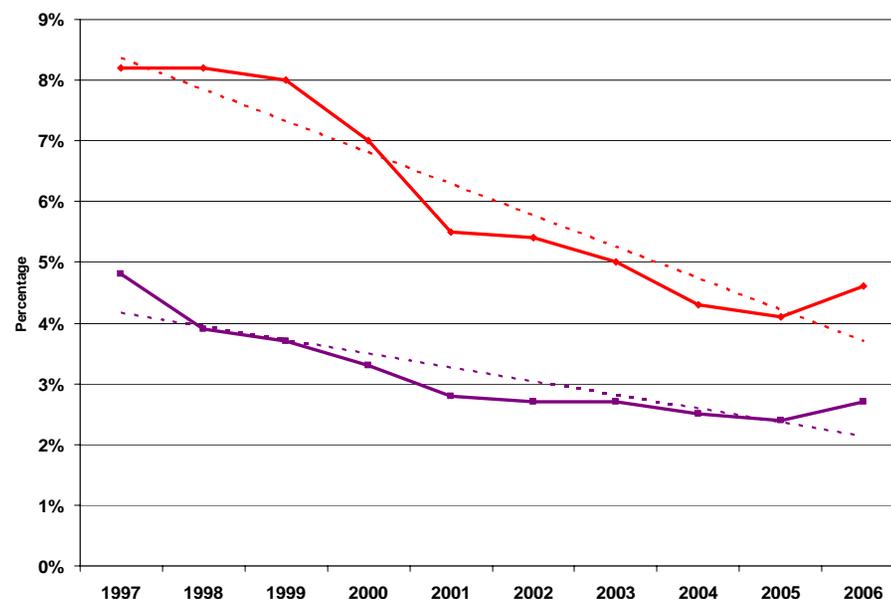
**Attracting Investment:** The tourism economy in Hartlepool (worth over £38.5 million in 2004) has grown significantly over the last decade or more. This growth was based around the regeneration of the Marina area. Hartlepool has also recently won the bid for the town to be the final port in the 2010 Tall Ships Race. It is estimated that the event will see in the region of 1 million visitors coming to Hartlepool. This will obviously have a major impact on the towns' economy and in particular the tourism sector.

**Being Globally competitive:** Over the coming years the economy of Hartlepool will benefit from the development of Victoria Harbour, a major mixed use development comprising housing, business, leisure and community uses. The

estimated end value of Victoria Harbour to the town is £500million.

**Creating employment opportunities:** The unemployment rate in Hartlepool (4.6% compared to 2.7% nationally in March 2006) continues to be relatively high. However, the gap between Hartlepool and the national average has narrowed over the last few years as illustrated in the graph below. The dotted line in this graph shows the overall trend in unemployment over the period 1996 – 2006).

Percentage Unemployed 1996-2006



Of the people in Hartlepool who were of working age, the employment rate was 60% (June to August 2004) compared with an average of 75% for Great Britain as a whole.

The employment rate in Hartlepool has fallen over the last five years contrary to the national trend which has remained relatively stable, and the rate for the North East as a whole which has increased by about 5% (see chart below).

Hartlepool has a lower proportion of the higher socio-economic groups than nationally, and conversely a higher proportion of the lower socio-economic groups. Car ownership in Hartlepool is low. 39.3% of households had no car in 2001 – equivalent figures for the Tees Valley and England and Wales are 34.2% and 26.8% respectively.

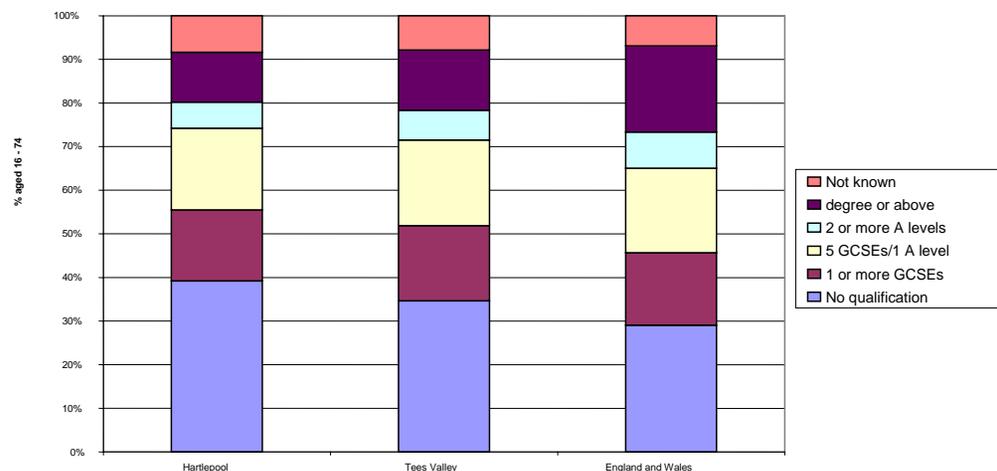
### 3.3 Social Sustainability Issues

**Health:** The health of Hartlepool residents is improving. On average they are living healthier and longer lives, however, they still suffer from more ill health and disability, higher death rates from diseases such as cancer, heart disease and respiratory disease and liver shorter lives than in most other parts of the country. Rates of regular participation in sport and active recreation are significantly below regional and national averages. There is evidence that this health inequalities gap is widening. The 2001 Census identifies that 24.4% of the population of Hartlepool stated that they had limiting long-term illness compared with 18.2% nationally. Cancer is the largest single cause of death in Hartlepool. Significant resources are being targeted at smoking cessation activities and supporting residents to make life changes. If the current trends in reduction in cancer and circulatory disease

mortality are maintained then national targets are likely to be met, however even if these reductions are achieved it is unlikely to be enough to stop the widening gap between Hartlepool and the national average of life expectancy.

**Skills:** Qualification levels in Hartlepool are low compared to the sub regional and national levels (2001 Census) as illustrated in the graph below.

Qualifications (2001 Census)



However, the Borough's schools are currently the fastest improving in the country. In 2005, for the first time, primary schools scored above the national average in the three core subjects – English, Maths and Science. At secondary school level, pupils achieving a Grade A\* to C at GCSE in Hartlepool has gone up by over 3% per year over the last four years to 58% in 2006. This is an all time high and for the second year

in a row the percentage of pupils achieving 5 A\* to G grades of GCSE reached the national average.

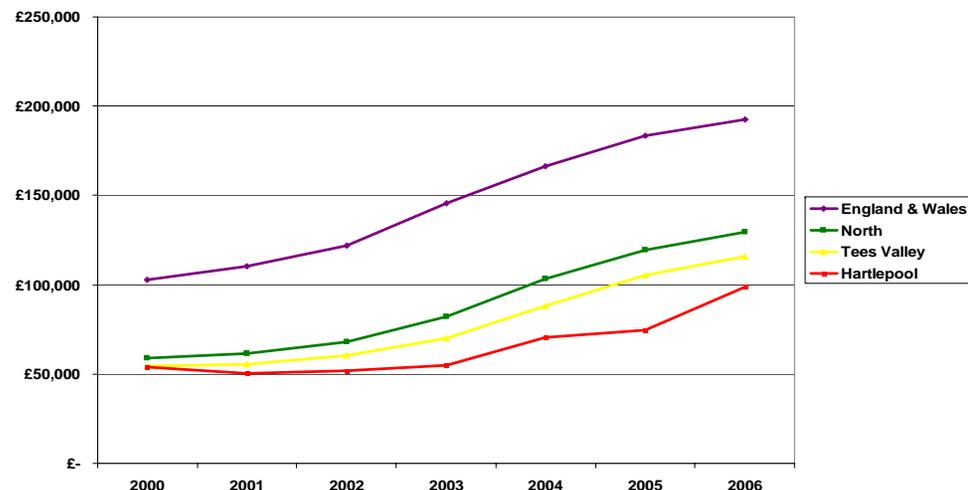
**Community Safety:** Crime rates in Hartlepool are relatively high, but are generally falling. Key community safety initiatives such as the introduction of community police and target hardening measures have contributed to the reduction in crime. Although the incidence of violent crime has increased by 25% since 2004 (possibly as the target hardening measures in particular have reduced opportunities for some types of crimes), the gap between Hartlepool's overall crime rate and the national average has reduced from 41% to 23% between 2003/04 and 2005/06.

**Housing:** Within Hartlepool, housing market failure is evident in some parts of the town. This is due in great part to the fact that Hartlepool contains higher than average levels of terraced housing stock (41.1% compared to 19.2% nationally in 2001), and that older terraced properties are much less popular than they were. Conversely the proportion of detached dwellings is relatively small (14.2% in 2001 compared to 22.8% nationally). The intercensal period 1991 to 2001 has seen a decrease in the proportion of terraced dwellings and an increase in the proportion of detached dwellings in Hartlepool.

The imbalance in the housing stock is being addressed on a holistic basis. Housing market renewal initiatives for clearance and improvement are seeking to tackle problems associated with the existing housing stock and new housing development is helping to change the overall balance of housing stock and provide greater choice. In comparison with both sub-regional and national levels, the proportion of owner-

occupied dwellings is low in Hartlepool and consequently the demands on the social rented stock are currently high.

The high rate of new housing provision over the last decade or so is helping to widen housing choice in Hartlepool and this may have had some effect on stabilising overall levels of net migration from the Borough. House prices in the Borough remain low. The average price for houses sold in Hartlepool between January and March 2006 was £98,770 compared to £115,910 in the Tees Valley and £126,336 in the North East.



The recent housing market buoyancy over the last year should be tempered by the fact that average prices in Hartlepool overall remain the weakest in the region (at 80% of the regional average, and only 60% of the average when benchmarked nationally – see diagram on previous page). Average prices for terraced properties also remain the lowest in the region, despite the strong growth shown in 2005/6 for this house type.

**Transport:** Through regional partnership working with the Local Authorities Road Safety Officers Association (LARSOA) north east, all regional police forces and the safely camera partnership, publicity activity has been expanded to address behavioural and attitude change amongst the driving public.

The expansion of the Safer Routes to School and School Travel Plans promote walking and cycling as sustainable mode of travel in favour of the private motor car. The introduction of walking buses, walk and bike to school events further encourages sustainable travel and promotes safety.

**Culture and Leisure:** Museums associated with Hartlepool's maritime heritage and other important cultural facilities including the art gallery and Town Hall Theatre are located within the central part of the town and comprise a significant focus for Hartlepool's growing tourism economy. In particular, the Historic Quay is a major regional / national visitor attraction. Hartlepool's attraction as a tourism destination will be considerably enhanced by Victoria Harbour regeneration scheme and the 2010 Tall Ships event.

Strategies to improve participation in sport and active recreation are in place and deliver wider social, health, economic and environmental outcomes. There are also a number of parks and recreation facilities scattered throughout the town. The town's three green wedges provide important links between the countryside and the heart of the urban areas. On the fringes of the built up area are three golf courses and the country park at Summerhill developed as part of the Tees Forest initiative.

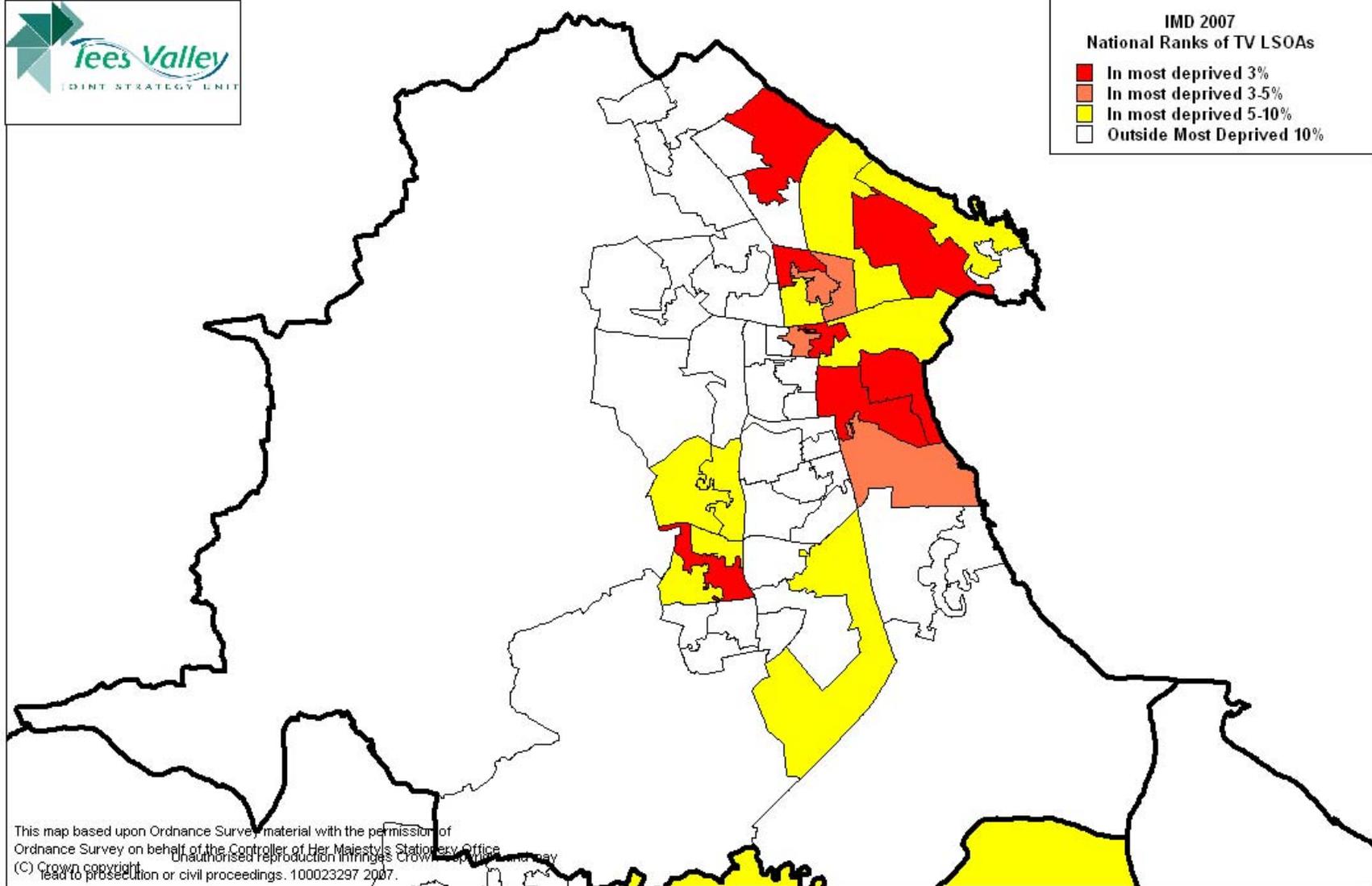
**Indices of Multiple Deprivation:** The Indices of Multiple Deprivation comprise seven domains: income deprivation; employment deprivation; health deprivation and disability; education, skills and training deprivation; barriers to housing and services; living environment deprivation and crime. Each of the 32,482 Super Output Areas in England has been assigned a score and rank. Hartlepool contains a number of Super Output Areas which are in the most deprived 10% in England as shown in the following figures.

## IMD 2007 - OVERALL RESULTS



IMD 2007  
National Ranks of TV LSOAs

- In most deprived 3%
- In most deprived 3-5%
- In most deprived 5-10%
- Outside Most Deprived 10%



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## CHANGES BETWEEN IMD 2004 AND IMD 2007



IMD 2007 / IMD 2004 Comparison  
LSOAs moving into / out of Most Deprived category

-  Moved outside 10% (11)
-  Moved outside 3% (9)
-  Moved outside 5% (13)
-  Moved Into 10% (2)
-  Moved into 3% (5)
-  Moved into 5% (7)

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### **3.4 Environmental Sustainability Issues**

Hartlepool has a rich environmental heritage and very diverse landscapes giving rise to a wide range of buildings, archaeological remains, wildlife habitats and species, geological and geomorphological features and coastal vistas.

**The Built Environment:** The town has a long maritime tradition and a strong Christian heritage with the twelfth century St Hilda's church (a Grade 1 Listed Building) built on a seventh century monastery. The medieval parts of town are protected by the Town Wall constructed in 1315, now a Scheduled Monument and Grade 1 Listed Building.

There are 8 Conservation Areas and one of the town's Victorian parks is included on the list of Registered Parks & Gardens. There are about 200 Listed Buildings (of which eight are Grade 1 or Grade II\* Listed) and eight Scheduled Monuments.

**Geological & Geomorphological Features:** The geology of Hartlepool comprises two distinct types:

- The north of the Borough sits on the southern reaches of the Durham Magnesian Limestone Plateau, which is of international geological importance. Although the Magnesian Limestone in Hartlepool is generally too far below the overlying soils to give rise to the characteristic Magnesian Grassland flora found further north, it is exposed in several quarries and road cuttings and forms a spectacular gorge in West Crimdon Dene along the northern boundary of the Borough.

- The southern half of the Borough sits on Sherwood Sandstone from the Triassic period; a rare exposure on the coast at Long Scar & Little Scar Rocks is a Regionally Important Geological Site. Of more recent geological origin is the Submerged Forest SSSI, which underlies Carr House Sands and is intermittently exposed by the tide. This area of waterlogged peat has yielded pollen, mollusc and other remains, which have been used to establish the pattern of sea-level change in Eastern England over the past 5,000 years.

**Wildlife Characteristics:** The Borough is bordered on the east by the North Sea and features extensive areas of attractive coastline including beaches, dunes and coastal grassland. Much of the inter-tidal area of the coast is internationally important for its bird species and is protected as a Special Protection Area/Ramsar site. Other areas of the coast are designated as Sites of Special Scientific Interest, including part of the Teesmouth National Nature Reserve, or Sites of Nature Conservation Interest. The Borough contains one of the most important little tern colonies in Northern England.

The prominent location of the town's Headland, as a first landfall on the east coast, makes it of national significance for the birdwatching community. Inland is an attractive, rolling agricultural landscape including areas of Special Landscape Value. Interspersed in this landscape are a number of fragmented, but nevertheless diverse and important wildlife habitats.

Hartlepool only has one inland SSSI, Hart Bog. This is a small, area which has four distinct plant communities and is of particular botanical interest. There are 6 Local Nature Reserves spread across the town and 40 non-statutory geodiversity and biodiversity sites, protected as Sites of Nature Conservation Interest (SNCI) and/or Regionally Important Geological & Geomorphological Sites (RIGGS) have been identified in the Local Plan. A further five sites have been identified by the sub-regional RIGGS group as meriting this designation.

The Borough contains some notable examples of wildlife species: grey and common seals are frequent along the coastline, with the latter breeding in Seaton Channel; red squirrels occur in their most southerly site in eastern England whilst other species occur at their most northerly or southerly limits.

The area of sand dunes, grazing marsh and mudflats around the North Gare form the northern section of the Teesmouth National Nature Reserve where there are saltmarsh, dune plants with some important species of marsh orchid, and other rare species.

There are a number of environmentally sensitive sites in the vicinity of the Borough that could be positively or negatively affected by development within Hartlepool of which the Teesmouth and Cleveland Coast SPA and Ramsar site is perhaps one of the most vulnerable. The Durham Coast SAC lies to the north of the Borough containing the only example of vegetated sea cliffs on magnesian limestone exposures in the UK. These cliffs extend along the North Sea coast for over 20Km from South Shields southwards to Blackhall Rocks.

Further a field, the Northumbria Coast Special Protection Area (SPA) provides habitats for both the resident bird population and regularly occurring migratory birds. The colony of Little Terns are vulnerable to disturbance by tourists in the summer causing reduced breeding success, though wardens are employed each summer to protect the colony at Beadnell Bay.

#### **Climate Change, sea level rise and coastal squeeze:**

Climate change is a serious global threat and evidence shows that the benefits of strong and early action far outweigh the economic costs of not acting. Climate change will affect the lives of people in Hartlepool and around the world. Coastal flooding and erosion linked to sea level rise is a major concern for the Borough. Changes in agriculture and wildlife and plant habitats will result in changes to our flora and fauna. An increase in deaths related to excess summer heat and wetter winters are all impacts that Hartlepool could experience from Climate Change.

Emissions can be cut through increased energy efficiency, changes in demand, and through adoption of clean power, heat and transport technologies. It is also important for Hartlepool to plan to adapt so that we can cope with the changes in our climate which will happen.

The Tees Valley Climate Change Partnership have worked together to produce the Tees Valley Climate Change Strategy. Over the lifetime of the Tees Valley Strategy (2006-2012) the Partnership aims to achieve a minimum 8.75% reduction in CO<sub>2</sub> equivalent emissions below 2000 levels. This equates to an annual 1.25% reduction target for this period. For 2012-2030 the minimum target will be 27% (an

annual target of 1.5%). These emission reductions will be achieved by progressively moving towards a future low carbon economy.

**Bathing water:** Seaton Beach covers an extensive area and attracts significant numbers of visitors for walking, bathing and windsurfing activities. The central and southern parts of the beach meet both the Bathing Water Directive's imperative standards and the Bathing Water guideline standards. The northern part of Seaton Beach however failed the guidelines standards at the end of the 2004 season.

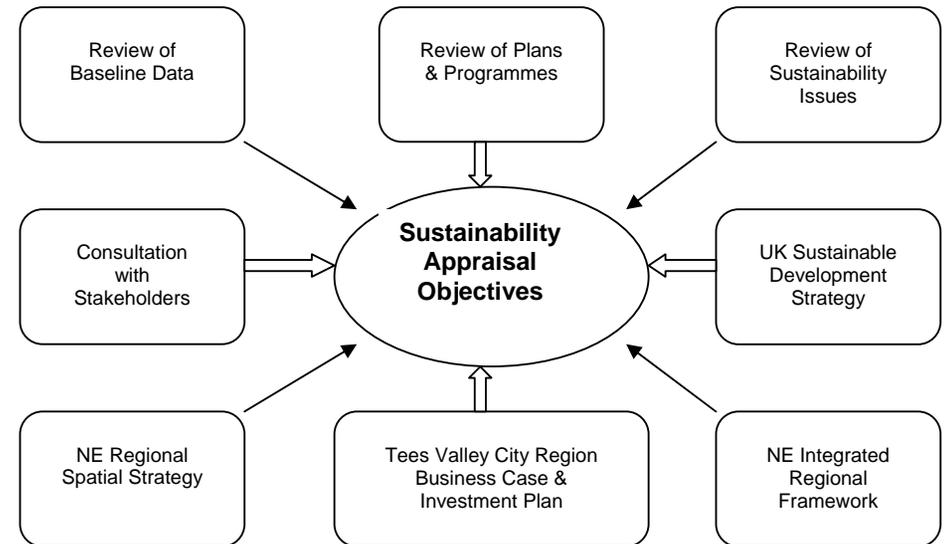
**Air quality:** Air quality in Hartlepool currently meets statutory standards with no requirement to prepare any Air Quality Management Areas.

**Waste:** A key issue facing Hartlepool is the growing amount of waste produced and how to manage it now and in the future. Hartlepool households benefit from a weekly kerbside collection of residual waste and a fortnightly collection for kerbside recycling. The borough benefits from having access to an established network of treatment and transfer facilities. The sub-region is recognised as an area that can generate value and handle a variety of specialised and general waste. Most notably, the Energy from Waste Plant processes the majority of municipal waste from Hartlepool.

## 4. The Development of Hartlepool's Sustainability Appraisal Framework

### 4.1 Derivation of Sustainability Appraisal Objectives

The Sustainability Appraisal framework is based on a series of objectives. These objectives were derived from a number of key sources as shown in the diagram on the opposite page. These objectives follow closely the objectives set out in the North East Integrated Regional Framework (IRF) developed to appraise the North East Regional Spatial Strategy (RSS). In addition, they draw on information presented in the scoping report, namely the review of key plans and programmes and the analysis of Hartlepool's key sustainability issues. The consultation exercise has helped shape the objectives and appraisal criteria shown in the table on the following pages.



## 5.2 Sustainability Appraisal Objectives

Sustainability Appraisal Objective	Appraisal Criteria
1. <b>Economy.</b> To encourage strong, diverse and sustainable economic growth	<ul style="list-style-type: none"> <li>▪ Will it encourage and support the establishment and development of inward investment companies?</li> <li>▪ Will it encourage new start business?</li> <li>▪ Will it provide a range of quality sustainable jobs?</li> <li>▪ Will it diversify the local economy?</li> <li>▪ Will it diversify or support the rural economy?</li> <li>▪ Will it diversify or support the local tourist industry?</li> <li>▪ Will it improve the viability and vitality of town and local centres?</li> <li>▪ Will it reduce levels of deprivation?</li> </ul>
2. <b>Education and Skills.</b> To enable all children, young people and adults to achieve their full potential and to maximise the education and skills levels of Hartlepool Residents.	<ul style="list-style-type: none"> <li>▪ Will it contribute to the development of new and improved education facilities?</li> <li>▪ Will it encourage lifelong learning and training to meet the workforce needs of local contractors and other major employers from local sources?</li> <li>▪ Will it increase the levels of attainment and participation in education?</li> <li>▪ Will it increase participation in community learning?</li> </ul>
3. <b>Health.</b> To improve the health and well-being of the Hartlepool community.	<ul style="list-style-type: none"> <li>▪ Will it improve access to healthcare and health promoting facilities and services?</li> <li>▪ Will it provide opportunities to promote healthier lifestyles?</li> </ul>

Sustainability Appraisal Objective	Appraisal Criteria
3. <b>Health.</b> To improve the health and well-being of the Hartlepool community. (Cont...)	<ul style="list-style-type: none"> <li>▪ Will it provide local play provision, parks and quality green space and increase access to the countryside?</li> <li>▪ Will it promote the use of existing facilities and open-air recreation?</li> <li>▪ Will it provide opportunities to participate in sport and active recreation?</li> <li>▪ Will it reduce poverty and health inequalities?</li> <li>▪ Will it encourage walking and exercise as part of daily living?</li> <li>▪ Will it improve access to fresh whole foods including fruit and vegetables?</li> <li>▪ Will it improve access to goods and services which are health promoting?</li> </ul>
4. <b>Safety and Security.</b> To create safer and cleaner community, reducing crime and anti-social behaviour.	<ul style="list-style-type: none"> <li>▪ Will it create safer &amp; cleaner communities?</li> <li>▪ Will it reduce crime, violence, disorder and anti-social behaviour?</li> <li>▪ Will it prevent deaths, injuries and damage to property caused by fire?</li> <li>▪ Will it contribute to maintaining and keeping clean public areas?</li> <li>▪ Will it reduce the fear of crime and allow communities to safely access all areas?</li> <li>▪ Will it protect communities from drug and alcohol related anti-social and criminal behaviour?</li> <li>▪ Will it enable people with drug and alcohol problems to overcome them?</li> </ul>

Sustainability Appraisal Objective	Appraisal Criteria
<p><b>5. Housing.</b> To ensure Hartlepool residents have access to decent, good quality, affordable homes.</p>	<ul style="list-style-type: none"> <li>▪ Will it promote the re-use of previously developed land?</li> <li>▪ Will it help to ensure the balance of supply and demand in the housing stock is met in sustainable locations?</li> <li>▪ Will it help to ensure that Hartlepool residents have access to a choice of good quality housing in sustainable communities across tenures that meets their needs and aspirations?</li> <li>▪ Will it encourage improvements in homes to meet and exceed the 'decent homes standard'?</li> <li>▪ Will it meet the housing needs of vulnerable people?</li> <li>▪ Will it ensure new development is sustainably designed and constructed?</li> <li>▪ Will it encourage high quality design and sufficient open space in new developments?</li> <li>▪ Will it avoid inappropriate development in the floodplain?</li> <li>▪ Will it promote the use of sustainable drainage systems?</li> <li>▪ Will it provide increased access to open space for residents within Hartlepool?</li> </ul>
<p><b>6. Transport.</b> To help develop high quality, integrated, accessible and safe transport system.</p>	<ul style="list-style-type: none"> <li>▪ Will it reduce the transport barriers to accessing employment, education and training and health care?</li> <li>▪ Will it support the location of new development and provision of services that reduces the need to travel?</li> </ul>

Sustainability Appraisal Objective	Appraisal Criteria
<p><b>6. Transport.</b> To help develop high quality, integrated, accessible and safe transport system. (Cont...)</p>	<ul style="list-style-type: none"> <li>▪ Will it reduce the incidence and severity of personal injury road crashes?</li> <li>▪ Will it increase personal safety and security whilst travelling?</li> <li>▪ Will it encourage more sustainable modes of travel, especially in urban areas?</li> <li>▪ Will it maintain, improve and make more efficient use of the existing transport network?</li> <li>▪ Will it control and maintain local air quality and seek to reduce transport emissions that contribute to climate change?</li> </ul>
<p><b>7. Built and Natural Environment.</b> To protect and enhance the quality and local distinctiveness of Hartlepool's rural, urban and historic environment.</p>	<ul style="list-style-type: none"> <li>▪ Will it enhance the quality, character and local distinctiveness of the area's landscapes, open space, townscapes, streetscapes, countryside and coastline?</li> <li>▪ Will it prevent urban development expanding into the countryside.</li> <li>▪ Will it enhance the quality, character and setting of Hartlepool's Designated Conservation Areas, Listed Buildings, historic parks, gardens, scheduled ancient monuments and areas of archaeological interest?</li> <li>▪ Will it enhance or increase access to these natural and cultural assets?</li> <li>▪ Will it help to ensure that the physical environment is attractive, responsive, flexible and sustainable?</li> <li>▪ Will it encourage high quality design?</li> <li>▪ Will it provide sufficient open space in new developments?</li> </ul>

Sustainability Appraisal Objective	Appraisal Criteria
<b>7. Built and Natural Environment.</b> To protect and enhance the quality and local distinctiveness of Hartlepool's rural, urban and historic environment. (Cont...)	<ul style="list-style-type: none"> <li>Will it promote sustainable coastal defence solutions?</li> <li>Will it avoid inappropriate development in the floodplain?</li> </ul>
<b>8. Biodiversity and Geodiversity.</b> To protect and enhance the biodiversity and geodiversity of the natural environment.	<ul style="list-style-type: none"> <li>Will it preserve or enhance the quality of LNR, SSSI, SPA, SNCI and Ramsar sites?</li> <li>Will it improve access to these nature conservation sites without compromising their integrity through damage or disturbance?</li> <li>Does it ensure that Hartlepool's rich biodiversity is protected and improved?</li> <li>Does it enable the natural environment to be managed to maintain and improve its diversity and value?</li> <li>Will it protect, restore and create habitats for locally important and priority species?</li> <li>Does it increase the diversity of participation in nature conservation?</li> </ul>
<b>9. Water, Air and Soil Pollution.</b> To improve and/or retain the quality of watercourses, air quality and soil quality and achieve sustainable use of water resources.	<ul style="list-style-type: none"> <li>Will it help to achieve sustainable use of water resources?</li> <li>Will it protect or improve and monitor local air quality?</li> <li>Will it minimise atmospheric, noise, land, soil and water pollution?</li> <li>Will it protect or improve the quality of controlled waters?</li> </ul>

Sustainability Appraisal Objective	Appraisal Criteria
<b>10. Liveability and Place.</b> To create and sustain liveable places, promoting sustainable lifestyles and social cohesion.	<ul style="list-style-type: none"> <li>Will it improve accessibility and quality of key services and facilities and improve access to jobs?</li> <li>Will it provide sufficient retail facilities for local people?</li> <li>Will it improve access to culture, leisure and recreational activities?</li> <li>Will it create and sustain a vibrant and diverse community and promote a sense of place?</li> <li>Will it promote social cohesion?</li> </ul>
<b>11. Equity, Diversity, Equality and Participation-</b> To promote strong and inclusive communities	<ul style="list-style-type: none"> <li>Will it promote social inclusion and tackle worklessness?</li> <li>Will it help to reduce deprivation and ensure no group of people are disadvantaged?</li> <li>Will it encourage stronger socially inclusive communities?</li> <li>Will it increase community cohesion?</li> <li>Will it create community ownership, participation and engagement?</li> </ul>
<b>12. Energy Efficiency and Natural Resources.</b> To minimise energy use and support renewable energy production and encourage the prudent use of natural resources.	<ul style="list-style-type: none"> <li>Will it minimise energy use through sustainable, efficient and effective use of buildings and land?</li> <li>Will it support or promote the increasing use of renewable energy resources in sustainable locations?</li> <li>Will it reduce demand for natural resources?</li> <li>Will it encourage the prudent and efficient use of natural resources?</li> </ul>

Sustainability Appraisal Objective	Appraisal Criteria
13. <b>Waste.</b> To minimise the production of waste and to maximise opportunities for recycling.	<ul style="list-style-type: none"> <li>▪ Will it minimise the generation of household and commercial waste?</li> <li>▪ Will it ensure that waste is dealt with as close to the source as feasible?</li> <li>▪ Will it maximise the opportunities for recycling waste materials?</li> <li>▪ Will it ensure that waste is dealt with in a sustainable manner?</li> <li>▪ Does it make provision for an adequate supply of minerals?</li> </ul>
14. <b>Climate Change.</b> To address the causes and effects of climate change and minimise emissions of greenhouse gasses.	<ul style="list-style-type: none"> <li>▪ Will it encourage prudent use of natural resources?</li> <li>▪ Will it lead to a reduction in CO<sub>2</sub>e emissions?</li> <li>▪ Will it assist in mitigation and/or adaptation to climate change including coastal squeeze?</li> <li>▪ Will it increase emphasis on the issue of climate change and global warming effects, such as rising sea levels and the impact of additional development?</li> <li>▪ Will it enable the natural and/or built environment to cope with the anticipated effects of climate change and sea level rise?</li> <li>▪ Will it ensure that flood management takes a sustainable approach?</li> <li>▪ Will it prevent and/or reduce the risk of flooding?</li> <li>▪ Will it tackle the risks associated with coastal erosion?</li> <li>▪ Will it tackle global sustainability issues?</li> </ul>

Sustainability Appraisal Objective	Appraisal Criteria
15. <b>Futurity.</b> To ensure that development that meets the needs of today should not restrict choices and opportunities for future generations	<ul style="list-style-type: none"> <li>▪ Will its outcomes be beneficial to future generations?</li> <li>▪ Will it ensure that choices of future generations are not restricted?</li> </ul>

### 4.3 The Relationship between Sustainability Appraisal Objectives and the SEA Directive

The table below demonstrates that the Sustainability Appraisal objectives cover all the requirements of the SEA Directive. It demonstrates the linkages between the requirements of the SA and SEA.

SEA Directive Issues	Sustainability Appraisal Objectives
Biodiversity	8, 12
Population	2, 3, 4, 11, 15
Human Health	3,5
Fauna	8, 9, 14
Flora	8, 9, 14
Soil	7, 9
Water	7, 9
Air	9
Climatic Factors	9, 10, 12, 13, 14, 15
Material Assets	1, 5, 6, 10, 11
Cultural Heritage	7, 10, 11, 13, 14, 15
Landscape	5, 7

### 4.4 The Balance of SA Objectives

By dividing the objectives up into Economic, Social, and Environmental it is clear that there is a balance across the different elements of sustainability. This table also highlights where overlaps occur.

SA Objective	Economic	Social	Environmental
1	✓	✓	
2	✓	✓	
3		✓	✓
4	✓	✓	
5	✓	✓	✓
6	✓	✓	✓
7	✓	✓	✓
8			✓
9		✓	✓
10	✓	✓	
11		✓	
12	✓	✓	✓
13	✓	✓	✓
14	✓	✓	✓
15		✓	✓

#### 4.5 Compatibility Matrix for Sustainability Appraisal Objectives

The table below demonstrates an assessment of testing each objective against the others. This aim of this is to highlight any incompatibilities between the objectives. Incompatibilities in the objectives could demonstrate conflicting objectives. However it is important to note some objectives will always be conflicting and the aim here is to demonstrate this rather than to seek to remove the conflict. The table on the following page reviews areas of inconsistency identified.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1		✓	✓	✓	✓	✓	×	×	×	✓	✓	-	-	×	✓
2			✓	✓	✓	-	✓	-	-	✓	✓	✓	✓	-	✓
3				✓	✓	✓	✓	-	-	✓	✓	✓	-	-	-
4					✓	-	✓	-	-	✓	✓	✓	-	-	-
5						×	✓	-	✓	✓	✓	×	×	-	✓
6							-	-	✓	✓	✓	-	-	✓	-
7								✓	✓	✓	-	✓	✓	✓	✓
8									✓	-	-	✓	✓	×	✓
9										×	-	✓	✓	✓	✓
10											✓	-	-	✓	✓
11												-	-	-	✓
12													✓	✓	✓
13														✓	✓
14															✓
15															

×	Possible Inconsistency
✓	Complementing Objectives
-	No Impact

#### 4.6 Review of identified inconsistencies between Sustainability Appraisal Objectives

Objectives with inconsistencies	Comment
<b>1 &amp; 14</b>	Establishing new businesses and companies may increase the use of the private car if not developed in sustainable locations.
<b>5 &amp; 6</b>	Increasing housing numbers will have an effect on the transport network and may increase the use of private car. Housing should be located in sustainable locations
<b>7 &amp; 1</b>	Possible conflict between diversifying the rural economy and preventing urban development expanding into the countryside. May result in a loss of rural open space, may be detrimental for future generations.
<b>8 &amp; 1</b>	Diversifying the rural economy, the consequences of diversifying the rural economy may have a detrimental to LNR, SSSIs and SNCIs.
<b>8 &amp; 14</b>	It is possible that flood defences may damage SSSIs.
<b>9 &amp; 1</b>	Encouraging more jobs may attract more cars therefore having a negative effect on the environment. However encouraging more sustainable forms of transport may help mitigate this.
<b>10 &amp; 9</b>	If access to goods, services and facilities that improves liveability and sense of place is provided by increased car use then this could lead to increased air, water, soil and noise pollution.
<b>12 &amp; 5</b>	Possible inconsistency as new build housing may contribute to the use of more natural resources, however if new build homes are energy efficient then housing needs can be addressed in a sustainable way.
<b>13 &amp; 5</b>	Increasing the number of new homes will increase the amount of household waste reduced. This could be mitigated by the increase of recycling initiatives.

#### 4.7 Baseline Information

Government guidance on carrying out Sustainability Appraisals states that an assessment of the likely evolution of baseline conditions without the implementation of the plans being assessed should be carried out. Given that a variety of economic, environmental and social factors will influence the baseline's evolution, it is proposed that the approach taken should be to assume that there will be no change to the current baseline data without the implementation of these plans. The table below sets out indicators to establish a baseline position against which the impact of the Community Strategy will be assessed.

Sustainability Appraisal Objective	Potential Indicators and Sources
<p>1. <b>Economy.</b> To encourage a strong, diverse and stable economy.</p>	<ul style="list-style-type: none"> <li>▪ VAT Registrations and de-registration</li> <li>▪ Employment Rate</li> <li>▪ Unemployment rate</li> <li>▪ Youth Unemployment</li> <li>▪ GVA per head</li> <li>▪ % new employment floor space developed on previously developed land</li> <li>▪ % brownfield employment land generally available</li> <li>▪ Number of business sites developed or improved</li> </ul>
<p>2. <b>Education and Skills.</b> To enable all children and young people to achieve their full potential and to maximise the education and skills levels of Hartlepool residents.</p>	<ul style="list-style-type: none"> <li>▪ Key Stage 1</li> <li>▪ Key Stage 2</li> <li>▪ Key Stage 3</li> <li>▪ Key Stage 4</li> <li>▪ New Level 1 Qualifications</li> <li>▪ New Level 2 Qualifications</li> <li>▪ New Level 3 Qualifications</li> <li>▪ New Level 4 Qualifications</li> <li>▪ % of working age population with no qualifications</li> <li>▪ % of young people classified as NEET</li> </ul>

Sustainability Appraisal Objective	Potential Indicators and Sources
<p><b>3. Health.</b> To improve the health and well-being of the Hartlepool community.</p>	<ul style="list-style-type: none"> <li>▪ All Age, All Cause Mortality – Males &amp; Females</li> <li>▪ Life Expectancy Females &amp; Males</li> <li>▪ Mortality rates from heart disease, stroke and related diseases in people under 75</li> <li>▪ Mortality rate from cancer amongst people aged under 75</li> <li>▪ The prevalence of smoking among adults</li> <li>▪ U18 conception rates</li> <li>▪ Vulnerable Adults helped to live at home per 1000 population</li> <li>▪ Suicide rates</li> <li>▪ Prescribing of high level antidepressants</li> <li>▪ Adults aged 18-64 with mental health problems helped to live at home per 1,000 population aged 18-64</li> </ul>
<p><b>4. Safety and Security.</b> To create a safer and cleaner community, reducing crime and anti-social behaviour.</p>	<ul style="list-style-type: none"> <li>▪ Personal, social and community disorder reported to Police</li> <li>▪ Total Crime</li> <li>▪ Domestic Burglary</li> <li>▪ Vehicle Crime</li> <li>▪ Local Violence</li> <li>▪ % people who think using or dealing drugs is a very or fairly big problem in their area</li> <li>▪ % residents who feel very or fairly safe out in their neighbourhood after dark</li> <li>▪ Deliberate Fires</li> <li>▪ Criminal Damage</li> <li>▪ Road Safety: the number of deaths and serious injuries</li> <li>▪ Road Safety: the number of children killed or seriously injured</li> <li>▪ Proportion of people feeling no involvement in the community</li> </ul>
<p><b>5. Housing.</b> To ensure Hartlepool residents have access to decent, good quality, affordable homes.</p>	<ul style="list-style-type: none"> <li>▪ Achieving decent homes standard in social housing sector</li> <li>▪ Achieving decent homes standard in private housing sector</li> <li>▪ % of affordable homes in new developments</li> <li>▪ Number of additional housing for the elderly</li> <li>▪ Number of additional housing for vulnerable groups</li> <li>▪ Number of residents classified as homeless (acceptances)</li> <li>▪ % of households requiring support or adaptations</li> <li>▪ Number and % of empty homes</li> </ul>

Sustainability Appraisal Objective	Potential Indicators and Sources
<p><b>6. Transport.</b> To help develop high quality, integrated, accessible and safe transport system.</p>	<ul style="list-style-type: none"> <li>▪ Freight Road Transport energy consumption</li> <li>▪ Number of bus passenger journeys</li> <li>▪ Number of rail passenger journeys</li> <li>▪ Patronage on dial-a-ride services</li> <li>▪ Bus passenger satisfaction</li> <li>▪ Average distance travelled to fixed place of work</li> <li>▪ Quality of footpaths/rights of way</li> <li>▪ Length of Rights of Way</li> </ul>
<p><b>7. Built and Natural Environment.</b> To protect and enhance the quality and local distinctiveness of Hartlepool's rural, urban and historic environment.</p>	<ul style="list-style-type: none"> <li>▪ Listed Buildings at risk grade I and II*</li> <li>▪ Grade II listed buildings at risk</li> <li>▪ No. of listed buildings demolished</li> <li>▪ No scheduled monuments &amp; protected Wrecks</li> <li>▪ No of Conservation Areas and Registered Parks &amp; gardens</li> </ul>
<p><b>8. Biodiversity and Geodiversity.</b> To protect and enhance the biodiversity and geodiversity of the natural environment.</p>	<ul style="list-style-type: none"> <li>▪ Condition of SSSIs</li> <li>▪ Condition of SPAs</li> <li>▪ Area of Natural &amp; Semi Natural Woodland</li> <li>▪ No of RIGGS</li> <li>▪ No &amp; quality of Local Nature Reserves</li> <li>▪ Length of hedgerow which would be classified under the hedgerow regulations lost as a result of development</li> </ul>
<p><b>9. Water, Air and Soil Pollution.</b> To improve and or retain the quality of watercourses, air quality and soil quality. To achieve sustainable use of water resources.</p>	<ul style="list-style-type: none"> <li>▪ Number of Air Quality Management Areas</li> <li>▪ Number of contaminated sites</li> </ul>

Sustainability Appraisal Objective	Potential Indicators and Sources
<p><b>10. Liveability and Place.</b> To create and sustain liveable places, promoting sustainable lifestyles and social cohesion.</p>	<ul style="list-style-type: none"> <li>▪ Number of individuals trained to deliver activities within clubs and the community</li> <li>▪ The proportion of people undertaking voluntary work</li> <li>▪ % of land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.</li> <li>▪ % of people who think litter and rubbish in the streets is a problem in there area</li> <li>▪ The proportion of people satisfied with their local area as a place to live</li> <li>▪ % of residents satisfied with museums/galleries</li> <li>▪ % of residents satisfied with public parks and open spaces</li> <li>▪ % of residents satisfied with libraries</li> <li>▪ % of people who feel that their local area is a place where people from different backgrounds get on well together</li> <li>▪ % of open space within the urban part of the Borough</li> <li>▪ Accessibility to open space</li> <li>▪ Travel to work distances</li> </ul>
<p><b>11. Equity, Diversity, Equality and Participation-</b> To promote strong and inclusive communities</p>	<ul style="list-style-type: none"> <li>▪ Number of Lower Super Output Areas in worst 3% and 10% nationally for deprivation (IMD)</li> <li>▪ % of low income households</li> <li>▪ % of households without access to a car.</li> </ul>
<p><b>12. Energy Efficiency and Natural Resources.</b> To minimise energy use and support renewable energy production and encourage the prudent use of natural resources.</p>	<ul style="list-style-type: none"> <li>▪ Energy Consumption</li> <li>▪ Energy efficiency of housing stock - SAP rating</li> <li>▪ Tonnes of waste sent to the SITA Energy from waste plant</li> <li>▪ Total energy consumption in GWh from renewable and waste sources</li> <li>▪ Installed Renewable Energy Capacity</li> <li>▪ % of new houses built on previously developed land</li> <li>▪ Number of buildings achieving more than a BREEAM very good rating</li> </ul>
<p><b>13. Waste.</b> To minimise the production of waste and to maximise opportunities for recycling.</p>	<ul style="list-style-type: none"> <li>▪ Tonnage of household waste recycled or composted</li> <li>▪ % of municipal waste land filled</li> <li>▪ % of municipal waste recycled</li> </ul>
<p><b>14. Climate Change.</b> To address the causes of climate change and minimise emissions of greenhouse gasses.</p>	<ul style="list-style-type: none"> <li>▪ Total and domestic CO<sub>2</sub> emissions</li> <li>▪ Carbon Footprint</li> <li>▪ Installed capacity of renewable energy sources in new developments per annum</li> <li>▪ Number of buildings built in the 1 in 100 year flood plain</li> </ul>
<p><b>15. Futurity.</b> To ensure that development that meets the needs of today should not restrict choices and opportunities for future generations</p>	<ul style="list-style-type: none"> <li>▪ Ecological Footprint</li> <li>▪ Number of retail establishments offering Fairtrade as an alternative</li> <li>▪ Number of catering establishments offering Fairtrade as an alternative</li> </ul>

#### 4.8 The Sustainability Appraisal Matrix

Having established a set of Sustainability Appraisal objectives and associated appraisal criteria, a framework for predicting and evaluating the effects of the Community Strategy was developed (see following table).

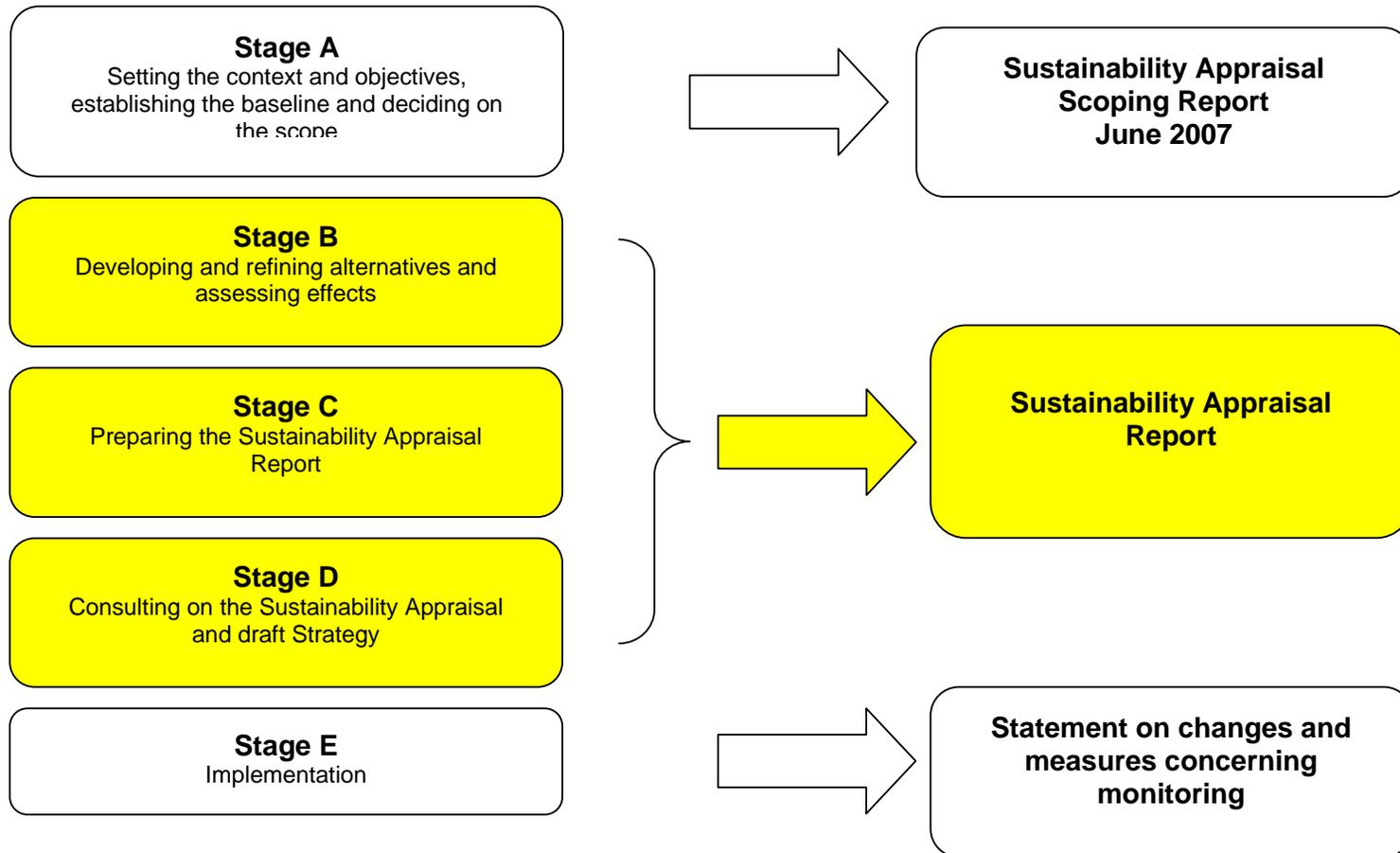
Assessment	Description	Response	Symbol
Major Positive Impact	The proposed policy contributes significantly to the achievement of the objective.	No further work	++
Minor Positive Impact	The proposed policy contributes to the achievement of the objective but not significantly.	Can the impact be enhanced?	+
Neutral	The proposed policy does not have any effect on the achievement of the objective.	No further work	0

Assessment	Description	Response	Symbol
Minor Negative Impact	The proposed policy detracts from the achievement of the objective but not significantly.	Review of options for mitigation	-
Major Negative Impact	The proposed policy detracts significantly from the achievement of the objective.	Detailed review of options for mitigation	--
No Relationship	There is no clear relationship between the proposed policy and the achievement of the objective or the relationship is negligible.	No further work	x
Uncertain	The proposed policy has an uncertain relationship to the objective or the relationship is dependant on the way in which the aspect is managed. In addition, insufficient information may be available to enable an assessment to be made.	Establish what additional information is required and interim approach	?

## 5. Outcomes of the Sustainability Appraisal

### 5.1 Sustainability Appraisal Process

This section reports on the findings of Stage B of the Sustainability Appraisal process (see diagram).



The appraisal was a qualitative exercise using the expertise of appraisers and available information to assess how the proposed policies within the Community Strategy were aligned with each of the Sustainability Appraisal objectives. It is important to realise here that the objective of Sustainability Appraisal is not to 'score' the strategy but to work towards overcoming conflicts or to make explicit the nature of any trade-offs that may result. The results of the appraisal are presented in matrix format and a commentary provided proposing ways of mitigating adverse effects and maximising beneficial effects, detailing significant short, medium and long term effects together with any cumulative and synergistic effects i.e. where the combined effect are greater than the sum of the individual effects.

## **5.2 Sustainability Appraisal Results**

The following sections provide an overview of the adverse and beneficial effects that the eight priority aims of the Community Strategy are predicted to have in relation to the Sustainability Appraisal objectives. Further details of the predicted effects are presented in the appraisal matrices, available online at [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk) with a list of the recommendations arising being included in Appendix C.

### **1. Jobs and the Economy**

The Community Strategy aims to develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprises and entrepreneurs to be globally competitive and create more employment opportunities for local people. Policies JE1, JE2 and JE3 set out how this aim will be achieved.

The Sustainability Appraisal identifies that these policies all move towards achievement of the Sustainability Appraisal objectives (although no relationship was identified with the majority of the environmental objectives) due to a clear commitment to enhancing inward investment which in turn would help to improve quality of life.

The Sustainability Appraisal has concluded that no adverse effects would arise from implementation of these policies.

In undertaking the appraisal it has been assumed that environmental best practice and sustainable

construction techniques would be adopted. However in relation to policy JE1 there is an uncertain relationship with the waste and climate change objectives, on the basis that increased economic activity could increase the use of natural resources. It is also noted that infrastructure improvements could lead to an increase in private car use if not appropriately designed.

It was recommended that Policy JE1 be amended to include reference to the rural economy – Appendix C. The 3<sup>rd</sup> draft of the Community Strategy has been amended to reflect this recommendation.

The Sustainability Appraisal also noted that during implementation opportunities for the provision of green space, footpaths and cycle paths should be sought to encourage active recreation.

## **2. Lifelong Learning and Skills**

The Community Strategy aims for all children, young people, individuals, groups and organisations to be enabled to achieve their full potential through equal access to the highest quality education, lifelong learning and training opportunities. Policies LLS1, LLS2, LLS3 and LLS4 set out how this aim will be achieved.

The Sustainability Appraisal identifies that these policies all move towards achievement of the Sustainability Appraisal objectives (although no relationship was identified with the housing and

environmental objectives) due to a clear commitment to improving skills and providing facilities.

The Sustainability Appraisal has concluded that no adverse effects would arise from implementation of these policies.

## **3. Health and Care**

The Community Strategy aims to work in partnership with the people of Hartlepool to promote and ensure the best possible health and well-being. Policies HC1, HC2 and HC3 set out how this aim will be achieved.

The Sustainability Appraisal identifies that these policies all move towards achievement of the Sustainability Appraisal objectives (although no relationship was identified with the majority of the environmental objectives) due to a clear commitment to health care services. In the long term the Community Strategy may help to reduce greenhouse gas emissions by encouraging walking and cycling over private car use.

The Sustainability Appraisal has concluded that no adverse effects would arise from implementation of these policies.

It was recommended that Policy HC1 be amended to include reference to access to health care; the 3<sup>rd</sup> draft of the Community Strategy has been amended to reflect this.

#### 4. **Community Safety**

The Community Strategy aims to make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse. Polices CS1, CS2, CS3 and CS4 set out how this aim will be achieved.

The Sustainability Appraisal identifies that these policies all move towards achievement of the Sustainability Appraisal objectives by creating a safer and more cohesive community in the long term. There will be benefits to the built and natural environment due a reduction in graffiti, vandalism, fly tipping etc.

The Sustainability Appraisal has concluded that no adverse effects would arise from implementation of these policies.

#### 5. **Environment**

The Community Strategy aims to secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community. Polices E1, E2, E3 and E4 set out how this aim will be achieved.

The Sustainability Appraisal identifies that these policies all move towards achievement of the Sustainability Appraisal objectives. Improving the built and natural environment will help to improve quality of life and attract economic investment to the area.

The Sustainability Appraisal has concluded that no adverse effects would arise from implementation of these policies.

However in relation to Policy E4 there is an uncertain relationship with the liveability and equity objectives due to its global focus. It is also noted that transport improvements could cause an increase in private car use and for this reason high priority should be given to other modes of transport in implementing the Community Strategy.

It was recommended that Policy E1 be amended to consider equality of access; the 3<sup>rd</sup> draft of the Community Strategy has been amended to reflect this.

Policy E2 should be amended to refer to sustainable construction and an objective in relation to climate change included, the following objective has been added in the 3<sup>rd</sup> draft of the Community Strategy.

*“To ensure that the built environment is responsive to long-term climate change impacts through the effective design, location and adaptation of buildings”.*

Policy E4 could be strengthened by promoting community involvement and taking local action to tackle global environmental issues. The following objectives have therefore been amended/added to the 3<sup>rd</sup> draft of the Community Strategy.

*“To promote community involvement in positive action to reduce world poverty through fair-trade, promoting peace and security.*

*To work within Hartlepool communities to reduce global environmental pressures by taking local action to tackle climate change and adopting sustainable patterns of consumption and production*

*To prepare for the impacts of and secure local and global action to tackle Climate Change.”*

## **6. Housing**

The Community Strategy aims to The Community Strategy aims to ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live. Policies H1, H2 and H3 set out how this aim will be achieved.

The Sustainability Appraisal identifies that these policies all move towards achievement of the Sustainability Appraisal objectives (although apart from Policy H1 no relationship was identified with the economic objectives) due to a clear commitment to improving the existing housing stock.

The Sustainability Appraisal has concluded that no adverse effects would arise from implementation of these policies.

However in relation to a number of the environmental objectives there is an uncertain relationship as it is not clear if environmental best practice and sustainable construction techniques would be adopted. It is also noted that the Code for Sustainable Homes should be followed for new builds.

## **7. Culture and Leisure**

The Community Strategy aims to create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here. Policies C1, C2 and C3 set out how this aim will be achieved.

The Sustainability Appraisal identifies that these policies all move towards achievement of the Sustainability Appraisal objectives due to creating a strong sense of place and increasing community participation. Many cultural assets are part of the built and natural environment and these will be protected and enhanced as a result of these policies.

The Sustainability Appraisal has concluded that no adverse effects would arise from implementation of these policies.

It is recommended that Policy C1 refers specifically to tourist attractions; the 3<sup>rd</sup> draft of the Community Strategy has been amended to reflect this.

**8. Strengthening Communities**

The Community Strategy aims to empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives. Policies SC1, SC2 and SC3 set out how this aim will be achieved.

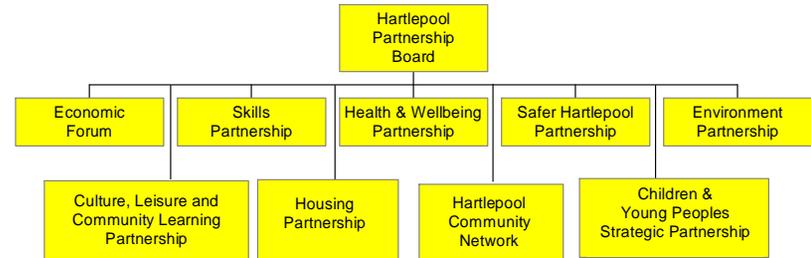
The Sustainability Appraisal identifies that these policies all move towards achievement of the Sustainability Appraisal objectives (although no relationship was identified with the environmental objectives) due to empowerment of the local community helping to improve quality of life.

The Sustainability Appraisal has concluded that no adverse effects would arise from implementation of these policies.

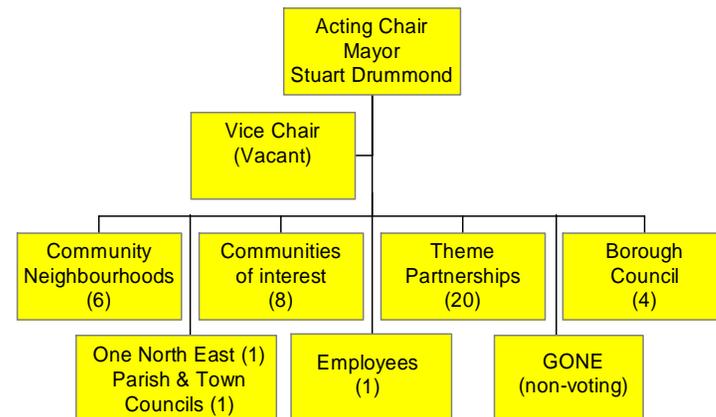
It is recommended that Policy SC1 be reworded, Policy SC2 be expanded to refer to volunteering and Policy SC3 be reworded. The 3<sup>rd</sup> draft of the Community Strategy has been revised to reflect these recommendations.

**5.3 Recommendations for Implementation**

The implementation of the Community Strategy and the Neighbourhood Renewal Strategy will be overseen by the Hartlepool Partnership and will be dependent on the concerted actions of a range of agencies and organisations across the public, private, community and voluntary sectors. The Partnership is made up of a Board and a series of Theme Partnerships.



The Hartlepool Partnership Board has a Chair and 42 members.



The role of the Board is to provide strategic co-ordination and agree policy on major issues of strategic importance to Hartlepool. Theme Partnerships are responsible for the delivery of the Community Strategy's Vision, Aims and Objectives, ensuring that these feed directly into the content of more detailed specialist plans. Co-ordination and alignment of plans and programmes is one of the main ways in which the Community Strategy will be implemented.

Through an agreed performance management framework, the Local Area Agreement, the Board holds Theme Partnerships accountable for delivery.

A wide range of public services now have a **legal duty to co-operate** in partnership work, to achieve the ambitions of the Community Strategy and Local Area Agreement.

As well as assessing the Community Strategy before it is adopted it is important to be able to measure the Strategy's progress to delivering Sustainable Development as it is being implemented. One way of doing this is by measuring the "footprint" the delivered Strategy creates.

Two footprint measures are often considered: the amount of land we need to sustain our lifestyle – an *Ecological Footprint* or the amount of Carbon Dioxide that our lifestyle emits – a *Carbon Footprint*.

The Ecological Footprint calculates how much land and sea is needed to provide the resources, such as energy, water and raw materials, we use in our everyday lives. It also calculates the emissions generated from the oil, coal and gas we burn, and it determines how much land is required to absorb our waste.

Hartlepool currently has a relatively low Ecological Footprint compared to the rest of the UK, but this is still over twice the size of the world average. If *Hartlepool's Ambition* is delivered in a sustainable way we can stabilise our Ecological Footprint in the medium term and reduce it gradually over time. More information on *footprints* is available in a separate report, *A Low Footprint Future*, available on the Hartlepool Partnership Website by clicking on the Community Strategy link on the homepage

## 1. Jobs and the Economy

- Development sites for business use should be accessible by public transport, footpaths and cycle paths.
- New employment properties to follow the BREEAM methodology and seek to achieve a rating of Very Good at a minimum.
- In undertaking improvements to industrial and commercial areas consider access by public transport, on foot and by cycle.
- To help encourage enterprise new residential development to incorporate live/work units and/or work hubs.
- Engage with businesses and their employees to develop work-based travel plans and car pools; engage with public transport operators to provide special deals for employees of companies with work-based travel plans.
- Engage with businesses and their employees to identify alternative uses and new markets for waste in conjunction with the *Waste to Resources North East* programme.
- Engage with businesses and their employees to promote flexible working opportunities.

## **2. Lifelong Learning and Skills**

- Children's centres and extended schools should be accessible by public transport, footpaths and cycle paths.
- New education facilities to follow the BREEAM methodology and seek to achieve a rating of Very Good at a minimum.
- Engage with schools to develop school-based travel plans; engage with public transport operators to provide special deals for students.
- Engage with the construction sector to develop work based learning schemes focussing on sustainable construction skills so that developers can draw on local talent ready to build sustainable properties.

## **3. Health and Care**

- Health services to be centrally located or easily accessible by public transport, footpaths and cycle paths.
- Engage with the social enterprise sector in seeking to deliver coordinated health and social care schemes.
- Engage with providers who are able to deliver real choice for people to make decisions about their own care and support, for example, the Extra Care Retirement Village.
- Engage with education initiatives that help to address healthy eating and diet, improve cooking skills and encourage residents to grow their own food.

## **4. Community Safety**

- Engage with education initiatives that help to tackle drug and alcohol abuse.

## **5. Environment**

- Residential development sites to be accessible by public transport, footpaths and cycle paths.
- Engage with community reuse schemes to reduce waste generation.

## **6. Housing**

- New residential properties to follow the Code for Sustainable Homes and seek to achieve a Level 3 at a minimum.
- Engage with local housing organisations and private landlords to improve the standard and energy efficiency rating of social housing and rented properties.
- To help encourage enterprise, new residential development to incorporate live/work units and/or work hubs.

## **7. Culture and Leisure**

- In undertaking improvements to cultural and leisure facilities consider access by public transport, footpaths and cycle paths in order to improve participation rates.

## 8. Strengthening Communities

- Formation of and engagement with Carbon Rationing Groups<sup>1</sup> seeking to live low carbon lifestyles both personally and collectively.

### **5.4 Limitations and difficulties**

In undertaking the Sustainability Appraisal some limitations and difficulties have been encountered with the availability of baseline data and comparators. There are also few existing examples of best practice in this area and detailed Sustainability Appraisal of Community Strategies is an emerging area of work. The consultation questions that relate to the clarity and readability of this document seek to address this concern.

### **5.5 Consultation on this Sustainability Appraisal**

Set out below are a number of specific questions. After reading this report, respondents are invited to respond to them all, to some and not others, or to write about other issues that have not been covered. Responses to this consultation should be received no later than 14th April 2008 to:

Freepost RRAE-CATT-SXAL  
Hartlepool Partnership  
Bryan Hanson House  
Hanson Square  
Hartlepool TS24 7BT

Alternatively, responses can be emailed to:  
[hartlepoolpartnership@hartlepool.gov.uk](mailto:hartlepoolpartnership@hartlepool.gov.uk)

Further copies of this report are available from the above address or by telephoning 01429 284147.

This report is also available online at:  
[www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk)

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<sup>1</sup> <http://www.carbonrationing.org.uk/>

### **Consultation questions**

1. Is the report easy to read?
2. Is it easy to find your way around the report?
3. Are all the relevant policies and plans identified in Section 3 to effectively set the scope for future Sustainability Appraisal?
4. Do you agree with the results of the Sustainability Appraisal in relation to the eight Community Strategy objectives as presented in Section 5.2?
  - Jobs and economy
  - Lifelong learning and skills
  - Health and care
  - Community safety
  - Environment
  - Housing
  - Culture and Leisure
  - Strengthening Communities
5. Do you agree with the recommendations for implementation as set out within Section 5.3?
6. How could consultation on the Sustainability Appraisal process be improved in future?

### **Disclosure**

A summary of responses to this consultation will be published. Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence.

In view of this, it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances.

## 6. Next Steps and Quality Assurance

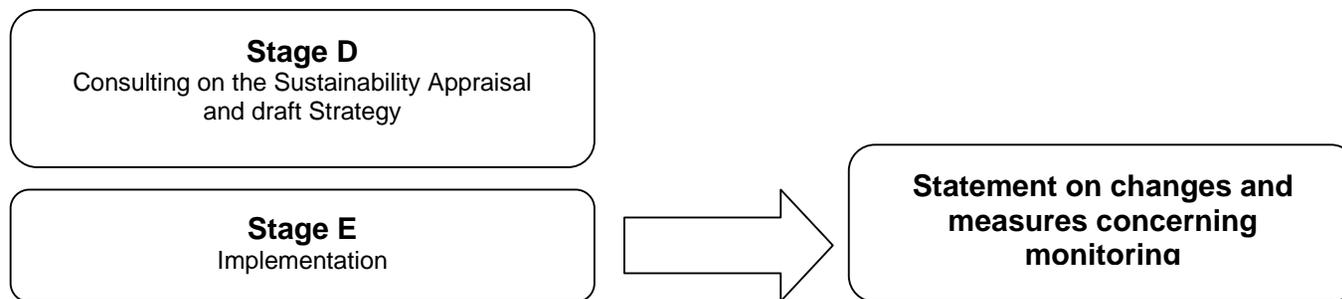
### 6.1 Monitoring

This Sustainability Report presents the findings of the Sustainability Appraisal of the Community Strategy. The next stage of the (stage E) is to monitor implementation of the plan (see diagram) to determine if effects are as predicted.

The Hartlepool Local Area Agreement (LAA) is the three year delivery plan for the Community Strategy. It is agreed between Government Office North East and the Hartlepool Partnership and forms the strategic framework for monitoring progress towards delivering a better quality of life for people through improving performance on a range of national and local priorities. Up to 35 Improvement Targets need to be identified. These proposed targets should be ambitious but realistic and must be derived from the National Indicator Set. In addition, a number of Statutory Education and Early Years targets need to be set.

For a variety of reasons it has not been possible at this stage to finalise for all proposed Improvement Targets the exact targets to be set for each of the 3 years in the LAA. Further work is also required to develop a set of Local Priority Targets where targets are set by the Hartlepool Partnership and subject to local monitoring arrangements.

For the purposes of the Sustainability Appraisal a selection of indicators will be monitored on an annual basis with more detailed monitoring undertaken every five years. The monitoring indicators will be derived from the 35 Improvement Targets, Local Priority Targets and the baseline indicators set out Section 4.7.



## 6.2 Quality Assurance

The ODPM Sustainability Appraisal Guidance contains a Quality Assurance checklist to help ensure that the requirements of the SEA Directive are met. The checklist covers both the technical and procedural steps of the appraisal process. The elements of the checklist that apply to preparation of Sustainability Reports are shown below, together with a brief response.

Checklist	Response
<b>Objectives and context</b>	
The plan's purpose and objectives are made clear.	Set out in Section 1.4
Sustainability issues, including international and EC objectives, are considered in developing objectives and targets.	Section 3
SA objectives are clearly set out and linked to indicators and targets where appropriate.	Sustainability Appraisal Objectives are set out in 4.2 Associated baseline indicators are set out in Section 4.7
Links with other related plans, programmes and policies are identified and explained.	Appendix A (see also October 2007 Scoping Report)
Conflicts that exist between SA objectives, between SA and plan objectives, and between SA and other plan objectives are identified and described.	Sections 4.5 and 4.6
Reasons are given for eliminating issues from further consideration.	Yes
<b>Baseline information</b>	
Relevant aspects of the current state of the environment and their likely evolution without the plan are described.	Appendix B (see also October 2007 Scoping Report)
Characteristics of areas likely to be significantly affected are described, including areas wider than the physical boundary of the plan area where it is likely to be affected by the plan where practicable.	Section 3
Difficulties such as deficiencies in information or methods are explained.	Yes

<b>Checklist</b>	<b>Response</b>
<b>Prediction and evaluation of likely significant effects</b>	
Likely significant social, environmental and economic effects are identified, including those listed in the SEA Directive (biodiversity, population, human health, fauna, flora, soil, water, air, climate factors, material assets, cultural heritage and landscape), as relevant.	Effects summarised in Section 5.2 Detailed results provided in Appraisal Matrices available on the website <a href="http://www.hartlepoolpartnership.co.uk">www.hartlepoolpartnership.co.uk</a>
Both positive and negative effects are considered, and where practicable, the duration of effects (short, medium or long-term) is addressed.	Yes
Likely secondary, cumulative and synergistic effects are identified where practicable.	Yes
Inter-relationships between effects are considered where practicable.	Yes
Where relevant, the prediction and evaluation of effects makes use of accepted standards, regulations, and thresholds.	Yes
Methods used to evaluate the effects are described.	Sections 4.8 and 5.1
<b>Mitigation measures</b>	
Measures envisaged to prevent, reduce and offset any significant adverse effects of implementing the plan are indicated.	Section 5.3
Issues to be taken into account in development consents are identified.	Section 5.3
<b>The Sustainability Appraisal Report</b>	
Is clear and concise in its layout and presentation.	Yes
Uses simple, clear language and avoids or explains technical terms.	Yes
Uses maps and other illustrations where appropriate.	Yes
Explains the methodology used.	Sections 4.8 and 5.1
Explains who was consulted and what methods of consultation were used.	Section 2.4

<b>Checklist</b>	<b>Response</b>
Identifies sources of information, including expert judgement and matters of opinion.	Section 5.1
Contains a non-technical summary.	Yes

An essential part of the sustainability appraisal process is to review relevant European, national, regional and local strategies, policies and plans so as to take account of established sustainability and environmental protection objectives. Appendix A lists all the plans and strategies reviewed as part of the scoping report, and this Sustainability Appraisal, highlighting their objectives and any targets established within them. Due account has been taken of these objectives and targets in developing the Sustainability Appraisal Objectives set out in Section 5.

A synopsis of a few of the more significant and relevant strategies, programmes and plans is provided below to set the general context for the sustainability appraisal of Hartlepool's Community Strategy and Core Strategy documents.

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>National Plans and Programmes</b>		
<b>Sustainable Communities: Building for the Future (ODPM Communities Plan – February 2003)</b>		
<p><b>Objectives:</b> Sustainable communities:</p> <ul style="list-style-type: none"> <li>◆ regeneration of deprived areas</li> <li>◆ liveability – improvement of the local environment</li> <li>◆ protecting the countryside</li> </ul> <p><b>Targets:</b> No specific targets</p>	<p>Establishes importance of Neighbourhood Renewal Agenda.</p>	<p>Policies should promote high quality inclusive design and seek to maximise the use of previously developed land and buildings</p>
<p><b>Objectives:</b> Step change in housing supply</p> <ul style="list-style-type: none"> <li>◆ more affordable homes including key worker accommodation</li> <li>◆ tackling homelessness</li> <li>◆ social housing to be brought up to decent homes standard</li> <li>◆ addressing low demand and abandonment</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>◆ All social housing to meet decent homes standard by 2010</li> </ul>	<p>Key driver for Housing Theme</p>	<p>Policies should enable the provision of affordable housing and facilitate housing market renewal</p>
<b>PPS1: Delivering Sustainable Communities (DCLG – February 2005)</b>		
<p><b>Objectives:</b> Planning for Sustainable Development</p> <ul style="list-style-type: none"> <li>◆ social cohesion and inclusion</li> <li>◆ protection and enhancement of the environment</li> <li>◆ prudent use of natural resources</li> <li>◆ sustainable economic development</li> </ul> <p><b>Targets:</b> No specific targets</p>	<p>Strengthens importance of sustainable development element of Community Strategies.</p>	<p>Policies should ensure that the principles of sustainability are incorporated into new developments</p>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>PPS1: Supplement on Climate Change; Code for Sustainable homes DCLG 2007</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>◆ Aims to provide clarity on what is required at regional and local levels, to ensure that decisions are made at the most appropriate level and in a timely fashion to deliver the urgent action needed to reduce carbon emissions and reduce the impacts of climate change.</li> <li>◆ -Aims to move towards a common methodology for regions in monitoring and reporting on the expected carbon impacts of regional spatial strategies (RSS)</li> </ul> <p><b>Targets:</b> No specific targets</p>	Strengthens importance of sustainable development element of Community Strategies.	Policies should help to manage performance on carbon emissions by the application of the proposed regional trajectories.
<b>PPS3: Housing (DCLG – November 2006)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>◆ to achieve a wide choice of high quality homes, both affordable and market housing, to address the requirements of the community</li> <li>◆ to widen opportunities for home ownership and ensure high quality housing for those who cannot afford market housing, in particular those who are vulnerable or in need</li> <li>◆ to improve affordability across the housing market, including by increasing the supply of housing</li> <li>◆ to create sustainable, inclusive, mixed communities in all areas, both urban and rural</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>◆ national target of at least 60% of new housing to be provided on previously developed land</li> </ul>	Key driver for Housing Theme	Policies should identify land to ensure the provision of a sufficient supply of housing in locations accessible to jobs and all facilities, such housing to comprise a mix of housing types and be built to high standards of design.
<b>PPS6: Planning for Town Centres (2005)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ The Government’s key objective for town centres is to promote their vitality and viability</li> <li>▪ To plan for the growth and development of existing centres; and</li> <li>▪ To promote and enhance existing centres, by focusing development in such centres and</li> <li>▪ To encourage a wide range of services in a good environment, accessible to all.</li> <li>▪ To enhance consumer choice by making provision for a range of shopping, leisure and local services, which allow genuine choice to meet the needs of the</li> </ul>	Policy driver for Housing Theme	Policies should <ul style="list-style-type: none"> <li>▪ assess the need for further main town centre uses and ensure there is the capacity to accommodate them;</li> <li>▪ focus development in, and plan for the expansion of, existing centres as appropriate, and at the local level identify appropriate sites in development plan documents;</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<p>entire community, and particularly socially-excluded groups;</p> <ul style="list-style-type: none"> <li>▪ To support efficient, competitive and innovative retail, leisure, tourism and other sectors, with improving productivity; and</li> <li>▪ To improve accessibility, ensuring that existing or new development is, or will be, accessible and well-served by a choice of means of transport.</li> </ul> <p><b>Targets:</b> No specific targets</p>		<ul style="list-style-type: none"> <li>▪ promote town centre management, creating partnerships to develop, improve and maintain the town centre, and manage the evening and night-time economy.</li> </ul>
<b>PPS7: Sustainable Development in Rural Areas</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To raise the quality of life and the environment in rural areas through the promotion of thriving, inclusive and sustainable rural communities.</li> <li>▪ To ensure sustainable economic growth and diversification;</li> <li>▪ To continue to protect the open countryside for the benefit of all.</li> <li>▪ To promote more sustainable patterns of development.</li> <li>▪ To discourage the development of 'greenfield' land.</li> <li>▪ Promoting the development of the English regions by improving their economic performance.</li> <li>▪ To promote sustainable, diverse and adaptable agriculture sectors.</li> </ul>	Ensure issue is reflected in rural proofing exercise	LDFs should facilitate and promote sustainable patterns of development and sustainable communities in rural areas. This should include policies to sustain, enhance and, where appropriate, revitalise country towns and villages (including through the provision of affordable housing) and for strong, diverse, economic activity, whilst maintaining local character and a high quality environment.
<b>PPS 9: Biodiversity and Geological Conservation</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• to promote sustainable development by ensuring that biological and geological diversity are conserved and enhanced as an integral part of social, environmental and economic development, so that policies and decisions about the development and use of land integrate biodiversity and geological diversity with other considerations.</li> <li>• To conserve, enhance and restore the diversity of England's wildlife and geology by sustaining, and where possible improving, the quality and extent of natural habitat and geological and geomorphological sites; the natural physical processes on which they depend; and the populations of naturally occurring species which they support.</li> <li>• To contribute to rural renewal and urban renaissance by: <ul style="list-style-type: none"> <li>– enhancing biodiversity in green spaces and among developments so that they are used by wildlife and valued by people, recognising that healthy functional</li> </ul> </li> </ul>	Ensure that biodiversity issues are considered and to ensure that sustainable development is promoted through the themes.	LDFs should facilitate and promote sustainable development. Policies should be in place to protect Hartlepool's wildlife and encourage green space in new developments.

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<p>ecosystems can contribute to a better quality of life and to people's sense of well-being; and</p> <ul style="list-style-type: none"> <li>– ensuring that developments take account of the role and value of biodiversity in supporting economic diversification and contributing to a high quality environment.</li> </ul>		
<b>PPS10: Planning for Sustainable Waste Management</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To protect human health and the environment by producing less waste and by using it as a resource wherever possible.</li> <li>▪ To develop more sustainable waste management, moving the management of waste up the 'waste hierarchy' of reduction, reuse, recycling and composting, using waste as a source of energy, and only disposing as a last resort</li> <li>▪ To break the link between economic growth and the environmental impact of waste.</li> <li>▪ To develop appropriate strategies for growth, regeneration and the prudent use of resources.</li> <li>▪ To provide sufficient opportunities for new waste management facilities of the right type, in the right place and at the right time.</li> </ul>	Policy driver for Environment Theme	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ help deliver sustainable development through driving waste management up the waste hierarchy, addressing waste as a resource and looking to disposal as the last option, but one which must be adequately catered for;</li> <li>▪ provide a framework in which communities take more responsibility for their own waste.</li> </ul>
<b>PPS22: Renewable Energy</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Renewable energy developments should be capable of being accommodated throughout England in locations where the technology is viable and environmental, economic, and social impacts can be addressed satisfactorily.</li> <li>▪ To promote and encourage, rather than restrict, the development of renewable energy resources.</li> <li>▪ To consider the wider environmental and economic benefits of all proposals for renewable energy projects, whatever their scale.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>▪ This aims to put the UK on a path to cut its carbon dioxide emissions by some 60% by 2050, with real progress by 2020,</li> <li>▪ The Government has already set a target to generate 10% of UK electricity from</li> </ul>	Policy driver for Environment Theme	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ only allocate specific sites for renewable energy in plan where a developer has already indicated an interest in the site, has confirmed that the site is viable, and that it will be brought forward during the plan period.</li> <li>▪ should ensure that requirement to generate on-site renewable energy is only applied to developments where the</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<p>renewable energy sources by 2010.</p> <ul style="list-style-type: none"> <li>▪ The White Paper set out the Government's aspiration to double that figure to 20% by 2020, and suggests that still more renewable energy will be needed beyond that date.</li> </ul>		<p>installation of renewable energy generation equipment is viable</p> <ul style="list-style-type: none"> <li>▪ should not be framed in such a way as to place an undue burden on developers.</li> </ul>
<b>PPS23: Planning and Pollution Control</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To identify and remove unacceptable risks to human health and the environment.</li> <li>▪ To seek to bring damaged land back into beneficial use.</li> <li>▪ To seek to ensure that the cost burdens faced by individuals, companies and society as a whole are proportionate, manageable and economically sustainable.</li> </ul> <p><b>Targets:</b> No specific targets.</p>	Policy driver for Environment Theme	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ set out the criteria against which applications for potentially polluting developments will be considered</li> </ul>
<b>PPS25: Development and Flood Risk</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To ensure that flood risk is taken into account at all stages in the planning process to avoid inappropriate development in areas at risk of flooding, and to direct development away from areas at highest risk.</li> <li>▪ To ensure that where new development is, exceptionally, necessary in such areas, policy aims to make it safe without increasing flood risk elsewhere and where possible, reducing flood risk overall.</li> <li>▪ To safeguard land from development that is required for current and future flood management.</li> <li>▪ To reduce flood risk to and from new development through location, layout and design.</li> <li>▪ To use opportunities offered by new development to reduce the causes and impacts of flooding.</li> </ul> <p><b>Targets:</b> No Specific Targets.</p>	Policy driver for Environment Theme	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ identify land at risk and the degree of risk of flooding from river, sea and other sources in their areas</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>PPG13: Transport</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To promote more sustainable transport choices for both people and for moving freight.</li> <li>▪ To promote accessibility to jobs, shopping, leisure facilities and services by public transport, walking and cycling.</li> <li>▪ To reduce the need to travel, especially by car.</li> </ul>	Policy driver for Transport Theme	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ accommodate housing principally within existing urban areas, which are highly accessible by public transport, walking and cycling.</li> <li>▪ ensure that development offers a realistic choice of access by public transport, walking, and cycling</li> <li>▪ ensure that the needs of disabled people are taken into account.</li> </ul>
<b>PPG15: Planning and the Historic Environment.</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To protect all aspects of the historic environment.</li> <li>▪ Economic prosperity can secure the continued vitality of conservation areas, and the continued use and maintenance of historic buildings, provided that there is a sufficiently realistic and imaginative approach to their alteration and change of use.</li> </ul>	Policy driver for Transport Theme	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ identify what is special in the historic environment;</li> <li>▪ Define, through the development plan system, to define its capacity for change;</li> <li>▪ Assess the impact of new proposals on the historic environment.</li> </ul>
<b>PPG17: Planning for Open Space, Sport and Recreation</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To ensure that local networks of high quality and well managed and maintained open spaces, sports and recreational facilities.</li> <li>▪ To ensure that the countryside can provide opportunities for recreation and visitors can play an important role in the regeneration of the economies of rural areas.</li> <li>▪ To develop well planned and maintained open spaces and good quality sports and recreational facilities.</li> <li>▪ by ensuring that open space, sports and recreational facilities (particularly in urban areas) are easily accessible by walking and cycling.</li> </ul>	Policy driver for Environment, Housing and Culture & Leisure and Health Themes	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Ensure effective planning for open space, sport and recreation it is essential that the needs of local communities are known.</li> <li>▪ undertake robust assessments of the existing and future needs of their communities for open space, sports and recreational facilities.</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>PPG20: Coastal Planning</b>		
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ To reconcile development requirements with the need to protect, conserve and, where appropriate, improve the landscape, environmental quality, wildlife habitats and recreational opportunities of the coast.</li> </ul>	Policy driver for Jobs & the Economy, Housing, Environment and Culture & Leisure Themes	Policies should <ul style="list-style-type: none"> <li>▪ Be implemented for the conservation and improvement of the coastal environment, acknowledging the special character of the coast.</li> </ul>
<b>DEFRA's Making Space for Water</b>		
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ To manage the risks from flooding and coastal erosion by employing an integrated portfolio of approaches which reflect both national and local priorities.</li> <li>▪ Reduce the threat to people and their property.</li> <li>▪ To deliver the greatest environmental, social and economic benefit, consistent with the governments sustainable development principles.</li> </ul>	Policy driver for the Environment Theme.	Policies should: <ul style="list-style-type: none"> <li>▪ Carry out a strategic flood risk assessment on potential new housing allocations to reduce the threat of flooding to people and their property.</li> </ul>
<b>PPG21: Tourism</b>		
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ To facilitate and encourage development and improvement in tourist provision,</li> <li>▪ To tackle any adverse effects of existing tourist attractions and activity in a constructive and positive manner.</li> </ul>	Policy driver for Jobs & the Economy, Environment and Culture & Leisure Themes	Policies should <ul style="list-style-type: none"> <li>▪ include existing and future provision for tourism.</li> <li>▪ Have the flexibility to assess new and unfamiliar types of project.</li> </ul>
<b>The UK Government Rural Strategy (2004)</b>		
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ To tackle the structural economic weaknesses and the accompanying poor social conditions that exist in a minority of rural areas.</li> <li>▪ To ensure Fair access to public services and affordable housing.</li> <li>▪ Protect and enhance the rural and urban environments -Enhance the value and natural beauty of the countryside for rural communities and for the benefit of society in general.</li> </ul>	Framework for rural proofing appraisal of Community Strategy	Policies should <ul style="list-style-type: none"> <li>▪ Have greater development of local decision making and delivery arrangements.</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>Northern Way Growth Strategy (2004)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To unlock the potential for faster economic growth and bridge the 29billion outgap between the North and the rest of the UK.</li> <li>▪ To make the North of England an area of exceptional economic opportunity, combining a world class economy and a superb quality of life.</li> <li>▪ To narrow the disparity in regional performance by building on assets and strengths.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>▪ To bring 100,000 people back to work across the North.</li> </ul>	<p>Policy driver for Jobs &amp; the Economy, and Lifelong learning Themes</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Provide sufficient opportunities for this economic growth within the town.</li> </ul>
<b>Countryside Act 1981 (as amended)</b>		
<p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>▪ Species protection and habitat loss by setting out the protection that is afforded to wild animals and plants in Britain.</li> </ul>	<p>Policy driver for the Environment and housing theme.</p>	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ Identify protected areas.</li> </ul>
<b>The Conservation Regulations 1994 (Habitats Regulation)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Transposes the requirements of the Habitats Directive Protection of species and habitats listed in the Directive</li> </ul>	<p>Policy driver for the Environment and housing theme.</p>	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ Follow the regulations set within this document, policies must not be to the detriment of the environment.</li> </ul>
<b>Countryside and Rights of Way Act 2000</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Extends the ability of the public to enjoy the countryside.</li> <li>▪ Take or promote steps by others to further conservation of habitats and species</li> <li>▪ Additional protection to Sites of Special Scientific Interest (SSSI).</li> </ul>	<p>Policy driver for the Environment and housing and the strengthening communities and culture and leisure themes.</p>	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ support the principle of extending the ability of the public to enjoy the countryside, by protecting and enhancing the countryside and setting out the limits to development.</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>Natural Environment and Rural Communities Act 2006</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Duty to conserve biodiversity</li> <li>▪ Protection for nests of certain birds which re-use their nests</li> <li>▪ Offences in connection with SSSIs</li> </ul>	Policy driver for the Environment and Housing theme.	Principle theme of the sustainability appraisal objectives and must be supported within the core strategies.
<b>The Future of Transport White Paper DfT (2004)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Good quality transport infrastructure should complement or enhance the character of its local area.</li> <li>▪ Improve the quality of life for local communities offer environmental gains, reduce community severance and improve air quality wherever possible</li> </ul>	Policy driver for the Jobs and Economy and the Health and Care theme.	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ Delivering more sustainable transport system/ infrastructure.</li> </ul>
<b>CAP Reforms</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ 2004 Reforms:</li> <li>▪ Encourage farmers to produce what the market wants, getting away from "farming for subsidies"               <ol style="list-style-type: none"> <li>1. Remove the environmentally negative incentives</li> <li>2. Improve and provide encouragement for more sustainable farming practices</li> <li>3. Provide more money for rural development</li> </ol> </li> </ul>	Policy Driver for the Jobs and Economy theme	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ Encourage farm diversification within Hartlepool.</li> <li>▪ Allow farmers to take advantage of local cash crop opportunities</li> </ul>
<b>Directing the flow – Priorities for future water policy, DEFRA</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Aims for further improvements in water quality standards.</li> <li>• Strategy for Flood Risk Management, Environment Agency (2003)</li> </ul> <p><b>Targets:</b>          Have no loss of life through flooding          Reduce the risk of flooding to life, major infrastructure, environmental assets and some 80,000 homes</p>	Policy driver for the environment and Housing theme and the Community Safety theme.	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ Support strategic flood risk management.</li> <li>▪ Reflect the findings of a Strategic Flood Risk Assessment.</li> <li>▪ Promote the need to improve water quality standards within Hartlepool.</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>The Historic Environment: A Force for Our Future, DCMS (2001)</b>		
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ The historic environment is accessible to everyone and is seen as something with which the whole of society can identify and engage. The historic environment is protected and sustained for the benefit of our own and future generations.</li> </ul>	Policy drivers for the Environment and Housing theme and a key driver for the SA Objectives.	<b>Policies should:</b> <ul style="list-style-type: none"> <li>▪ Protect and enhance the historic environment.</li> <li>▪ Protect and enhance conservation areas within Hartlepool.</li> </ul>
<b>NHS Improvement Plan, DH (2004)</b>		
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Health and well being of the population</li> <li>▪ Patient/user experience</li> <li>▪ Access to services</li> <li>▪ Long term conditions</li> </ul>	Policy driver for the Health and Care theme.	<b>Policies should:</b> <ul style="list-style-type: none"> <li>▪ Provide open spaces of good quality for the Hartlepool community to use, leading to healthier lifestyles.</li> </ul>
<b>Game Plan: A Strategy for Delivering Government's Sport and Physical Activity Objectives by DCMS / Strategy Unit (2002)</b>		
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Increase mass participation</li> <li>▪ Increase the quality and quantity of participation</li> <li>▪ Create a fit, active population</li> </ul>	Policy driver for Health and Care and Culture and Leisure themes and Strengthening Communities themes.	<b>Policies should:</b> <ul style="list-style-type: none"> <li>▪ Reflect the findings of a Open Space Assessment.</li> <li>▪ Highlight where the need for developer contributions to improve open space is highest and support those areas.</li> </ul>
<b>The Framework for Sport England: Making England an Active and Successful Sporting Nation: A Vision for 2020, Sports England (2004)</b>		
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Delivering the vision - inspiring the nation to get active and succeed</li> <li>▪ Priorities for action:               <ol style="list-style-type: none"> <li>1. Structures and partnerships</li> <li>2. Implement simple, effective structures for sport</li> <li>3. County Sports Partnerships</li> <li>4. Partnerships with the private and voluntary sectors</li> <li>5. Networks for informal sport and casual participation</li> <li>6. School Sports Partnerships</li> <li>7. Access to the Countryside</li> </ol> </li> </ul>	Policy drivers for Health and Care and Culture and Leisure themes.	<b>Policies should:</b> <ul style="list-style-type: none"> <li>▪ Identify areas of protected open space.</li> <li>▪ Reflect the findings of the PPG17 Open Space Assessment.</li> </ul>

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<b>Making the Past Part of our Future: English Heritage Strategy 2005–2010</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Help people develop their understanding of the historic environment</li> <li>▪ Get the historic environment on other people’s agendas</li> <li>▪ Enable and promote sustainable change to England’s historic environment</li> <li>▪ Help local communities to care for their historic environment</li> <li>▪ Stimulate and harness enthusiasm for England’s historic environment</li> <li>▪ Make the most effective use of the assets in our care</li> </ul>	<p>Policy drivers for Environment and Housing and the Strengthening Communities theme.</p>	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ Protect and enhance areas of historic importance.</li> </ul>
<b>Highways Agency Environmental Objectives and Targets</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ <i>Biodiversity.</i> To manage our network in a practical way which promotes the maintenance and enhancement of biodiversity?</li> <li>▪ <i>Air Emissions Management.</i> To take practical steps to minimise emissions.</li> <li>▪ <i>Noise Management.</i> To take practical steps to minimise noise and disturbance.</li> <li>▪ <i>Waste Management.</i> To develop techniques to ensure that the Trunk Road network is managed in the most sustainable manner, conserving the existing resource, generating less waste and removing barriers that prevent or inhibit the use of secondary or waste materials.</li> <li>▪ <i>Water Management.</i> To identify and implement practical steps to manage the drainage of our network; we aim to minimise the impact of traffic and of our maintenance operation on water courses, groundwater and flooding.</li> <li>▪ <i>Landscape &amp; Townscape.</i> Respect the landscape character &amp; quality of an area</li> <li>▪ <i>Heritage.</i> To ensure that in the planning and resourcing of trunk road projects there is an appropriate response to any adverse effects on the historic environment and that the historic fabric of our landscape is respected.</li> </ul>	<p>Policy drivers for Jobs and Economy and Environment and Housing themes.</p>	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ Support sustainable waste management within the Minerals and Waste development plan document.</li> <li>▪ Aim to enhance and protect Biodiversity.</li> <li>▪ Support landscape and townscape regeneration and improvement.</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>Regional Plans and Programmes</b>		
<b>The Integrated Regional Framework for the North East (SustainE – 2004)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ to ensure high and stable levels of employment so everyone can share and contribute to greater prosperity</li> <li>▪ to achieve high and sustainable levels of economic growth</li> <li>▪ to raise educational achievement across the region</li> <li>▪ to ensure everyone has the opportunity of living in a decent &amp; affordable home</li> <li>▪ to ensure good local air quality for all</li> <li>▪ to protect and enhance the quality of the region’s ground, river and sea waters</li> <li>▪ to reduce the causes and the impacts of climate change</li> <li>▪ to protect and enhance the region’s biodiversity</li> <li>▪ to reduce the amount of waste produced and increase the amount recycled</li> <li>▪ to make better use of our resources</li> <li>▪ to protect and enhance the quality and diversity of the region’s rural and urban land and landscapes.</li> <li>▪ to protect and enhance the region’s cultural heritage and diversity</li> <li>▪ to reduce crime and the fear of crime</li> <li>▪ to improve health and well-being while reducing inequalities in health</li> <li>▪ to ensure good accessibility for all to jobs, facilities, goods &amp; services in the region</li> <li>▪ to increase public involvement in decision-making and civic activity</li> <li>▪ to reduce adverse impacts on global communities</li> </ul> <p><b>Targets:</b> No specific targets</p>	<p>Provides high level framework for work to deliver sustainable development principal of Community Strategy.</p> <p>Driver in preparation of Sustainability Appraisal Objectives</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ ensure the provision of sufficient employment land and opportunities accessible to the workforce and the provision of land for a range and choice of housing to meet the needs of the community</li> <li>▪ promote high standards of energy efficiency,</li> <li>▪ maximise the re-use of previously developed land and buildings and opportunities for recycling</li> <li>▪ seek to protect Hartlepool’s historical, maritime, cultural, natural and green environment</li> <li>▪ ensure good design and layout in new developments</li> </ul>
<b>Leading the Way: The Regional Economic Strategy for the North East of England (ONE North East, 2006)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>◆ to secure the sustainable, inclusive economic growth necessary to fulfil the shared vision: <i>“North East England will be a region where present and future generations have a high quality of life. It will be a vibrant, self reliant, ambitious and outward looking region featuring a dynamic economy, a healthy environment and a distinctive culture. Everyone will have the opportunity to realise their full potential”</i></li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>◆ to move from 80% to 90% of national average GVA per head by 2016.</li> </ul>	<p>Key driver for Jobs and the Economy Theme and Lifelong Learning Themes</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ provide the opportunities for the provision of employment that is accessible to all and meets the needs of the community</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>The North East Regional Spatial Strategy- Submission Draft June 2005</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To deliver economic growth and prosperity.</li> <li>▪ To deliver sustainable communities.</li> <li>▪ To conserve, enhance and capitalise upon the region's diverse natural and built environment, heritage and culture.</li> <li>▪ To improve connectivity and accessibility within and beyond the region.</li> <li>▪ To achieve the vision:</li> </ul> <p>'The North East will be a region where present and future generations have a high quality of life. It will be vibrant, self reliant, ambitious and outward looking region featuring a dynamic economy, a healthy environment, and a distinctive culture. Everyone will have the opportunity to realise their full potential'.</p> <ul style="list-style-type: none"> <li>▪ <i>To nurture the human, cultural and environmental assets of the region.</i></li> <li>▪ <i>To accelerate the renaissance of communities in urban and rural areas.</i></li> <li>▪ <i>To recognise global responsibilities.</i></li> <li>▪ <i>To raise the aspirations and the profile of the region.</i></li> <li>▪ <i>To promote leadership, good governance and corporate responsibility</i></li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>▪ GVA growth increasing from an annual average of 1.8% (2001) towards 2.8% over the plan period.</li> <li>▪ Total dwelling construction in Tees Valley 2840 (2004-11) 2665 (2011-16) 2190 (2016-21)</li> </ul>	<p>Policy driver for Jobs and the Economy, Lifelong Learning and Housing Themes</p>	<ul style="list-style-type: none"> <li>▪ Plan for the release of land for development in the periods 2004-11, 20011-16 and 20016-21.</li> <li>▪ Support the expansion of the renewable energy and recycling sector.</li> <li>▪ Support the development of Wynyard as a prestige employment site.</li> <li>▪ Develop housing to support the economic growth strategies in sustainable locations, mainly on previously developed land.</li> <li>▪ Protect and improve the provision of rural services infrastructure where it is critical for supporting and maintaining sustainable rural communities.</li> <li>▪ Integrate with the requirements of the RSS.</li> </ul>
<b>North East Regional Plan for Sport and Physical Activity</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Working in partnership to promote the benefits of regular exercise as part of everyone's everyday life. We will aim to deliver from our 28% base point a 1% increase in those exercising regularly each year for the next 16 years.</li> <li>▪ Working in partnership to make sure that access to sport and physical activity facilities and programmes is available to everyone no matter what race, sex,</li> </ul>	<p>Key Driver for the Health and Education theme.</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Promote sustainable transport and provision for cycling and walking on new developments.</li> <li>▪ Ensure open space is</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<p>social background or disability.</p> <ul style="list-style-type: none"> <li>▪ Working in partnership to make best use of the effect of sport on economic development, lifelong learning, sustainability, social inclusion and health.</li> <li>▪ Developing sporting hubs as a model to increase participation and the success of regional athletes.</li> <li>▪ Encouraging volunteering in sport in the north east specifically focusing on building capacity and increasing the skills and training of volunteers.</li> </ul>		<p>provided on new developments.</p>
<b>Regional Housing Strategy (2007 Review)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To invest in, and management of the existing housing stock.</li> <li>▪ To increase investment in both the public and private housing stock.</li> <li>▪ To improve management of neighbourhoods to achieve a sustainable community.</li> <li>▪ To encourage effective market restructuring.</li> <li>▪ To create new housing provision.</li> <li>▪ To invest and manage existing housing.</li> <li>▪ To involve communities in this process.</li> <li>▪ rejuvenating the housing stock;</li> <li>▪ providing choice through the type and mix of new housing;</li> <li>▪ improving and maintaining existing housing; and</li> <li>▪ addressing specific community and social needs.</li> </ul>	<p>Policy driver for Housing Theme</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Encourage sustainable housing developments that promote design and layouts which make efficient use of land and also encourage innovative approaches to deliver high quality outcomes.</li> <li>▪ Ensure that development contributes to a sense of local identity and regional diversity and be of an appropriate design and scale for its location.</li> </ul>
<b>The North East Strategy for the Environment, A Biodiversity Audit of the North East (North East Biodiversity Forum 2001)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ A greater understanding of environmental issues</li> <li>▪ An effective voice for the environment in strategic decision making in the region</li> <li>▪ Securing resources for the environment and identifying clear priorities for activity</li> <li>▪ Wider dissemination and promotion of environmental good practice strong support for the environment of the North East within a sustainable development context</li> </ul>	<p>Policy driver for the Environment theme.</p>	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ Support the principles of sustainable development.</li> <li>▪ Have a clear understanding of environmental issues in the area.</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>Sub-Regional Plans and Programmes</b>		
<b>Tees Valley Sub-Regional Housing Market Renewal Strategy</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To create sustainable neighbourhoods in areas of current market failure.</li> <li>▪ To reduce the amount of obsolete housing.</li> <li>▪ To facilitate the development of land and housing in appropriate urban locations.</li> <li>▪ To promote mixed communities in the designated HMR areas.</li> <li>▪ To ensure that economic activities support the economic renaissance of the region.</li> <li>▪ To ensure that local communities benefit from the improved employment prospects that HMR schemes will bring.</li> <li>▪ To retain and improve existing neighbourhoods in the HMR areas.</li> <li>▪ To invest in improvements in neighbourhoods outside the intervention areas but within the HMR areas.</li> <li>▪ To ensure Local policy and investments support Housing Market Renewal.</li> </ul>	Policy driver for Housing Theme	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Support the principles within the Housing Market Renewal Strategy.</li> <li>▪ Ensure that local communities benefit from HMR actions within the town.</li> <li>▪ Favour new housing development within the HMR areas over the preferred sites.</li> <li>▪ Promote replacement dwellings rather than additional.</li> </ul>
<b>Durham Biodiversity Action Plan</b>		
<p><b>Action plans developed for species and habitats</b>-a series of work-plans to help species and habitats in the Durham area that are considered to be under threat locally, nationally or internationally .</p>		Section on bats are relevant for Hartlepool.
<b>The Shoreline Management Plan 2 Tyne to Flamborough Head (North East Coastal Authorities Group).</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ The Plan sets out guidance to assist coastal defence decision making for the shoreline between the River Tyne and Flamborough Head over the next 100 years. It aims to provide long term policies for managing the coastline in a practical way.</li> </ul>	Key Driver for the Environment Theme.	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Reflect the findings of this report and of the Strategic Flood Risk Assessment.</li> <li>▪ Should underpin all aspects of costal zone planning.</li> <li>▪</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>The Tees Forest: Forest Plan (2000)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To regenerate the environment of the Green Belt and equivalent areas, where it is public policy to retain it, and help to ensure that it is permanently green and open.</li> <li>▪ To improve the landscape of the area, including reclamation of derelict land and to create a visually exciting and functionally diverse environment.</li> <li>▪ To increase opportunities for sport and recreation, including artistic and cultural events, and public access.</li> <li>▪ To protect areas of high quality landscape or features of historical or archaeological interest.</li> <li>▪ To protect sites of nature conservation value and create new opportunities for nature conservation.</li> <li>▪ To provide new opportunities for educational use of the area and to ensure the mosaic of habitats in the forest can be used for the full range of environmental needs of surrounding schools. To ensure that urban schools are not disadvantaged.</li> <li>▪ To protect the best quality agricultural land and increase opportunities for farm diversification elsewhere in accordance with government agricultural policy and local planning policies.</li> <li>▪ To establish a supply of timber and other woodland products.</li> </ul>	<p>Policy driver for Environment and Culture &amp; Leisure Themes</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Protect areas of high quality landscape or features of historical or archaeological interest.</li> <li>▪ Increase opportunities for sport and recreation.</li> <li>▪ Achieve high levels of community commitment and involve them in its implementation.</li> <li>▪ To improve the environment near housing and local industry.</li> </ul>
<b>Tees Valley Strategic Flood Risk Assessment</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Identify the areas at risk from flooding in the Tees Valley.</li> <li>▪ Identify the feasibility of flood risk mitigation in the Tees Valley.</li> <li>▪ Sites in flood zone 2 and 3 were highlighted and all flood zones were highlighted on GIS.</li> <li>▪ The aim is to reduce the risk of flooding in new developments and provide Local Authorities in the Tees Valley with sufficient information on which to develop housing allocations.</li> </ul>	<p>Policy driver for the Environment Theme.</p>	<p>Policies should:</p> <ul style="list-style-type: none"> <li>▪ Reflect the findings of the SFRA when identifying future sites for housing.</li> <li>▪ sequentially test proposed allocation sites to ensure future development is sited in areas of least flood risk'.</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>Tees Valley Living- Building Sustainable Communities in Tees Valley</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Within the Tees Valley Living intervention areas there will be a series of distinctive and attractive neighbourhoods with contemporary designed buildings catering for people from a diverse range of backgrounds.</li> <li>▪ The Black and ethnic minority community will be successfully integrated and have their needs catered for, within each individual neighbourhood.</li> <li>▪ To achieve a balance between new and existing residents.</li> <li>▪ There will be net inward migration annually.</li> <li>▪ The neighbourhoods offer a range of affordable house types, which meet local aspirations.</li> <li>▪ No Tees Valley Living wards appear inside the top most 100 deprived.</li> <li>▪ Crime levels are at a national/regional average levels having registered marked reductions in house burglaries, car crime and the fear of crime.</li> <li>▪ Educational attainment levels in local schools match regional/national levels.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>▪ The rate of owner-occupation in the Intervention Areas will be at 70% of the stock (up from about 40% at present).</li> <li>▪ 100% of social-rented accommodation meets the 'decent homes' standard.</li> </ul>	<p>Policy driver for Jobs and the Economy, Housing and Strengthening Communities Themes</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ ensure that land allocation and its release does not cut across the strategy for wider housing market renewal.</li> <li>▪ Have further community input in the overall HMR program.</li> </ul>
<b>Joint Waste Management Strategy (HBC, MBC, R&amp;CBC, SBC)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To enable partner authorities to achieve the statutory recycling and composting targets for local</li> <li>▪ To build on the partner authorities' already considerable contribution to reducing the national reliance.</li> <li>▪ On landfill and meeting the national requirements of the EC Landfill Directive.</li> <li>▪ To identify sources of funding available to implement the strategy and achieve the targets at minimal additional cost to the partner authorities</li> <li>▪ To manage wastes so as to minimise adverse local and global environmental effects</li> <li>▪ To make waste management facilities as widely accessible to the population as possible, particularly those without cars.</li> <li>▪ To minimise waste through awareness raising and the sensible application of refuse collection and recycling procedures.</li> </ul>	<p>Policy driver for Environment Theme</p>	<p>Policies Should</p> <ul style="list-style-type: none"> <li>▪ Be developed in conjunction with the other Tees Valley Authorities.</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>Tees Valley Tourism Strategy (2003)</b>		
<ul style="list-style-type: none"> <li>▪ Increase Tourism and Visitor Economic Activity/Expenditure.</li> <li>▪ Maximise employment opportunities within the tourism cluster.</li> <li>▪ Protect and enhance the quality of existing and new jobs.</li> <li>▪ Dispersal of economic and social benefits across the area.</li> <li>▪ Increase volume of visitors to the Tees Valley.</li> <li>▪ Increase visitor expenditure levels and patterns.</li> <li>▪ Improve quality across the range of visitor experiences.</li> <li>▪ Encourage visitors to stay longer in the Area.</li> <li>▪ Extend visitor season and patterns of visitation.</li> <li>▪ Foster a responsive and supportive culture to quality tourism operations and development.</li> <li>▪ Ensure clear and effective internal and external marketing/promotion and communications.</li> <li>▪ Improve the quality and appropriateness of market information.</li> <li>▪ Encourage the dispersal of tourism demand and subsequent economic benefit throughout the area.</li> <li>▪ Recognise &amp; be sensitive to the strategic aims, policies &amp; aspirations of others.</li> <li>▪ Nurture understanding of the importance and reputation of tourism as a key economic sector.</li> <li>▪ Be dynamic, pragmatic and flexible to changes in the market.</li> </ul>	<p>Policy driver for Jobs &amp; the Economy and Culture &amp; Leisure Themes</p>	<p>Policies Should</p> <ul style="list-style-type: none"> <li>▪ Maximize opportunities for the development of the tourism sector.</li> </ul>
<b>Coastal Arc Strategy</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ attracting more visitors and tourists to the sub-region</li> <li>▪ To recognise the inherently different characteristics of the two areas, and the initiatives included offer business and marketing opportunities which link to those characteristics</li> <li>▪ To jointly promote these experiences, the visitor/tourism offer will be richer, enhancing the prospect of attracting visitors from outside of the region.</li> </ul>	<p>Policy driver for Jobs &amp; the Economy and Culture &amp; Leisure Themes</p>	<p>Policies Should</p> <ul style="list-style-type: none"> <li>▪ Support the renaissance of Seaton Carew, consolidating previous regeneration investment.</li> <li>▪ Support the tourism revival of the Headland linking with the Victoria Harbour.</li> <li>▪ Support the further development of the visitor offer at the Marina and Town Centre.</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<b>Learning and Skills Council Tees Valley Strategic Plan (2006-2007)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Ensure that all 14-19 year olds have access to high quality, relevant learning opportunities.</li> <li>▪ Make learning truly demand-led so that it better meets the needs of employers, young people and adults.</li> <li>▪ Transform the learning and skills sector through Agenda for Change.</li> <li>▪ Strengthen the role of the LSC in economic development so that we provide the skills needed to help individuals into jobs.</li> <li>▪ Improve the skills of workers who are delivering public services.</li> <li>▪ Strengthen the capacity of the LSC to lead change nationally, regionally and locally.</li> </ul>	<p>Policy driver for Lifelong Learning and Jobs &amp; the Economy themes</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Support the principles within this document.</li> </ul>
<b>Cleveland Police Policing Plan</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Reduce overall crime.</li> <li>▪ Identify and carry out initiatives to reduce violent crime.</li> <li>▪ Target people supplying drugs and reduce levels of drug dependency.</li> <li>▪ Reduce the volume of crime.</li> <li>▪ Tackle anti-social behaviour and alcohol related disorder.</li> <li>▪ Provide a citizen focused service and inspire public confidence.</li> <li>▪ Narrow the justice gap.</li> <li>▪ Improve detention rates.</li> <li>▪ Combat serious and organized crime.</li> </ul>	<p>Contributor to delivery of Community Safety Theme</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Enhance the requirements for secure by design principles.</li> <li>▪ Involve the community in policy development to help support the regeneration of the areas.</li> </ul>
<b>Tees Valley Green Infrastructure Strategy</b>		
<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>▪ Provide a strategic context for the sustainable planning and management of existing and proposed green space within the Tees Valley</li> <li>▪ Support and reinforce initiatives and strategies designed to raise the economic performance of the Tees Valley, promote economic and social inclusion, create sustainable communities, and improve the environment</li> <li>▪ Provide a framework of green corridors and spaces that will help to improve access to open space for local communities and contribute to tackling issues</li> </ul>	<p>Contributor to the Environment and the Economy themes.</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Enhance the aims of the green infrastructure strategy.</li> <li>▪ Promote green infrastructure by allowing some developer contributions to be directed</li> </ul>

Objectives and Targets Identified in the Document	Implications for the Community Strategy	Implications for the Core Strategy
<p>such as poor health and quality of life</p> <ul style="list-style-type: none"> <li>▪ Provide an enhanced environmental context for new development and regeneration schemes</li> <li>▪ Improve access to resources through major funding regimes and improve the case for green infrastructure to be funded as a primary public investment on a similar basis to other services and infrastructure</li> </ul>		<p>towards their production and maintenance.</p>
<b>Tees Valley Housing Market Assessment</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To identify housing markets across the Tees Valley, their drivers, how they interrelate, future opportunities and threats.</li> <li>▪ Identify the scale, location and reasons for low demand.</li> <li>▪ To identify what can be done and what happens if left unchecked.</li> <li>▪ To identify all household aspirations across all socio-economic groups and the extent to which these are being met within the Tees Valley.</li> </ul> <p><b>Targets:</b> <i>No specific targets.</i></p>	<p>Policy driver for Housing theme</p>	<p>Policies should</p> <ul style="list-style-type: none"> <li>▪ Identify the scale, location and reasons for low demand in Hartlepool.</li> <li>▪ Identify the aspirations of Hartlepool residents through the development of a Hartlepool Local Housing Assessment.</li> <li>▪ Indicate the affordable housing requirement within Hartlepool and set policies to target this need.</li> </ul>
<b>Tees Valley Economic Strategy (2000)</b>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To build a knowledge based economy.</li> <li>▪ To raise education and skills levels.</li> <li>▪ To realise opportunities in the sub-regional economy.</li> <li>▪ To combat social inclusion.</li> <li>▪ To regenerate the urban fabric.</li> </ul>	<p>Policy driver for Jobs &amp; the Economy and Lifelong Learning themes</p>	<p>Policies Should</p> <ul style="list-style-type: none"> <li>▪ Support the spatial planning element of these objectives.</li> <li>▪ Provide suitable employment land and access to education.</li> </ul>

The objectives within these Local Plans and Programmes were used to inform the development of the SA objectives. Cognisance was also taken of neighbouring authorities emerging LDFs. The policies within the Core Strategy and other documents in the Local Development Framework should be compatible with those objectives dealing with the use and development of land.

Plans & Programmes	Objectives or requirement of plan/programme
<b>LOCAL PLANS AND PROGRAMMES - GENERIC</b>	
<b>Hartlepool Community Strategy 2002 (To be reviewed 2007/2008)</b>	<p>The Community Strategy sets out a long term vision for the town and the aims and objectives which are to be achieved. The strategy also promotes local people's involvement in the planning of services and improving the area where they live. It draws on information in existing plans, results of previous consultations and identifies needs in Hartlepool. It takes into account local priorities, government policy, national targets and regional plans. There are seven priority aims:</p> <ul style="list-style-type: none"> <li>▪ Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people.</li> <li>▪ Help all individuals, groups and organisations realise their full potential, ensure the highest quality opportunities in education, lifelong learning and training and raise the standards of attainment.</li> <li>▪ Ensure access to the highest quality health, social care and support services, and improve the health, life expectancy and well-being of the community.</li> <li>▪ Make Hartlepool a safer place by reducing crime, disorder and fear of crime.</li> <li>▪ Secure a more attractive and sustainable environment that is safe, clean and tidy, a good infrastructure, and access to good quality and affordable housing.</li> <li>▪ Ensure a wide range of good quality, affordable and accessible leisure and cultural opportunities.</li> <li>▪ Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.</li> </ul>
<b>Neighbourhood Renewal Strategy 2002 (To be reviewed 2006/2007)</b>	<ul style="list-style-type: none"> <li>▪ Develop a more enterprising and diverse local economy that will attract investment and create employment opportunities for local people.</li> <li>▪ Ensure the highest quality opportunities in education, lifelong learning and training and raise standards of attainment.</li> <li>▪ Improve the availability of health support and advice and improve health, life expectancy and well being of the community.</li> <li>▪ Make Hartlepool a safer place by reducing crime, disorder and fear of crime.</li> <li>▪ Secure a more attractive and sustainable environment with access to good quality and affordable housing.</li> <li>▪ Increase access to affordable leisure and cultural opportunities.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
<b>Neighbourhood Action Plans</b>	<ul style="list-style-type: none"> <li>▪ Targets the priority areas which are 9 wards that are within the most deprived 10% of wards nationally (as defined by the national Index of Multiple Deprivation 2000)</li> <li>▪ Aims for more efficient and effective use of mainstream funding.</li> <li>▪ They aim to encourage local people and organizations to work together.</li> <li>▪ Improve the way services are provided.</li> <li>▪ They are influential in future allocation of resources.</li> <li>▪ They provide a framework for opportunities as and when they arise.</li> <li>▪ Cover Dyke House/Stranton/Grange, Burbank, Rift House and Burn Valley, Owton, Rossmere. North Hartlepool and New Deal for Communities areas.</li> </ul>
<b>LOCAL PLANS AND PROGRAMMES - PLANNING</b>	
<b>Hartlepool Local Plan including mineral and waste Policies (2006)</b>	<p>Regeneration Objectives:</p> <ul style="list-style-type: none"> <li>▪ To encourage the provision of more and higher quality job opportunities.</li> <li>▪ To ensure that sites are available for the full range of industrial and commercial activities so as to enable the diversification of employment opportunities.</li> <li>▪ To encourage the development of additional office, small business and light industrial uses.</li> <li>▪ To promote the growth of tourism.</li> <li>▪ To ensure there is adequate infrastructure to serve new and existing development and to improve the viability of older housing, commercial and industrial areas.</li> <li>▪ To promote development on previously used sites where appropriate and to promote mixed developments where appropriate.</li> <li>▪ To encourage the provision of high quality housing.</li> </ul> <p>Community Needs Objectives:</p> <ul style="list-style-type: none"> <li>▪ To ensure that there is available throughout the plan period an adequate supply of suitable housing land which is capable of offering a range of house types to meet all needs.</li> <li>▪ To ensure that Hartlepool Town Centre continues to fulfil it's role as a vibrant and viable amenity providing a wide range of attractions and services with convenient access for the whole community.</li> <li>▪ To encourage in accessible locations the provision of sport, recreational, leisure and cultural developments to cater for the whole community.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
	<p>Environmental Objectives:</p> <ul style="list-style-type: none"> <li>▪ To ensure that developments do not have an adverse impact on the quality of life of the population of Hartlepool.</li> <li>▪ To retain the compact form of the main urban area by preventing urban development expanding into the countryside.</li> <li>▪ To preserve and enhance the quality, character and setting of Conservation areas, Listed Buildings and areas of archaeological and historic interest.</li> <li>▪ To encourage a high standard of design, and the provision of high quality environment in developments.</li> <li>▪ To seek to create a green network within the main urban area to direct the future protection, management and improvement of open space for people and wildlife.</li> <li>▪ To protect and enhance the countryside and coastal areas, and to make them more accessible.</li> <li>▪ To protect and enhance the biodiversity of the natural environment and to ensure a careful use of natural resources.</li> <li>▪ To ensure that industrial and other potentially polluting or hazardous activities do not have a significant detrimental effect on the adjacent population or workforce and do not have a damaging effect on the environment.</li> </ul> <p>Transport Objectives:</p> <ul style="list-style-type: none"> <li>▪ To ensure the provision of a safe, efficient and economic transport network.</li> <li>▪ To promote developments in locations which support existing transport infrastructure, which minimize the need for travel.</li> <li>▪ To increase the attraction of, and to promote, viable alternatives to the private car and road freight transport.</li> </ul>
<b>Local Development Scheme</b>	<ul style="list-style-type: none"> <li>▪ A public statement setting out the programme for the preparation of local development documents. Initially it will also identify the programme for the completion of the local plan and also which policies of the local and structure plan are to be saved or replaced.</li> <li>▪ The Local Development Scheme sets out a rolling programme for the preparation of documents relating to the forward planning in Hartlepool. It is specifically concerned with documents being prepared over the next three years or so, but also highlights those, which are likely to be prepared in the future.</li> <li>▪ The scheme acts as the starting point for the community, key stakeholders and others with an interest in the development process, to find out about the status of existing and emerging planning policies.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
<b>LOCAL PLANS AND PROGRAMMES - HOUSING</b>	
<b>Hartlepool Housing Regeneration Strategy (May 2005)</b>	<ul style="list-style-type: none"> <li>▪ Aims to ensure a holistic approach to regeneration is taken, ensuring that Hartlepool's global housing need, supply and demand issues are addressed.</li> <li>▪ Ensure spending is focused on balancing supply and demand, stock reduction where necessary and sustainable investment in housing with a long-term future.</li> <li>▪ Aims for the current housing stock to meet the aspirations of local residents.</li> <li>▪ Ensure investment in sustainable locations and to improve the offer of the remaining stock and its environment.</li> <li>▪ Ensure that regeneration activities continue to be focused on a series of smaller masterplans/ Neighbourhood initiatives rather than at the strategic level.</li> <li>▪ Build upon initial successes to secure further funding and investment from a range of sources.</li> </ul>
<b>Hartlepool Housing Aspirations Study (Dec 2002)</b>	<p>Findings of the Housing Market Dynamics Study were updated and taken forward by NLP's Housing Aspirations Study (2002), which looked at the overall housing situation with particular attention being paid to supply and demand issues. From the Housing Aspirations study the following key trends have been identified:</p> <ul style="list-style-type: none"> <li>• Recent growth of the Hartlepool housing market</li> <li>• High levels of private house building</li> <li>• Significant housing land supply for future development</li> <li>• A change in residents future aspirations away from the social rented sector</li> <li>• A fall in demand for social housing in recent years, and an over-supply of stock, despite significant efforts at delivering lettings.</li> <li>• An overall growth in the private rented sector – but which is not expected to continue and, indeed, there may even be a decline as a result of, the introduction of licensing.</li> <li>• An increase in the number of owner occupied properties.</li> <li>• A continued decline in the popularity of much older terraced housing stock, particularly back of pavement houses, leading to a fall in prices and abandonment in many streets.</li> </ul>
<b>NDC Community Housing Plan (2003)</b>	<ul style="list-style-type: none"> <li>▪ Developed to take forward proposals for the clearance and redevelopment of areas of terraced housing located within the West Central Hartlepool NDC area.</li> <li>▪ The objectives of the guidance are to identify the footprints of sites to be cleared and redeveloped.</li> <li>▪ To provide developers with clear guidance in relation to expectations of the development control process and to ensure a consistent approach to design in the redevelopment of each of the areas.</li> <li>▪ To provide Planning Policy framework for the sites by drawing together relevant policies and interpreting them.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
	<ul style="list-style-type: none"> <li>▪ To support Compulsory Purchase orders necessary to implement the scheme.</li> <li>▪ To provide a framework for the consideration of planning applications.</li> <li>▪ To meet national objectives in terms of quality of design as set out by the Urban Task Force, CABE and English Heritage.</li> <li>▪ To provide high standards of layout and design compatible with traditional urban design aesthetic but matching modern standards of accommodation safety and convenience.</li> </ul>
<b>Hartlepool Borough Council and Hartlepool New Deal for Communities (SPG) March 2005</b>	<ul style="list-style-type: none"> <li>▪ Improved housing and street environment.</li> <li>▪ Developing and promoting improved standards and facilities across the themes of health, education, employment, crime, community safety and community inclusion.</li> <li>▪ Aims for a committed and community led and housing plan in the area.</li> <li>▪ To stabilize the value of properties and the turnover of properties in the area.</li> <li>▪ Increased satisfaction with the area.</li> <li>▪ Increased accessibility to, and the quality of, public open space and facilities.</li> <li>▪ Improves the quality of the available housing stock.</li> <li>▪ Reduce the number of problems in the private rented sector.</li> </ul>
<b>North Central Hartlepool Masterplan (August 2004)</b>	<p>The challenge for North Central Hartlepool is to halt and reverse the spiral of decline in the context of the need to tackle housing market failure across the town as a whole, and can be summarised as follows:</p> <ul style="list-style-type: none"> <li>• Tackling housing disrepair and empty properties</li> <li>• Stabilising property values and attracting more owner occupiers</li> <li>• Broadening the range of property types available to homeowners and tenants</li> <li>• Improving the local environment</li> <li>• Reducing crime and fear of crime</li> <li>• Reducing peoples dissatisfaction with the neighbourhood</li> <li>• Building on the strengths of the NCH community to create a sustainable neighbourhood</li> </ul> <p>The objective for NCH is one of holistic regeneration to address a failing housing market and to ensure that the local environment and housing meet the aspirations of residents. The vision statement for the NCH neighbourhood is:</p> <ul style="list-style-type: none"> <li>• A sustainable neighbourhood with a broad choice of housing types to meet the needs and aspirations of existing and future residents</li> <li>• Homes that are up to modern standards, well looked after and not subject to long-term vacancy.</li> <li>• Good urban design principles</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
	<ul style="list-style-type: none"> <li>• Streets and back lanes that are clean and well looked after and are designed to encourage a crime free environment</li> <li>• Well used, attractive and well maintained areas of public open space</li> <li>• Safe and well maintained pedestrian routes in and around the neighbourhood</li> </ul>
<b>LOCAL PLANS AND PROGRAMMES – JOBS &amp; THE ECONOMY</b>	
<b>Hartlepool Economic Strategy</b>	<ul style="list-style-type: none"> <li>▪ Increase business start-ups, by 2010 increase the number of business start-ups, measured by VAT registrations by 50% the baseline is 120.</li> <li>▪ Increase Employment Rates, by 2012 reduce the gap between the Hartlepool and Great Britain rates to 3% age points. The baseline is 5.5% age points.</li> <li>▪ Reduce Unemployment Rates; by 2012 reduce the gap between the Hartlepool and Great Britain unemployment rate 10 2% age points by 2012. The baseline is 3.8%age points.</li> <li>▪ Reduce Youth Unemployment; by 2012 reduce the rate of youth unemployment as proportion of all unemployment to 29%. The baseline is 30.7%.</li> <li>▪ Reduce long-term Unemployment; by 2012 reduce the rate of long-term unemployment as a proportion of all unemployment to 25%. The baseline is 33.8%.</li> <li>▪ Build a competitive and sustainable economy</li> <li>▪ Build a liveable and sustainable environment.</li> <li>▪ To work with partnerships, networks and forums for the benefit of Hartlepool.</li> </ul>
<b>Hartlepool Town Centre Strategy</b>	<p>Context</p> <ul style="list-style-type: none"> <li>▪ To identify a role for the town centre within the sub-regional planning policy.</li> <li>▪ To examine the linkage of the town centre with key other parts of Hartlepool, notably the Marina development.</li> <li>▪ To address existing weaknesses and opportunities within the town centre.</li> </ul> <p>Needs of Town Centre Stakeholders</p> <ul style="list-style-type: none"> <li>▪ To identify the needs of the community in relation to expected town centre services and facilities through consultations;</li> <li>▪ To consider the needs of residents living on the periphery of the centre and existing/potential conflicts between town centre users and their residential amenity;</li> <li>▪ To identify the needs of developers, landowners, investors and occupiers in the town centre through consultations</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
	<p>with key stakeholders.</p> <p>Guide Development</p> <ul style="list-style-type: none"> <li>▪ To guide prospective developers on how the town centre should be developed;</li> <li>▪ To identify suitable land for development;</li> <li>▪ To identify sub-zones within and around the town centre with implementation plans advising on private sector investment and/or public sector funding and intervention;</li> <li>▪ For identified key vacant buildings and development sites to provide guidance on how they can be brought forward for redevelopment and/or regeneration.</li> </ul> <p>Commercial Market</p> <ul style="list-style-type: none"> <li>▪ To identify service sector markets that can be realistically attracted to sites in and around the town centre;</li> <li>▪ To provide quality, sustainable developments;</li> <li>▪ To connect existing elements of the town to avoid duplication and unnecessary competition;</li> <li>▪ To encourage key stakeholders to 'partner' developers to share both risk and profit;</li> <li>▪ To bring new ideas to the town such as the modern urban living culture, thus providing something different from existing opportunities.</li> </ul> <p>Urban Design</p> <ul style="list-style-type: none"> <li>▪ To provide an urban design appraisal of the built environment and consider the use and role of key buildings in the town centre;</li> <li>▪ To consider the public realm and enhancement of public spaces in and around the town centre;</li> <li>▪ To provide specific guidance on the enhancement of conservation areas and the relationship of them to adjacent development proposals;</li> <li>▪ To provide design guidelines for future development in and around the town centre and for specific sites;</li> <li>▪ To consider secure by design and community safety issues.</li> </ul> <p>Linkages and Transport</p> <ul style="list-style-type: none"> <li>▪ To consider linkages between the retail core and nearby commercial/tourism/cultural areas;</li> <li>▪ To provide guidance on transport issues in and around the centre including a coherent car parking policy.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
	<p>Other Outputs and Outcomes</p> <ul style="list-style-type: none"> <li>▪ To expand the Hartlepool Retail Study into a development framework illustrated by a master plan that provides a more holistic and co-ordinated approach to the town centre;</li> <li>▪ To inform the planning and development framework;</li> <li>▪ To identify the 'market' development opportunities.</li> </ul> <p>Implementation</p> <ul style="list-style-type: none"> <li>▪ To encourage partnership between the public and private sector in order to optimise potential and realise development opportunities in and around the town centre.</li> </ul> <p>Promotion</p> <ul style="list-style-type: none"> <li>▪ To provide a focus for marketing, promotion and themed events;</li> <li>▪ To promote the town centre as the main shopping, commercial, social and cultural centre for residents and visitors to the town;</li> <li>▪ To advise on local/appropriate employment generation and retention of expenditure in the local economy;</li> <li>▪ To advise on town centre management drawing upon best practice and detailing funding mechanisms; and</li> <li>▪ To advise on the development of the evening economy.</li> </ul>
<b>LOCAL PLANS AND PROGRAMMES - TOURISM</b>	
<p><b>Hartlepool Tourism Strategy (March 2004)</b></p>	<p>Vision: A sustainable tourism sector that contributes to the social and economic well-being of the Borough and its regional neighbours, achieving success by its own unique identity and confirming its position within the regional tourism economy.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ Build on existing strengths to increase and optimize tourism and visitor economic activity/ expenditure.</li> <li>▪ Maximise employment opportunities within the tourism cluster.</li> <li>▪ Protect and enhance the quality of existing and new jobs.</li> <li>▪ Optimise the social benefits to be derived from a healthy tourism sector.</li> <li>▪ Increase volume of visitors in Hartlepool.</li> <li>▪ Increase visitor expenditure levels and patterns.</li> <li>▪ Improve quality across the range of visitor experiences.</li> <li>▪ Encourage visitors to stay longer in the area.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
	<ul style="list-style-type: none"> <li>▪ Extend visitor season and patterns of visitation.</li> <li>▪ Continue to foster a responsive and supportive culture to quality tourism operations and development.</li> <li>▪ Ensure clear and effective internal and external marketing/promotions and communications.</li> <li>▪ Improve the quality and appropriateness of market information.</li> <li>▪ Increase the development of critical mass and a key tourism focus for the Borough.</li> <li>▪ Ensure visitor facilities throughout the Borough are crucially linked to the key tourism focus.</li> <li>▪ Recognise and be sensitive to the strategic aims, policies and aspirations of others.</li> <li>▪ Nurture understanding of the importance and reputation of tourism as a key economic sector.</li> <li>▪ Ensure the strategic tourism framework remains dynamic, pragmatic and flexible to changes in the market.</li> </ul>
<p><b>Seaton Carew Tourism Strategy (2003-2008)</b></p>	<p>The aim of the strategy is to both maintain and improve the appeal of Seaton Carew to its visitors, investors and consequently the local community through improving the quality and diversity of built and natural attractions. The strategy identifies eight themes that reflect key determining factors in the revitalization of Seaton Carew. Within these themes realistic priorities have been set which will maximise the significant role that Seaton Carew plays in the realization of Hartlepool's tourism potential. Each priority will cumulatively contribute towards enhancing the maritime inspired visitor offer in Hartlepool and the unfolding of a high quality and sustainable critical mass of tourism attractions across the Tees Valley.</p> <ul style="list-style-type: none"> <li>▪ Raise standards of beach and sea cleanliness and improve coastal management.</li> <li>▪ Improve accessibility within and into Seaton Carew.</li> <li>▪ Maintain, develop and enhance the built environment and encourage the diversification of attractions.</li> <li>▪ Sustain and enhance the natural environment and increase public awareness and understanding of its importance.</li> <li>▪ Raise the profile and improve the image of Seaton Carew.</li> <li>▪ Develop events and activities that compliment and utilize existing infrastructure.</li> <li>▪ Attract and encourage the development of a strong and diverse business network.</li> <li>▪ Strengthen the accommodation network.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme		
<b>LOCAL PLANS AND PROGRAMMES – ENVIRONMENT</b>			
<b>Longhill and Sandgate Industrial Estate Landscape Masterplan</b>	<ul style="list-style-type: none"> <li>▪ Improve the image of the estates.</li> <li>▪ Introduce a colour-zoning scheme to define the three different zones within the estates.</li> <li>▪ Create a gateway feature and generally tidy the estate.</li> <li>▪ Improve views into the estates.</li> <li>▪ Encourage maintenance of the area.</li> <li>▪ Resurfacing of old footpaths and improve the public right of way.</li> <li>▪ Improve the entrances to business premises and prevent on street parking in particular areas.</li> <li>▪ Improve frontage to premises and entrances to businesses.</li> <li>▪ Improve the lighting throughout the sites.</li> <li>▪ Provide attractive well-signed entrances and appropriate signage throughout the estates.</li> <li>▪ Improve the security on the premises.</li> <li>▪ Increase the number of trees within the estates and removal of some shrub planting to enhance security.</li> </ul>		
<b>Review and Assessment of Air Quality 2003 (update and screening report)</b>	<p><b>Pollutant</b></p> <p>Nitrogen Dioxide</p> <p>Particulate PM10 (gravimetric)</p> <p>Sulphur Dioxide</p> <p>Carbon Monoxide</p> <p>Benzene</p>	<p><b>Objective</b></p> <p>1. 40 µg/m<sup>3</sup> as an annual mean, with no exceedances</p> <p>2. 200 µg/m<sup>3</sup> as a 1 hour mean, with up to 18 exceedances</p> <p>1. 40 µg/m<sup>3</sup> (g) as an annual mean, with no exceedances</p> <p>2. 50 µg/m<sup>3</sup> (g) as a 24 hour mean, with up to 35 exceedances</p> <p>two further particulate PM10 objectives are proposed (but not yet regulated) for 2010 :</p> <p>3. 20 µg/m<sup>3</sup> (g) as an annual mean, with no exceedances</p> <p>4. 50 µg/m<sup>3</sup> (g) as a 24 hour mean, with up to 7 exceedances</p> <p>1. 125 µg/m<sup>3</sup> as a 24 hour mean, with up to three exceedances</p> <p>2. 350 µg/m<sup>3</sup> as a 1 hour mean, with up to 24 exceedances</p> <p>3. 266 µg/m<sup>3</sup> as a 15 minute mean, with up to 35 exceedances</p> <p>1. 10.0 mg/m<sup>3</sup> as an 8 hour running mean, with no exceedances</p> <p>1. 16.25 µg/m<sup>3</sup> as a running annual mean, with no exceedances</p>	<p><b>Due Date</b></p> <p>31.12.2005</p> <p>31.12.2005</p> <p>31.12.2004</p> <p>31.12.2004</p> <p>31.12.2010</p> <p>31.12.2010</p> <p>31.12.2004</p> <p>31.12.2004</p> <p>31.12.2005</p> <p>31.12.2003</p> <p>31.12.2003</p>

Plans & Programmes	Objectives or requirement of plan/programme		
	1,3-Butadiene  Lead	2. 5.00 µg/m <sup>3</sup> as an annual mean, with no exceedances  1. 2.25 µg/m <sup>3</sup> as a running annual mean, with no exceedances  1. 0.5 µg/m <sup>3</sup> as an annual mean, with no exceedances 2. 0.25 µg/m <sup>3</sup> as an annual mean, with no exceedances	31.12.2010  31.12.2003  31.12.2004 31.12.2008
<b>Contaminated Land Strategy</b>	<p>The aims of the strategy are:</p> <ul style="list-style-type: none"> <li>▪ To ensure that contaminated land is identified and to assess the risk of harm being caused by the land in a rational, ordered and efficient manner.</li> <li>▪ To ensure that the areas which present the greatest risk are identified and investigated first.</li> <li>▪ To ensure that, where significant development is to take place, potentially contaminated land is identified, in order that any works necessary can be included in development proposals.</li> <li>▪ To give priority to areas of land which are most likely to cause significant harm to human health, harm to potable water supplies and harm to animals and wild stock and harm to the environment.</li> </ul> <p>Objectives and milestones:</p> <ul style="list-style-type: none"> <li>▪ To collate existing information and identify areas currently known or believed to be potentially contaminated land, identify potential pollutants and receptors, and to make an initial assessment of the potential for those areas to cause harm or water pollution (June2001)</li> <li>▪ To identify areas having pathways to the most sensitive human receptors and controlled waters; to identify previous potentially contaminative uses and information concerning any previous remediation in these areas; and to make an initial assessment of the potential for those areas to cause harm or water pollution.</li> </ul>		

Plans & Programmes	Objectives or requirement of plan/programme
<b>LOCAL PLANS AND PROGRAMMES – CULTURE &amp; LEISURE</b>	
<b>Hartlepool's Cultural Strategy (April 2003)</b>	<ul style="list-style-type: none"> <li>▪ To create a strong cultural identity for Hartlepool within the region and to develop and promote an effective image for Hartlepool.</li> <li>▪ Preserve and develop Hartlepool's built and natural assets and use them to promote local culture and heritage.</li> <li>▪ Improve the promotion of our existing facilities and activities.</li> <li>▪ Ensure that cultural provision is a key factor in community development and capacity building initiatives.</li> <li>▪ Increase opportunities for celebrating Hartlepool and its cultural heritage.</li> <li>▪ Encourage the provision of key cultural facilities and identify opportunities to develop relevant visitor attractions.</li> <li>▪ Develop existing cultural facilities to improve their impact at regional and community levels.</li> <li>▪ Enhance the contribution that the cultural dimension and initiatives make to urban regeneration and the built environment.</li> <li>▪ Encourage the establishment and growth of cultural sector businesses and the development of the town's evening economy.</li> <li>▪ Remove barriers and open doors to cultural opportunities for all.</li> <li>▪ Celebrate diversity, promote equality of opportunity for all in cultural provision.</li> <li>▪ Value and encourage the voluntary and community sector in the delivery of cultural pursuits.</li> <li>▪ Ensure residents have good access to information and cultural facilities, within their neighbourhood.</li> <li>▪ Develop the capacity of schools to use culture as a vehicle to raise achievement and support engagement.</li> <li>▪ Encourage people to discover new ways of learning and realizing their full potential.</li> <li>▪ Ensure the leisure and culture theme partnership is led cohesively and championed comprehensively.</li> </ul>
<b>Indoor Leisure Facilities Strategy and Investment Plan</b>	<ul style="list-style-type: none"> <li>▪ The strategy looked at the provision of sport, recreation and leisure facilities in Hartlepool.</li> <li>▪ Aimed to further develop inter-departmental relationships between teams which have an impact on the development or management of facilities and activities.</li> <li>▪ Develop inter-agency links to contribute to a common vision.</li> <li>▪ The strategy should link to the findings of the PPG17 and be developed through the developer contributions DPD.</li> <li>▪ Monitor the condition of the town's swimming pools and other leisure facilities.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
<b>Hartlepool Playing Pitch Strategy</b>	<p>Strategic Objectives:</p> <ul style="list-style-type: none"> <li>▪ Provide usable, accessible and sustainable pitches and ancillary facilities within the Borough.</li> <li>▪ Seek to ensure that this provision is of an appropriate distribution, quantity and quality.</li> <li>▪ This should support the implementation of related policies and strategies.</li> <li>▪ Meet identified shortfall as outlined in the Assessment Report through improvements to the current pitch stock and ancillaries.</li> <li>▪ The capacity of the current pitch stock to accommodate future shortfall/latent demand will be monitored on an ongoing and regular basis.</li> <li>▪ Take into account the needs and aspirations of NGBs, leagues, clubs, the wider community and Hartlepool Borough Council.</li> <li>▪ Encourage, support and develop partnerships with local schools, which do not have formal community use arrangements to develop structured use of existing pitches.</li> <li>▪ Empower the community in the management and development of facilities.</li> </ul> <p>Management Objectives:</p> <ul style="list-style-type: none"> <li>▪ Identify areas of open space that have the potential to contribute to outdoor sports provision. Including education playing fields, parks and recreation grounds.</li> <li>▪ Within a phased programme, improve the quality, security and defensibility of outdoor sports facilities including their ancillary amenities such as changing accommodation and car parking.</li> <li>▪ Ensure the appropriate distribution of outdoor sports facilities commensurate with need.</li> <li>▪ Use development opportunities and consult with the sporting community to identify facility need and increase and/or improve the existing.</li> <li>▪ Increase the participation in outdoor sports through sports development initiatives and work with local clubs to produce sports development plans.</li> <li>▪ Strive to ensure that where sites may be lost through development or closure of access that facilities of the same or improved standard are provided to meet the continued need of residents.</li> </ul>
<b>Sports and Recreation Strategy 2000</b>	<p>Social Inclusion:</p> <ul style="list-style-type: none"> <li>▪ To identify and seek to remove barriers to participation in sports and recreation.</li> <li>▪ To improve awareness of sporting and recreational opportunities to all communities in the Borough.</li> <li>▪ To move towards long term, sustainable sports development initiatives in Hartlepool, particularly in deprived communities.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
	<p>Public Health:</p> <ul style="list-style-type: none"> <li>▪ To improve awareness of the health benefits of regular physical exercise.</li> <li>▪ To widen community knowledge of and access to sporting and recreational opportunities.</li> <li>▪ To improve and extend a partnership approach to the delivery of health initiatives.</li> </ul> <p>Environmental:</p> <ul style="list-style-type: none"> <li>▪ To recognise, protect and improve the existing framework of sporting and recreational facilities.</li> <li>▪ To devote an adequate level of resources to maintaining and improving these facilities.</li> <li>▪ To reduce the energy consumption currently expended in the council's swimming pools and sports halls.</li> </ul> <p>Economic Regeneration:</p> <ul style="list-style-type: none"> <li>▪ To promote the value of sport and its contribution towards economic regeneration.</li> <li>▪ To attract investment into sport and recreational facilities in Hartlepool and encourage local employment in the provision of services.</li> <li>▪ To strengthen and develop partnership working.</li> </ul> <p>Young People:</p> <ul style="list-style-type: none"> <li>▪ To increase the profile of sport and recreation amongst young people.</li> <li>▪ To provide a framework for greater self-involvement of young people in the decision making process.</li> <li>▪ To strengthen pathways and opportunities for young people to participate in sports and recreation.</li> </ul>
<p><b>Multi-Use Games Area Strategy (2006)</b></p>	<ul style="list-style-type: none"> <li>▪ An assessment of existing facilities addressing standards of provision, ownership and management and use.</li> <li>▪ To assess standards of provision required, a hierarchy of provision and priorities to meet needs, demands and shortfalls and an identification of strategic locations.</li> <li>▪ The establishment of sound management structures and Programmes of use linking to the Councils Sports Development Programme.</li> <li>▪ Linkage to the Council's Neighbourhood Renewal Strategy and Community Strategy.</li> <li>▪ To provide guidelines on opportunities to create new facilities, improve existing ones and close others to provide a sustainable network of neighbourhood facilities, providing a wide range of activities and opportunities.</li> <li>▪ Assesses provision in the North, Central and South areas of the Borough.</li> <li>▪ The aim is to provide neighbourhood facilities, which can be used for both formal and informal/casual sports and active recreation. The facilities must be good quality, accessible to all sections of the community and act as a satellite/support facilities to other sport and leisure facilities, but also provide adequate quality recreation facilities in their own right.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
<b>LOCAL PLANS AND PROGRAMMES – TRANSPORT</b>	
<b>Hartlepool Local Transport Plan (2001-2006 under review)</b>	<p>Aims to bring services together and to improve the way they provide, so that they better reflect the needs of the community. Promoting social, economic and environmental well being in the town and aims to reinforce sustainability as a principle running through all plans and strategies for the town. It aims to Improve accountability, Community Involvement and Equality and social inclusion.</p> <ul style="list-style-type: none"> <li>▪ Encouraging more and safer cycling by providing routes, facilities and training.</li> <li>▪ Improving passenger transport by making it more accessible, convenient, safe, reliable, attractive and easy to understand and use.</li> <li>▪ Raising awareness of the issues and consequences of car travel and encouraging people to use more sustainable forms of transport where appropriate.</li> <li>▪ Smarter Travel, Hartlepool Borough Council's Travel Plan aims to promote alternatives to the private car, for journeys to and from work, through the increased use of sustainable travel.</li> <li>▪ A School Travel Plan (STP) is a practical initiative used by schools to manage their own transport issues. To promote the use of alternative travel options for journeys to school. To raise awareness about travel issues such as air pollution and road safety</li> <li>▪ a process of raising awareness about the way people travel, the effect this has on the environment , the different transport options that are available, encouraging more sustainable ways of travelling.</li> <li>▪ promoting a greener, cleaner travel option also at reducing reliance on the car. Travel plans can increase travel choices by encouraging the use of public transport, walking, cycling, and low-emission vehicles for commuting to and from work as well as other business needs. It can also bring a number of other benefits to your organisation as an employer and to staff.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
<b>LOCAL PLANS AND PROGRAMMES – CHILDREN &amp; YOUNG PEOPLE</b>	
<b>Learning Children and Young Peoples Plan 2006</b>	<p>Health:</p> <ul style="list-style-type: none"> <li>▪ Further improve the reduction in teenage conception rates.</li> <li>▪ Engage in further discussion with partner agencies regarding Child and Adolescent Mental Health Services.</li> <li>▪ Further Explore the opportunity to extend the care co-ordination process beyond the pre school years.</li> <li>▪ Increase the uptake of measles Mumps and Rubella immunization.</li> <li>▪ Put measures in place to reduce childhood obesity.</li> </ul> <p>Safety:</p> <ul style="list-style-type: none"> <li>▪ Develop partnership arrangements to address the concerns of children and young people about bullying and to develop a multi-agency training plan to meet the needs of all staff and volunteers who work with children in any setting in Hartlepool.</li> <li>▪ Develop the work of the local Safeguarding Children Board to encompass the wider remit of safeguarding while maintaining a strong emphasis on Child Protection.</li> <li>▪ Improve the way that referrals and core assessments are measured.</li> <li>▪ Explore the reasons why more initial child protection conferences occur in Hartlepool than in similar councils.</li> <li>▪ Improve the percentage of looked after children for more than 4 years who have been in the same foster placements for 2+ years.</li> <li>▪ Improve the number of looked after children adopted during the year.</li> </ul> <p>Achievement:</p> <ul style="list-style-type: none"> <li>▪ Improve the performance of children and young people across all key stages, but in particular key stage 1, key stage 3 English, Science and I.C.T and Key stage 4 English and Maths.</li> <li>▪ Improve the performance of boys across all key stages but especially Key Stage 3 where the gap is widest.</li> <li>▪ Increase the number of excluded pupils who are successfully reintegrated into mainstream settings.</li> <li>▪ Improve the educational achievement of Looked After Children and Young People.</li> <li>▪ Work more closely with partners, including the voluntary sector, in order to improve the quality and range of recreational activities for children and young people in school and other settings.</li> </ul> <p>Economic Well-being:</p> <ul style="list-style-type: none"> <li>▪ Reduce the number of young people classified as not in education, employment or training.</li> <li>▪ Improve the number of young people engaged in education, employment or training from disadvantaged groups.</li> <li>▪ Continue to improve the quality of housing to meet the Decent Homes Standard.</li> </ul>

Plans & Programmes	Objectives or requirement of plan/programme
<b>LOCAL PLANS AND PROGRAMMES – COMMUNITY SAFETY</b>	
<b>Hartlepool Crime, Disorder and Drugs Strategy 2005-2008</b>	<p>Drugs Treatment:</p> <ul style="list-style-type: none"> <li>▪ To reduce the supply of illegal drugs on our streets and to increase the number of problem drug users in treatment by 100% by 2008.</li> <li>▪ To reduce the harm that drugs cause to the community.</li> <li>▪ To prevent today's young people from becoming tomorrow's problematic drug users.</li> <li>▪ To provide more, better and fairer treatment.</li> <li>▪ Reduce supply in acquisitive crime and reassurance.</li> <li>▪ Young people in prevention of offending and the separate annual Youth Justice Plan.</li> </ul> <p>Acquisitive Crime:</p> <ul style="list-style-type: none"> <li>▪ To reduce acquisitive crime in Hartlepool, with particular focus on high crime areas.</li> <li>▪ To reduce alcohol related social nuisance, disorder and violence linked to the night-time economy in the town centre area.</li> </ul> <p>Domestic Violence and Anti-Social Behaviour:</p> <ul style="list-style-type: none"> <li>▪ To reduce the incidents of repeat victimization, improve joint working between services and promote good practice responses to domestic violence.</li> <li>▪ Reduce the level of anti-social behaviour, which causes, or is likely to cause harassment, alarm or distress to individuals or communities throughout Hartlepool.</li> </ul>
<b>LOCAL PLANS AND PROGRAMMES – HEALTH</b>	
<b>Hartlepool Public Health Strategy 2006-2010</b>	<p>The Public Health Strategy provides a five-year framework of action for the prevention of ill-health, the protection of health and the promotion of positive health and well-being (not just the absence of disease).</p> <p>Aims:</p> <ul style="list-style-type: none"> <li>• To reduce smoking prevalence in Hartlepool</li> <li>• To increase participation in Physical Activity within Hartlepool</li> <li>• To increase the number of people eating healthily across Hartlepool.</li> <li>• To reduce the prevalence of obesity.</li> <li>• To promote good mental health and well being</li> <li>• To reduce teenage conceptions and improve sexual health</li> <li>• To reduce levels of drug use and binge drinking in Hartlepool.</li> </ul>

<b>Plans &amp; Programmes</b>	<b>Objectives or requirement of plan/programme</b>
	<ul style="list-style-type: none"><li>• To reduce the death rate and the rate of serious injury from accidents</li><li>• To promote the uptake of immunisation programs</li></ul>

## Review of Local Data used to inform development of Sustainability Issues

## Appendix B

<i>Economic Indicators</i>	<i>SA Objective</i>	<i>Data Year &amp; Source</i>	<i>Comparator</i>	<i>Desired direction of movement</i>	<i>Current Trend</i>	<i>Commentary</i>
VAT registrations and de-registration	1	Hartlepool Registrations 145 (11.3%) De Registrations 115 (8.9%)	North East/UK Registrations 9.6%/9.7% North East/UK de-registrations 7.7%/8.3%	Increasing	Increasing	VAT registrations and de-registrations are the best official guide to the pattern of business start-ups and closures.
Employment Rate	1	67% April 07 NOMIS/JSU	74.1% GB Q1 2007 ONS	Increasing	Increasing	Gap between employment rate of Hartlepool and national average halved in last 3 years
Unemployment rate	1	4.5% May 2007 NOMIS/JSU	Tees Valley 3.8% GB 2.4% May 2007 NOMIS/JSU	Decreasing	Static	There has been increases of unemployment which is line with national trends. However, figures for May 07 shows a decrease of the unemployment rate by .2%
Youth Unemployment	1	33% May 2007 NOMIS/JSU	Tees Valley 34.4% GB 30.8% May 2007 NOMIS/JSU	Decreasing	Static	Youth unemployment remains a key priority. However, the Hartlepool figures compare favourably with the sub-region and the region.

<b><i>Economic Indicators cont.</i></b>	<b><i>SA Objective</i></b>	<b><i>Data Year &amp; Source</i></b>	<b><i>Comparator</i></b>	<b><i>Desired direction of movement</i></b>	<b><i>Current Trend</i></b>	<b><i>Commentary</i></b>
GVA per head	1	£3,647 million (2004), ONS	£8,635m Tees Valley (2004), £34,419m NE (2004)	Increase	Increasing	Joint GVA measured for Hartlepool & Stockton. Issue that data is only available every 3 years.
% new employment floor space developed on previously developed land	1	100% (2005/06, HBC)	Darlington 3% M'bro 100% Redcar 8% Stockton 2%	Maintain	Static	Development at committed green field site at Wynyard will influence future trends
% Brownfield employment land generally available	1	32% (2006, HBC)	Darlington 16% Redcar 69% Stockton 31%	Increase	Decreasing	Availability is decreasing as development occurs.
Number of business sites developed or improved	1	9 (2006/07) HBC	n/a	Increase	Static	This indicator remains on target

<i>Environment Indicators</i>	<i>SA Objective</i>	<i>Data Year &amp; Source</i>	<i>Comparator</i>	<i>Desired direction of movement</i>	<i>Current Trend</i>	<i>Commentary</i>
Condition of SSSI	8	<b>Hart Bog SSSI</b> condition favourable <b>Submerged Forest SSSI</b> - condition favourable <b>Tees &amp; Hartlepool Foreshore &amp; Wetlands SSSI</b> - condition favourable <b>Seaton Dunes and Common</b> - condition 86.88% favourable or recovering; 19.92% declining <b>Durham Coast SSSI</b> - condition 93.61% favourable or recovering; 6.39% unfavourable (Natural England)	The first JNCC six year review has concluded that nationally the condition of SSSIs is: 57% favourable; 16% unfavourable-recovering; 26% unfavourable recovering; 1% destroyed (% is by no of sites rather than area of habitat)	Favourable or recovering	Varied but mainly recovering	

<b>Environment Indicators cont,</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
Condition of SPAs	8	Teesmouth & Cleveland Coast SPA comprises six, SSSI sub-units. Two of these, Tees & Hartlepool Foreshore & Wetlands and Seaton Dunes and Common are in Hartlepool. The area is co-terminus with the RAMSAR site designation.	The first JNCC six year review has concluded that nationally the condition of SPAs is: 78% favourable; 2% unfavourable-recovering; 20% unfavourable (% is by no of sites rather than area of habitat)	Favourable or recovering	Varied but mainly recovering	
Area of Natural & Semi Natural Woodland	8	No current data; areas of woodland to be mapped by HBC 2007/8  Estimated to be around 3%	Total area of woodland is expected to be significantly beneath national average of 8.6% (Forestry Commission, 2005)	Increase	Increasing	Increasing significantly due to new woodland planting
No of RIGGS	8	6 in 2007 (TV RIGGS group)	n/a	Retain	Retain	probably only 1 more suitable site meriting designation

<b>Environment Indicators cont,</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
No & quality of Local Nature Reserves	8	6 in 2007.  Total area 161.5ha equating to 1.7ha/1,000 pop	English Nature's target is 1ha/1,000 pop	Retain	Retain	
Length of hedgerow which would be classified under the hedgerow regulations lost as a result of development	8	0  2004-2007. (TV BAP)	n/a	Retain	Retain	No hedgerows which would be classified under the hedgerow regulations have been lost as a result of development in the years
Listed Buildings at risk Grade I and II*	7	No Listed Buildings at Grade I and II* at risk in Hartlepool (English Heritage)	15 Tees Valley 2005-2006  12 in Tees Valley in 2006-2007	Maintain at zero	Static	
Grade II Listed Buildings at risk	7	9 grade II listed buildings at risk in Hartlepool (2006, HBC)	8 grade II listed buildings at risk in Hartlepool (2005, HBC)	Reduce	Static	
No. of Listed Buildings demolished	7	No listed buildings demolished in 2006	n/a	Retain at zero	Static	

<b>Environment Indicators cont,</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
No scheduled monuments & protected wrecks	7	8 scheduled monuments & 1 protected wreck in Hartlepool (Local Plan)	n/a	Static	Static	
No of Conservation Areas and Registered Parks & gardens	7	8 Conservation Areas & 1 Registered Park in Hartlepool	n/a	Static	Static	
Number of Air Quality Management Areas	9	0 Air Quality Management areas in 2007 (HBC)	n/a	Retain current performance	Static	
Number of contaminated sites	9	2 Sites (Creosote Works and parts of Warrior Park)	n/a	Decrease	Static	Sites are sub-divided. There are 3 parcels in Creosote Works and 96 plots at Warrior Park
Energy Consumption	12	Hartlepool = 2,779 GWh (DTI, 2003)	Stockton 10,692; Middlesbrough 3,521 (DTI, 2003)	Static	Increasing	Data needs updating
Improve energy efficiency of housing stock - SAP rating	12	57.6 2006/07 (HBC Corporate plan)		Increase	Increasing	

<i>Environment Indicators cont,</i>	<i>SA Objective</i>	<i>Data Year &amp; Source</i>	<i>Comparator</i>	<i>Desired direction of movement</i>	<i>Current Trend</i>	<i>Commentary</i>
Annual tonnes of waste sent to the SITA Energy from waste plant	12	188,000 (JSU)		Decrease		
Total energy consumption in GWh from renewable and waste sources	12	Hartlepool = 4.1 GWh (DTI, 2003)	Middlesbrough 13.8; Stockton 35.8 (DTI, 2003)			
Installed Renewable Energy Capacity	12	6 MW (2007)	n/a	Increase	Increasing	
% of new houses built on previously developed land	12	52% (2006/07) 55% (2005/2006)	2005/06: Darlington 76%; Middlesbrough 86%; Redcar & Cleveland 46%; Stockton 38%	Increase	Steady/Decreasing.	
Tonnage of household waste recycled or composted	13	11638.92 (2006/07) HBC		Increase	Increasing	
% of municipal waste land filled	13	10.50% 2006/07, HBC		Reduce	Reducing	
% of municipal waste recycled	13	25.62% 2006/07, HBC		Increase	Increasing	
Cleanliness of the neighbourhood - % of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	10	13.50% 2006/07 HBC		Decrease	Decreasing	Revised national indicator

<b>Environment Indicators cont</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
% of people who think litter and rubbish in the streets is a problem in there area	10	46% 2006/07, MORI		Decrease	Decreasing	
Increase the proportion of people satisfied with their local area as a place to live	10	83% 2006/07, MORI		Increase	Increasing	
Total CO <sub>2</sub> emissions	14	901 kt CO <sub>2</sub> (Defra, 2004)	NE 32,957 UK 548,777 kt CO <sub>2</sub> (Defra, 2004)	Decrease	Decreasing	
Domestic CO <sub>2</sub> emissions per capita	14	2.7 kt CO <sub>2</sub> (Defra, 2004)	NE 2.6 UK 2.6 kt CO <sub>2</sub> (Defra, 2004)	Decrease	Decreasing	
Installed capacity of renewable energy sources in new developments per annum	14	0 (2006)	n/a	Increase	Static	
Freight Road Transport energy consumption	6	Hartlepool + 13.7 (thousands of tonnes of fuel)	Darlington = 24.1 Middlesbrough = 14.3 Stockton = 33.5	Decrease	Unknown	
Number of bus passenger journeys	6	5,592,176 05/06, HBC		Increase	Static	
Number of rail passenger journeys	6	317,596 (2003/04, HBC)		Increase	Increasing	

<b>Environment Indicators cont</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
Patronage of dial-a-ride services	6	37,000 (2003/04, HBC)	n/a	Increase		
Bus passenger satisfaction	6	66% 2006, Best Value Survey	60% National, (2006, BVPI)	Increase	Increasing	
Average distance travelled to fixed place of work in Km	6	15.8 (2005, ONS)	NE 15.7 England & Wales 13.4 (2005, ONS)	Decrease	Unknown	
% of footpaths & rights of way easy to use by public	6	96.9 (2006/07, BVPI)	England top quartile was 88.1% in 2006/07	Increase	Slight fluctuations	
Kilometres of Rights of Way	6	97.0 Kms (2007)	2006 - 95.6 kms.	Increase	Increasing	

<b>Social Indicators</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
Achieving decent homes standard in social housing sector	5	65% Housing Hartlepool; 80% other RSLs (2006/07) stock condition survey		Increase	Increasing	
Achieving decent homes standard in private housing sector	5	67% (2006/07) stock condition survey		Increase	Increasing	
% of affordable homes in new developments	5	0 (06/07) HBC local data		Increase	Increasing	
Number of additional housing for the elderly	5	0 (06/07) HBC housing data	n/a	Increase	Increasing	Hartfields development scheduled to be on stream in 07/08 with 242 new units
Number of additional housing for vulnerable groups	5	10 (06/07) HBC housing data	n/a	Increase	Increasing	
Number of residents classified as homeless. (acceptances)	5	66 (06/07) HBC housing data	118 (05/06) 292 (04/05)  HBC housing data	Decrease	Decreasing	
% of households requiring support/ adaptations	5	Local Housing Assessment				Data to be supplied by the Local Housing Assessment
Number and % of empty homes	5	2216 (April 06) 5.4% Housing Strategy Statistical Appendix. HBC		Reduce	Increasing -1688 (April 05) 4.1%	Some empty houses pending demolition.

<b>Social Indicators cont.</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
Educational Attainment at Key Stage 2	2	79% Maths 80% English (2006)HBC		Increase	Increasing	
Educational Attainment at Key Stage 3	2	69% English 76% Maths 69% Science 67% ICT (2006) HBC		Increase	Increasing (although slight decrease in English from 2005 figure)	
Educational Attainment at Key Stage 4	2	58% 5+ GCSE A*-C 38% 5+ GCSE A*-C (incl. English & Maths) (2006) HBC		Increase	Increasing	
Number of new Level 1 Qualifications	2	2740 (2005/6) (LSC)		Increase	Decrease from 3271 from 2004/5	
Number of new Level 2 Qualifications	2	2540 (2005/6) (LSC)		Maintain	Increasing	
Number of new Level 3 Qualifications	2	2537 (2005/6) (LSC)		Increase	Slight decrease from 2576 in 2004/5	
Number of new Level 4 Qualifications	2	45 (2005/6) (LSC)		Increase	Decrease from 112 from 2004/5	
% of working age population with no qualifications	2	39.2% (2001) Census Data	Tees Valley - 34.7% Eng & Wales - 29.1% (both 2001)	Decrease		
% of young people classified as NEET (Not in Education, Employment or Training)	2	11.1% (2005/6)		Decrease	2005/6 was baseline year.	

<b>Social Indicators cont.</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
Personal, social and community disorder reported to Police	4	10349 (2006/7)		Decrease in the longer term	Increasing	Figure consists of new anti-social behaviour codes.
Total Crime (British Crime Survey comparator)	4	79.4 (2005, FTI)	62.7 England 91.0 High crime areas (2005, FTI)	Decrease	Decreasing	
Domestic Burglary Offences per 1,000 households	4	16.8 (2005, FTI)	13.8 England (2005, FTI)	Decrease	Decreasing	
Vehicle Crime Per 1,000 population	4	12.1 (2005, FTI)	13.5 England (2005, FTI)	Decrease	Decreasing	
Local Violence (common assault & wounding)	4	1871 (2006/7)		Decrease	Slight increase from 1826 in 2004/5	
% people who think using or dealing drugs is a very or fairly big problem in their area	4	51% (2006) Best Value Survey	Hartlepool is above the national average	Decrease	2006/7 was baseline year.	
% residents who feel very or fairly safe out in their neighbourhood after dark	4	64% MORI		Increase	Increasing	
Deliberate Fires	4	890 (2006/7) Fire Authority		Decrease	Decreasing	
Criminal Damage	4	2530 (2006/7)		Decrease	Decreasing	
Road Safety: Reduce the number of deaths and serious injuries	4	41 (2006)		Decrease	Decreasing	
Road Safety: Reduce the number of children killed or seriously injured	4	11 (2006)		Decrease	Decreasing	

<b>Social Indicators cont.</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
Proportion of people feeling no involvement in the community	4	34% (2006) MORI		Decrease	Decreasing	
All Age, All Cause Mortality – Males	3	995 per 100,000 (2002-2004) PCT		Decrease		
All Age, All Cause Mortality – Females	3	692 per 100,000 (2002-2004) PCT		Decrease		
Life Expectancy at birth - Females	3	78.3 (2004, FTI)	81.1 England (2004, FTI)	Increase	Increasing	
Life Expectancy at birth - Males	3	74.1 (2004, FTI)	76.9 England (2004, FTI)	Increase	Increasing	
Mortality rates from heart disease, stroke and related diseases in people under 75 (Hartlepool)	3	125.8 (2004, FTI)	90.5 England (2004, FTI)	Decrease	Decreasing	
Mortality rate from cancer amongst people aged under 75 (Hartlepool)	3	154 (2004, FTI)	119 England (2004, FTI)	Decrease	Decreasing	
The prevalence of smoking among adults	3	31% (2006) MORI		Decrease	Decreasing	
U18 conception rates	3	70.2 (2004, FTI)	41.6 (2004, FTI)	Decrease	Static	
Vulnerable Adults helped to live at home per 1000 population	3	9.71 Physical Disability under 65yrs 3.45 Learning Disability under 65yrs 3.37 Mental health problems under 65yrs 118.8 Older people (2004/5) HBC		Increase	2004/5 was the baseline year	
Suicide rates	3	10.0 (2004)		Decrease	Decreasing	

<b>Social Indicators cont.</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
Prescribing of high level antidepressants	3	1755.12 (2005/6)		Decrease	2005/6 was the baseline year	
Adults aged 18-64 with mental health problems helped to live at home per 1,000 population aged 18-64	3	10.15 (2006/7)		Maintain	Increasing	
Number of individuals trained to deliver activities within clubs and the community	10	293 (2006/07) HBC		Increase	Increasing	
The proportion of people undertaking voluntary work/community activity	10	14% (2006) MORI		Maintain	Increasing	
% residents satisfied with museums & galleries	10	70% (Best Value Survey, 2006)	41% National (Best Value Survey, 2006)	Maintain	Increasing	Hartlepool is within the top 25% of authorities nationally
% residents satisfied with public parks and open spaces	10	78% (Best Value Survey, 2006)	73% National (Best Value Survey, 2006)	Maintain	Static	Hartlepool is within the top 25% of authorities nationally
% residents satisfied with libraries	10	91% Best Value Survey		Maintain	Increasing	
% of people who feel that their local area is a place where people from different backgrounds get on well together	10	61% (2006) MORI		Increase	2006 was baseline year	
% of open space within the urban part of the Borough	10					will come from planned PPG17 study
Accessibility to open space	10					will come from planned PPG17 study

<b>Social Indicators cont.</b>	<b>SA Objective</b>	<b>Data Year &amp; Source</b>	<b>Comparator</b>	<b>Desired direction of movement</b>	<b>Current Trend</b>	<b>Commentary</b>
Number of Lower Super Output Areas in worst 3% and 10% nationally for deprivation (IMD)	11	8 (3%) 23 (10%) (IMD 2006)		Decrease	2006 was the first year that the IMD had been calculated on a LSOA level.	
% of low income households	11	39% (2000-2002) DWP/JSU	34% Tees Valley 24% GB	Decrease	2000-2002 was the baseline year.	
% of households without access to a car.	11	39.3% (2001) Census	Tees Valley - 34.2% Eng & Wales - 26.8% (both 2001)	Decrease	Decreasing	
Ecological Footprints	15	Hartlepool = 5.12 ha  Stockholm Environment Institute (SEI)	UK Average = 5.4 ha, World Average = 2.2 ha	Reduce	Increasing	Ecological footprints represents the amount of land and water its residents use
Number of retail establishments offering Fairtrade as an alternative	15	19 (2006/07)	n/a	Increase	Increasing	
Number of catering establishments offering Fairtrade as an alternative	15	12 (2006/07)	n/a	Increase	Increasing	

## **Community Strategy Sustainability Appraisal Recommendations – Appendix C**

### ***Jobs and the Economy***

<b>Ref</b>	<b>Description</b>	<b>Recommendations</b>
JE1	Attract Investment	Despite scoring strongly against Sustainability Appraisal Objective 1, it is recommended that the 3 <sup>rd</sup> objective is amended to include reference to support and diversification of the rural economy: <i>To encourage and support on-going investment by the indigenous business community <u>and diversification of the rural economy.</u></i>
JE2	Be Globally competitive	None
JE3	Create more employment opportunities for local people	None

### ***Lifelong Learning and Skills***

<b>Ref</b>	<b>Description</b>	<b>Recommendations</b>
LLS1	Enjoy and Achieve	None
LLS2	Increased skills and academic achievement	None
LLS3	Service Providers and Facilities	None
LLS4	Support and Access	None

### **Health and Care**

<b>Ref</b>	<b>Description</b>	<b>Recommendations</b>
HC1	Access to Services	It is recommended that the policy is revised to reflect accessibility: <i>To work together to provide high quality, convenient, <u>accessible</u> and co-ordinated services when people need them</i>
HC2	Improving Health	It was considered that the policy was strong and that no alterations were necessary.
HC3	Mental Well Being	Despite the fact the policy performed poorly against a number of SA objectives and no relationships were recorded against a number of appraisal criteria the policy performed well where it was expected to. Therefore it is recommended that there should be no change to the policy.

### **Community Safety**

<b>Ref</b>	<b>Description</b>	<b>Recommendations</b>
CS1	Reduced anti-social and criminal behaviour etc	It was considered that the policy was strong and that no alterations were necessary.
CS2	Reduced crime	None
CS3	Reduced harm caused by illegal drugs and alcohol	The policy scores highly in the areas that it should and to the extent that it should, therefore the appraisal does not seek to recommend any wording changes.
CS4	Improved neighbourhood safety and increased public confidence etc	None

## Environment

Ref	Description	Recommendations
E1	Natural Environment	<p>The objective which addresses climate change might be better suited to the global environment section.</p> <p>Consider revising objective 2 so that it better incorporates equality and participation.</p>
E2	Built Environment	<p>It is RECOMMENDED that this policy is strengthened by inserting the phrase “and sustainable construction” in the first objective to read:</p> <p><i>To enhance the built environment &amp; transport corridors and promote good urban design <u>and sustainable construction</u>, while conserving areas of townscape, coast and assets with archaeological, architectural or historic significance.</i></p> <p>Whilst the issue of greenhouse gas reduction is covered in detail in the Environment theme, it was RECOMMENDED that a new objective is prepared to strengthen this policy and take account of the built environment’s vulnerability to climate change:</p> <p><i>To ensure that the built environment is responsive to long-term climate change impacts through the effective design, location and adaptation of buildings.</i></p>
E3	Transportation	<p>The policy refers to a “transport system for everyone” and it is important that alternatives to the private car are given a high priority in the policy’s implementation. This would address the appraisal criteria references to “alternative modes of transport” and strengthen innovative approaches to addressing transport issues.</p>

Ref	Description	Recommendations
E4	Global Environment	<p>The policies could be strengthened to more explicitly capture the breadth of this area:</p> <ul style="list-style-type: none"> <li>To promote community involvement in positive action to reduce world poverty through fair trade, promoting peace, security and good governance.</li> <li>To work within Hartlepool communities to reduce global environmental pressures by taking local action to tackle climate change and adopting sustainable patterns of consumption and production.</li> </ul>

### ***Housing***

Ref	Description	Recommendations
H1	Balancing housing supply and demand	None
H2	Meeting the decent homes standard	None
H3	Meeting the housing needs of vulnerable people	None

### ***Culture and Leisure***

Ref	Description	Recommendations
C1	Building culture, local identity, and aspirations (1,2 and 5)	This policy may benefit from explicit reference to tourism or other key aspects of the culture and leisure industry and activities.
C2	Creating a sustainable cultural economy	None
C3	Increasing participation, opportunities for access and diversity	None

### **Strengthening Communities**

<b>Ref</b>	<b>Description</b>	<b>Recommendations</b>
SC1	Empowerment and Engagement (1, 3,4,5,6)	Following query regarding the clarity of objective 5 of SC1 it is recommended that it be reworded as follows: 'To improve the accessibility of services and information ensuring that providers address the varied needs and requirements of the whole community'.
SC2	The Voluntary and Community Sector (2)	The group recommend that the objective be expanded to include volunteering. Volunteering activity within Hartlepool is key to achieving the CS objective of making a positive contribution and will encourage stronger socially inclusive communities and community cohesion.
SC3	Community Cohesion (7)	The group recommend that the objective 7 be amended to say: 'To ensure Hartlepool is a cohesive community where there is a sense of belonging for all and where people of different backgrounds, circumstances and generations are able to get along free from discrimination and harassment'.

# CABINET REPORT

4<sup>th</sup> February, 2008



**Report of:** Corporate Management Team

**Subject:** Medium Term Financial Strategy 2008/2009 to 2010/2011

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## SUMMARY

### 1. PURPOSE OF REPORT

1.1 To enable Members to finalise the Council's Medium Term Financial Strategy (previously referred to as the Budget and Policy Framework) and to determine the detailed 2008/2009 Budget and Council Tax proposals to be referred to Council on 14<sup>th</sup> February, 2008.

### 2. SUMMARY OF CONTENTS

2.1 This report brings together the various reports considered by Members over the last few months in relation to the development of the MTFs for 2008/2009 to 2010/2011.

2.2 In relation to the outturn strategy, the report advises Members that the overspend on departmental budgets will be £1.46m. This is at the bottom end of the previous forecasts, which anticipated departmental overspends of between £1.5m and £1.7m. As previously indicated this amount can be funded from an underspend on corporate budgets, which is mainly owing to higher interest income on the Council's reserves and cashflows.

2.3 The position on the 2007/2008 Collection Fund Outturn has now been estimated on the basis of activity up to 31<sup>st</sup> December, 2007. It is expected that there will be a deficit at the year end. The budget forecasts for 2008/2009 anticipated a Collection Fund surplus. There is therefore a net shortfall and this amount can also be funded from the 2007/2008 underspend on corporate budgets.

2.4 With regard to the capital position it is suggested that Cabinet formally seeks Council's approval to the proposed Capital Programme for 2008/2009 as set out in Appendix B.

2.5 In relation to the revenue aspects of MTFs the report proposes a series of measures to manage the revenue budget position over the next three years. The main issues relate to:

- The level of annual Council Tax increases;
- The cost of implementing Job Evaluation;
- The achievement of annual cashable efficiencies of 3%; and
- The containment of demographic/grant pressures in 2009/2010 and 2010/2011 at £1.5m per annum.

**3. RELEVANCE TO CABINET**

- 3.1 The report enables Cabinet to finalise the proposals it wishes to put forward to Council.

**4. TYPE OF DECISION**

- 4.1 Budget and Policy Framework

**5. DECISION MAKING ROUTE**

- 5.1 Council on 14<sup>th</sup> February, 2008.

**6. DECISION(S) REQUIRED**

- 6.1 Cabinet is required to determine its proposals.

**Report of:** Corporate Management Team

**Subject:** MEDIUM TERM FINANCIAL STRATEGY  
2008/2009 TO 2010/2011

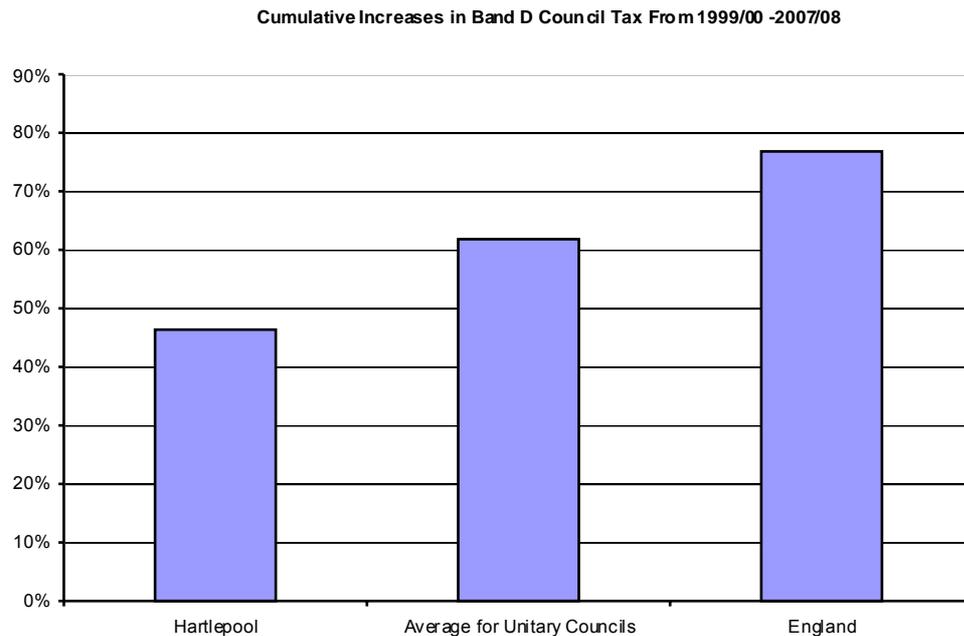
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**1. PURPOSE OF REPORT**

- 1.1 To enable Members to finalise the Council's Medium Term Financial Strategy (previously referred to as the Budget and Policy Framework) and to determine the detailed 2008/2009 Budget and Council Tax proposals to be referred to Council on 14<sup>th</sup> February, 2008.

**2. BACKGROUND**

- 2.1 Since becoming a Unitary Authority the Council has worked to improve services to the people of Hartlepool. The Council's achievements were recognised in the first round of the Audit Commission's Comprehensive Performance Assessments (CPA), completed in 2002, when the Council achieved the highest rating. The Council maintained this rating in subsequent annual inspections. Under the harder CPA, which was introduced in 2007, the Council was assessed as "4 star improving well". The Council has continually achieved an excellent CPA rating for value for money rating of 3 out of 4.
- 2.2 In the first years as a Unitary Authority the Council prioritised Education services and brought expenditure up to the level of the former Standard Spending Assessment. Annual increases in Education expenditure were then implemented to maintain this position until the introduction of the Dedicated Schools Grant. The Council has also made significant investment in Social Services. Over the last two years the Council has provided all areas with a minimum base budget increase of 3% to cover pay awards and inflation. Additional resources have then been provided on a prioritised basis and these increases have been funded from efficiencies and reductions in other areas.
- 2.3 These service improvements have been achieved against a background of limiting increases in Council Tax. Over the last 9 years the Council's cumulative increase in Council Tax has been lower than average, as illustrated in the following table.



- 2.4 This restraint is a further measure of the value for money provided to local tax payers. The impact of these lower than average rises is that average Council Tax for Hartlepool households has changed from being 5.2% above the unitary average in 2001/2002 to being 1% above the unitary average in 2007/2008.
- 2.5 The above objectives have been assisted by the planned use of reserves to support existing service levels. It was recognised that this position was not sustainable as the major opportunities for increasing balances have now been achieved. It was previously anticipated that this position would need to be managed by reducing expenditure on a phased basis to the level of the Council's ongoing resources. As indicated later in the report the Council will receive better than expected grant settlements over the next three years. This should make this position more manageable provided the Council can contain service pressures and achieve annual efficiencies of 3%. The Council will need to address these issues as part of the MTFs.
- 2.6 The next three years will be the most challenging since becoming a Unitary Authority and determine the future shape of the Authority. Over this period the Council will need to address three key issues:
- Implement Job Evaluation;
  - Come to terms with a period of public sector expenditure constraint for the period covered by CSR07 and probably the next spending review; and
  - Prioritise services at a sustainable level and achieve increased efficiency savings.

### 3. REVIEW OF 2007/2008 FINANCIAL POSITION AND PROJECTED REVENUE BALANCES AT 31<sup>ST</sup> MARCH, 2008

#### 3.1 2007/2008 Revenue Budget

3.2 Details of the forecast 2007/2008 revenue outturn were reported to Cabinet on 20<sup>th</sup> December, 2007 and reflected the comprehensive budget monitoring exercise that was undertaken in October based on the first six months activity. At that stage it was anticipated that there would be a net overspend of up to £0.3m, which would need to be funded from General Fund Balances.

3.3 These forecasts have now been reviewed to reflect actual expenditure and income for the first nine months of the financial year and forecasts for the remainder of the year, as detailed in Appendix A. In overall terms it is anticipated that there will be a net underspend of £31,000, which relates to the following main issues:

	<b>Forecast Adverse/ (Favourable) Variance £'000</b>
<u>Departmental Budgets</u>	1,460
<u>Centralised Estimates and Corporate Budgets</u>	(1,914)

It is now anticipated that there will be a net underspend of £1.914m (£1.414m at Quarter 2) on these areas. The increase in this variance is owing to more favourable cashflows than anticipated, including the earlier receipt of capital grant income and the anticipation that the 2007/2008 Equal Pay costs will now be paid in next financial year. In addition, interest rates on the Council's investments have not reduced by as much as previously anticipated owing to the Bank of England's cautious approach to reducing the Base Rate.

Collection Fund

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The previous MTFs anticipated a 2007/2008 Collection Fund surplus of £0.2m. In practise there will be a deficit of £0.223m. Therefore, there is a net shortfall of £0.423m which can be funded from the underspend on corporate budgets.

( 31)

- 3.4 A number of relatively low value one-off issues have been identified during the budget process and funding has not been allocated for these issues, as follows:
- Maintenance of Havelock £25,000
  - OT waiting list £25,000
  - Children and Families relocating staff £40,000
  - Memorial Testing £42,000
  - Property database £22,000.
- 3.5 The above items cannot be funded from the net 2007/2008 underspend. Therefore, Members need to determine if they wish to ask Council to fund the issues from General Fund balances.
- 3.6 The Council has previously determined that any emergency Coast Protection works, which cannot be funded from the annual revenue budget, will need to be funded from General Fund balances, subject to the subsequent reinstatement of General Fund balances. On this basis it was suggested, in the Director of Neighbourhood Services report to Cabinet on 22<sup>nd</sup> January, 2008, that the cost of repairing the sea wall breach opposite the Green at Seaton Carew should be funded from General Fund balances, as these works need to be completed in 2007/2008. It is estimated these works will cost £98,000.
- 3.7 The provisional 2008/2009 budget proposals approved by Cabinet on 21<sup>st</sup> December, 2007 included a pressure of £250,000 for an increase in the ongoing Coast Protection budget. On the assumption that this pressure is included in the final budget proposals, it is suggested that part of this amount should be earmarked to repay the General Fund balances used in 2007/2008 to fund Emergency Coast Protection repairs. This proposal will protect the level of General Fund balances, whilst still increasing the resources available for Coast Protection works in 2008/2009. In the event that Members final budget proposals include a lower increase in the additional resources allocated for Coast Protection works then this proposal may need to be reviewed.
- 3.8 The level of Balances at 31<sup>st</sup> March, 2008 will also be affected by the following factors: -

- Job Evaluation Protection Costs - £1.4m. A detailed report on the implications of implementing Job Evaluation was submitted to your meeting on 21<sup>st</sup> December, 2007. For financial planning purposes it is assumed that Members will approve a protection scheme as part of the overall Job Evaluation package. The costs of protection will need to be funded from a review of the Balance Sheet and it was previously reported that up to £4m could be released. For financial planning purposes it is anticipated that the year one costs will not exceed £1.4m.
- Support of 2007/2008 Revenue Budget - £2.760m
- Use of Ring Fenced and Department Reserves.
- Local Authorities Business Growth Incentive (LABGI) Grant - £1.2m. Members have previously indicated they wish to allocate these monies towards meeting one-off costs. This issue is detailed later in the report.

3.9 In summary the level of reserves at 31<sup>st</sup> March, 2008 are forecast to be £24.565m as detailed in Appendix K.

3.10 The Council retains balances to cover unforeseen liabilities and to support ongoing services. A detailed strategy on the future use of reserves is detailed later in the report.

### 3.11 **2007/2008 Capital Budget**

3.12 The position in relation to the 2007/2008 capital budget has also been reviewed. It is anticipated that in financial terms a significant element of expenditure will not be paid until 2008/2009. This expenditure will be fully funded from resources that can be carried forward.

3.13 The NDC Director has received informal advice that NDC Partnerships will be required to achieve a specific expenditure target at 31<sup>st</sup> March, 2008 and any year-end underspends will be lost. This position would be a departure from existing rules which require expenditure to be delivered within an agreed spending range. This change has not yet been formally confirmed, but would clearly make the management of the NDC Programme more difficult. For 2007/2008 it is anticipated that this position can be managed within the NDC Programme, although this may require technical adjustments to the funding of the NDC and the Council's Capital Programme between 2007/2008 and 2008/2009. It is therefore suggested that the Chief Financial Officer be authorised to make the necessary technical adjustments when finalising the 2007/2008 accounts if this is necessary.

3.14 The Director of Neighbourhood Services submitted a detailed report to your meeting on 22<sup>nd</sup> January, 2008 setting out revised proposals for improving public conveniences. This report indicated that the approved capital budget for these works was £405,000 and that the

revised proposals will cost £593,000. The report also indicated that the increase in costs can be funded from Prudential Borrowing and the resulting repayment cost can be funded from the revenue saving in respect of Clock Tower attendants wages. The revised proposals have been included in the Capital Programme proposals detailed later in this report.

- 3.15 In previous years a final outturn strategy has been submitted to Cabinet in late April/early May to enable Members to address any changes to the final outturn. In the current year it is not expected that there will be any significant changes in the last two months of the current year. Therefore, it is suggested that if there are any minor improvements in the final outturn that these resources be transferred to General Fund balances.

#### **4. REVIEW OF 2007/2008 SERVICE ISSUES**

- 4.1 From a service perspective the outturn report identified a number of issues which will continue into 2008/2009. These issues have been reflected in the budget forecast for future years, detailed later in the report. These issues are detailed in Appendix B and in summary cover the following issues:

	2007/2008 Forecast Outturn Adverse/ (Favourable) £'000	2008/2009 Budget Pressure/ (Saving) £'000	Classification
<b>Adult and Community Services</b>			
- Learning Disability	363	255	Pressure
- Mental Health	170	100	Pressure
- Support Services	105	50	Pressure
- Older People Care	200	300	Contingency
<b>Children's Services</b>			
- Children and Families Support	750	607	Pressure
<b>Neighbourhood Services</b>			
- Environment	128	359	Pressure
- Car Parking Income	357	131	Contingency
<b>Regeneration and Planning</b>			
- Town Wide CCTV	34	30	Pressure
<b>Permanent Corporate Savings</b>			
- Bonus Savings	(800)	(800)	
- Interest Savings	(200)	(200)	
<b>Temporary Corporate Savings</b>			
- Centralised Estimates	(1,400)	(740)	

## 5. CAPITAL PROGRAMME 2008/2009 TO 2010/2011

5.1 The Capital Strategy reflects the service implications identified through the service planning process, which is driven by the Community Strategy themes: -

- Community Safety
- Culture and Leisure
- Environment and Housing
- Health and Care
- Jobs and the Economy
- Life Long Learning and Skills
- Strengthening Communities
- Organisation

5.2 As well as covering direct investment by the Council the Capital Strategy also supports the achievement of the Community Strategy indirectly through other initiatives. Historically this has included initiatives such as the Housing transfer, the release of land for Social Housing in exchange for nominations rights and support for the development of the Joseph Rowntree Care Village. Going forward

the Council will support a variety of initiatives, although it must be recognised that such support is becoming more difficult as the Council has limited undeveloped land in its ownership. Ongoing initiatives include:

- The sale of land to enable Hartlepool College of Further Education to develop a new campus;
- The sale of land for the PCT development;
- An agreement to explore the possibility of providing land at below market value for the provision of affordable housing.

5.3 As resources for capital investment will mainly come from supported capital allocations provided by the Government Members have previously indicated their commitment to ring-fence these allocations. As these allocations cover key Government priorities, which clearly align to the Council's own priorities, this strategy should help secure future allocations as existing funding regimes effectively reward success in achieving the Government's priorities.

5.4 Detailed allocations for the next three years have now been provided by the Government as detailed in Appendix C. The Government have again made some changes at an individual service level between supported borrowing and capital grant. In total these changes are broadly neutral.

5.5 The revenue costs of using the above supported borrowing allocations are reflected in the revenue forecasts detailed later in the report. From 2009/2010 these additional costs are offset by the fall out of previous capital financing costs.

5.6 Cabinet have also previously confirmed they wish to use unsupported borrowing to continue to provide annual allocations in 2008/2009, 2009/2010 and 2010/2011 for the following initiatives.

	<b>Annual Allocation £'000</b>
Community Safety Initiative	150
Disabled Adaptations	50
Neighbourhood Forum Minor Works	156
	<b>356</b>

5.7 The Capital Strategy and Asset Management Plan approved by Cabinet on 31<sup>st</sup> July, 2006, indicated that the Government's capital allocations will not fund all capital expenditure priorities, particularly areas with a high local priority which do not fall within the areas attracting Government funding. Therefore, Members determined to invest £3.6m over the three years 2007/2008 to 2009/2010. The revenue forecasts include provision for the resulting repayment costs.

- 5.8 Detailed proposals for allocating the 2008/2009 provision have been considered by the Strategic Capital Resource and Asset Programme Team (SCRAPT). These proposals are based on a thorough project evaluation process and the scoring of individual projects against defined criteria. The detailed proposals for 2008/2009 are set out in Appendix C, note 3. SCRAPT are recommending that a small number of projects should be funded over two financial years, which will commit £0.491m of the 2009/2010 allocation. Proposals for using the remaining 2009/2010 allocation will be brought forward when the MTFS is rolled forward next year.
- 5.9 Members have previously determined not to extend the existing strategy beyond 2009/2010, but may wish to review this position during 2008/09.
- 5.10 Progress in achieving the existing capital receipts target has been reviewed to reflect sales achieved to date and anticipated completions in the remainder of this financial year, or early in 2008/2009. It is anticipated that actual receipts will exceed the amount needed to fund existing capital expenditure commitments. The amount cannot yet be quantified as a number of issues have not yet been finalised. It would not be prudent to spend these additional resources until they are received. However, it would be appropriate to determine a strategy for using these resources once they are received. It is therefore suggested that:
- Receipts achieved from the sale of income generating assets should not be committed until a strategy for replacing the income stream has been developed. This may include replacing the income generating asset, or the repayment of outstanding loans to offset the loss of income;
  - Other receipts should be set aside to meet termination costs over the next few years. On a practical basis this will need to be achieved by using these resources to replace RCCOs, which can then be set aside for termination costs.
- 5.11 Assuming Members approve the capital expenditure proposals detailed in the previous paragraphs a number of Prudential Indicators need to be determined and then approved by Council on 14<sup>th</sup> February, 2008. In addition, Council will also need to approve the 2008/2009 Treasury Management Strategy at its meeting on 14<sup>th</sup> February, 2008. The 2008/2009 Treasury Management Strategy will update the current strategy to reflect changing market conditions and the latest outlook for interest rates.

## **6. REVENUE BUDGET AND COUNCIL TAX**

### **6.1 Background**

6.2 The MTFS reflects the service implications identified through the service planning process, which in turn are driven by the Community Strategy themes: -

- Community Safety
- Culture and Leisure
- Environment and Housing
- Health and Care
- Jobs and the Economy
- Life Long Learning and Skills
- Strengthening Communities
- Organisation

6.3 The Council's service planning process takes account of local issues and in many cases is influenced by national priorities e.g. supporting the provision of a range of services to children and young people.

6.4 In previous years, whilst service and financial planning have been interlinked these links have not been clearly communicated through the budget report. This report begins to address this issue.

6.5 As indicated earlier in the report the period covered by this MTFS will be the most challenging since the Council became a Unitary Authority. Over this period the Council will need to address the implications of the 2007 Comprehensive Spending Review (CSR07), implement Job Evaluation and address the reduction in balances which are available to support expenditure.

6.6 CSR07 commences a period of financial restraint for the next three years. This position will probably continue for the following three years as economic growth and therefore Government tax revenues are not expected to grow as quickly as they have over the last ten years or so. Many experts actually fear a period of increasing inflation and reducing economic demand, coupled with a demographic surge in demand for local authority services. The specific impact of CSR07 on Local Government funding is detailed in the next section.

### **6.7 Available Funding**

6.8 The previous MTFS (approved in February, 2007) covered the three years up to 2009/2010 and included resource forecasts, which determine the limit of the Council's budget. These forecasts have been revised and rolled forward to cover the three years to 2010/2011. This is the period covered by CSR07 and forecasts reflected the following planning assumptions:

- Annual Council Tax increase of 4.9%;
- The use of £5.569m of reserves over this period.

6.9 Details of the grant allocations for the next three years were announced by the Government on 6<sup>th</sup> December, 2007. The final allocations had not been issued at the time this report was prepared. It is not expected that there will be any significant changes and I will update Members of any changes at your meeting. The key issues are as follows:

- Formula Grant Increase

The provisional grant settlement for Hartlepool was much better than forecast as summarised below, net of the impact of mainstreamed grants:

	2008/2009	2009/2010	2010/2011
National Grant Increase	3.6%	2.8%	2.6%
Hartlepool Increase	6.0%	3.9%	3.4%
Cumulative Increase on Forecast Grant	£1.8m	£2.7m	£3.4m

This position reflects the implementation of a range of factors which benefit Hartlepool. The formula grant consists of four elements:

- Relative needs amount;
- Central Allocation;
- Relative Resources Amount;
- Floor Damping

The first two elements are the main mechanism for allocating funding to local authorities and the Council has benefited from changes the Government has made for 2008/2009 and future years, including:

- Changes in population figures, which are the main grant driver;
- An increase in control totals – i.e. the amount of money allocated to local authorities. As Hartlepool's population figure has increased this produces a double benefit as we receive additional grant for a higher population and at a higher rate.

The relative resources amount is a measure of each authority's ability to raise revenue from Council Tax. For Hartlepool this amount is broadly unchanged within the overall grant allocation for the next three years.

Floor damping is the mechanism within the formula for regulating grant increases/decreases. The value of resources allocated through this block is affected by the minimum grant increases which the Government wish to provide. As this needs to be funded from the overall control total for local government grant. Over the

period of the three year settlement the Government will reduce the minimum annual increases as summarised below:

2007/2008		2008/2009	2009/2010	2010/2011
2.7%	Education/Social Services Authorities	2.0%	1.75%	1.5%
3.6%	Police Authorities	2.5%	2.5%	2.5%
2.7%	Fire and Rescue Authorities	1.0%	0.5%	0.5%
2.7%	Shire Districts	1.0%	0.5%	0.5%

At a local level the amount the Council will lose through floor damping will increase in 2008/2009, before reducing in the following two years, as follows:

- 2007/2008 - £1.535m
- 2008/2009 - £3.229m
- 2009/2010 - £2.729m
- 2010/2011 - £2.328m

However, the floor damping adjustment is just one part of the overall grant allocation. When account is taken of the other factors the Council has received a better settlement than most authorities as summarised below. The table shows that over the next three years the Council will receive a cumulative increase in Formula grant of £68 per head of population, compared to £43 for the average unitary authority. This equates to a cumulative increase in grant on an ongoing basis of £2.3m from 2010/2011.

	2007/08 Formula Grant per head population £	2008/09 Formula Grant per head population £	2008/09 Grant increase	2009/10 Grant increase	2010/11 Grant increase	Cumulative increase in Formula Grant per head population £
Darlington	348	369	6.0%	5.0%	3.3%	52
<b>Hartlepool</b>	<b>491</b>	<b>521</b>	<b>6.0%</b>	<b>3.9%</b>	<b>3.4%</b>	<b>68</b>
Middlesbrough	563	588	4.5%	2.9%	2.3%	56
Redcar	438	462	5.5%	3.6%	3.1%	56
Stockton	370	387	4.5%	3.2%	2.8%	40
Gateshead	532	542	2.0%	1.8%	1.5%	29
Newcastle	598	610	2.0%	1.8%	1.5%	32
North Tyneside	425	433	2.0%	1.8%	1.5%	23
South Tyneside	574	586	2.0%	1.8%	1.5%	31
Sunderland	530	546	2.9%	2.2%	1.9%	38
Average for Unitary Authorities	359	377	5.1%	3.4%	3.0%	43
Average for Metropolitan Authorities	477	497	4.1%	2.9%	2.5%	47
Average for London Authorities	799	818	2.4%	2.1%	2.0%	53

The formula grant includes additional resources of £26,000 for “new burdens” arising from changes in Government regulations covering food hygiene, stray dogs and the Local Government New Conduct regime. It is suggested that these resources are passported to meet these additional commitments.

The formula grant is based on authorities paying an average interest rate of 5.5% on long term borrowing. Hartlepool's current average rate is 4.21%. Therefore, there is a grant benefit of £0.37m from having lower interest rates and this amount is effectively available to support front line services.

- Impact of Grant Mainstreaming.

The Government have confirmed their proposal to mainstream four grant streams. Specific allocations for 2008/2009 to 2010/2011 have not been provided by the Government. As these grants support existing services it is assumed, for planning purposes, that Members will wish to passport these allocations to individual services in 2008/2009. The continuation of this strategy can then be reviewed as part of the ongoing review of service priorities across the Council. For planning purposes the following commitments have been included in the MTFS.

2007/2008 Allocation £'000		Commitment included in MTFS		
		2008/2009 £'000	2009/2010 £'000	2010/2011 £'000
1,100	Access & Systems Capacity	1,134	1,162	1,192
201	Delayed Discharges	207	212	218
430	Children's Services (LEA)	443	455	465
93	Waste Performance & Efficiency	96	98	100
1,824		1,880	1,927	1,975

- Introduction of Area Based Grant

The Government have confirmed their proposal to establish an Area Based Grant (ABG). The introduction of the ABG replaces 39 specific grants, many of which fund core services, such as Connexions, Supporting People Administration, School Development and Preserved Rights. Other grants included in the ABG relate to services which have been provided from specific grants for many years and have funded core activity, for example, within Economic Development. In other cases they have funded activity delivered by partners in the voluntary and community sector. In practise, the inclusion of a grant in the ABG is effectively the same as a grant being mainstreamed. In the short-term the Council cannot fundamentally change existing expenditure patterns owing to existing commitments and the need for adequate lead-in times to ensure any changes are effective. Therefore, in the short-term Cabinet has previously determined to passport the ABG in 2008/2009. This will provide a period of stability to review individual allocations and to determine if there is any scope for increasing or decreasing allocations. Whilst these grants are not ring-fenced, they are in some cases specific to certain areas including Hartlepool, reflecting particular identified needs and there are Government expectations and in some cases guidance on the

use of some of this funding. This will need to be taken into account in the review for the period 2009/2010 to 2010/2011. Details of the proposed departmental allocations for 2008/2009 are summarised below: -

	<b>£'000</b>
Working Neighbourhoods Fund	4,502
<u>Other ABG Allocations</u>	
Adult & Community Services	1,930
Children's Services	3,204
Neighbourhood Services	252
Regeneration & Planning	<u>621</u>
	<u>10,509</u>

- 6.10 Consultation on the provisional allocations ended on 8<sup>th</sup> January, 2008. In accordance with Cabinet's previous wishes the Mayor, Councillor Payne and myself went to see the Minister at the start of January to put forward the Council's comments on the settlement and to press for changes to the floor damping arrangements. The Minister was interested in the points we made and expressed disappointment that more authorities had not asked for a meeting to discuss the provisional settlement. Hopefully, this position will mean that our case for changes to the floor damping arrangements and suggestions as to how this can be achieved will stand more chance of success. At the time of preparing this report the Government had not issued the final grant allocations so we do not know if our representations have had any impact.
- 6.11 The formula grant funds 53% of the net budget and this element of the Council's overall resources is now known for the next three years. Therefore, further resources can only be provided from increases in Council Tax and the use of reserves.
- 6.12 The level of Council Tax increases needs to take account of the Government's comments that they expect "Council Tax increases to be significantly below 5%". This statement is not consistent with the forecasts included in CSR07, which anticipates a 5% increase in Council Tax revenues. However, despite these contradictory statements there is a risk that annual increases of 4.9% could be capped.
- 6.13 The level of reserves is also limited. For planning purposes it is assumed that Members will wish to confirm the previous phasing of reserves as follows:

	£'000
2008/2009 (includes £0.369m LABGI allocation £0.2m Stock Transfer reserve)	2,569
2009/2010	2,000
2010/2011	1,000
2011/2012	500
<b>Total</b>	<b>6,069</b>

#### 6.14 Service Planning

6.15 There are a number of Authority wide issues which need to be addressed in the MTFS. Previous reports have begun to address these issues and this report updates these issues as detailed in the following paragraphs.

#### 6.16 Provision for Pay Awards and Inflation

6.17 Previous forecast have included an annual increase of 3% for pay awards and non pay inflation. It is suggested that these provisions be reduced by 0.5% to reflect the Government's commitment to limit annual public sector pay increases and the anticipation that inflation will reduce over the next three years, as detailed in the following table. The table also indicates the impact of these reductions on the MTFS.

	2008/2009	2009/2010	2010/2011
<b>Revised Inflation Provision</b>			
Pay	2.5%	2.5%	2.5%
Non Pay	3.0%	2.5%	2.5%
<b>Reduction in Budget Requirement</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Pay	200	200	200
Non Pay	0	170	170
	<b>200</b>	<b>370</b>	<b>370</b>

#### 6.18 Equal Pay

6.19 The issues in relation to Equal Pay were reported to Cabinet on 21<sup>st</sup> December, 2007.

6.20 The previous budget report included an increased ongoing commitment for implementing a new pay and grading system. The report also identified up to £4m from the Balance Sheet for one-off protection costs. For planning purposes these forecasts are still relevant and are summarised below:

	Ongoing Costs			Protection Costs £'000
	2008/2009 £'000	2009/2010 £'000	2010/2011 £'000	
As reported 15th October, 2007	3,670	4,450	4,730	4,000

6.21 The final decisions Members make in relation to Equal Pay may affect these forecasts and therefore the planning assumption included in the MTFS. On the basis of the work completed to date it is anticipated that the above forecasts will not increase. However, this position cannot be guaranteed and will depend on the number and outcome of appeals. These figures include an allowance for the cost of appeals and this position will need to be monitored closely as the implementation of Equal Pay progresses.

## 6.22 Review of Corporate Budget Provisions

6.23 The initial planning assumptions included in the previous MTFS have been reviewed and a number of changes are proposed. These changes reduce the budget gaps by the following amounts:

	Increase/(Decrease) in Budget Requirement		
	2008/2009 £'000	2009/2010 £'000	2010/2011 £'000
Corporate Efficiency Target	(200)	(206)	(212)
Increase in Turnover Target	(100)	(100)	(100)
Reduction in Designated Authority Costs	(100)	(103)	(105)
Reduction in Pension Costs	(64)	(66)	(67)
	<b>(464)</b>	<b>(475)</b>	<b>(484)</b>

6.24 In addition, the MTFS includes a provision of £0.3m to support Prudential Borrowing towards the development of the H2O Centre. This provision will not be needed in 2008/2009. Therefore, this amount can be taken as a temporary saving.

## 6.25 Service Delivery

6.26 As indicated earlier in the report a number of ongoing issues are beginning in the current year and these issues have to be reflected in the MTFS. In addition, the service planning process has identified a number of new issues which have been reflected in the MTFS, which cover the following issues: -

- Pressures – Appendix D
- Contingency – Appendix E
- Terminating Grants – Appendix F
- Priorities – Appendix G

### 6.27 **Efficiency Targets**

6.28 The Government have confirmed annual cashable efficiency targets of 3% per year for the next three years. Detailed proposals for achieving the 2008/2009 targets are detailed in Appendix H.

6.29 The achievement of further efficiencies will become increasingly difficult. As departmental budgets account for 86% of the net budget and the majority of these efficiencies will need to be achieved from these areas. Therefore, it is suggested that for 2009/2010 and 2010/2011 each department should develop a strategy for achieving annual efficiencies of 3%.

6.30 It is also suggested that the Corporate Management Team investigate the opportunities for corporate cross cutting efficiencies.

### 6.31 **Summary Position**

6.32 Members have reviewed these items during the budget process and at your meeting on 21<sup>st</sup> December, 2007. Members determined their final proposals in relation to a number of issues. This reduced the forecast budget gaps as follows, assuming annual Council Tax increases of 4.9%:

- 2008/2009 - £0.283m Deficit
- 2009/2010 - £0.373m Deficit
- 2010/2011 - £0.867m Surplus

6.33 These forecasts also need to be reviewed to reflect the latest information in relation to the Actuarial Pension Fund Valuation and the costs of Caring for Older People, as follows:

Actuarial Pension Fund Valuation - £0.4m reduction in budget requirement

On 16<sup>th</sup> January, 2008, I received notification of the results of the latest valuation of the Teesside Pension Fund. This notification states that since the last Pension Fund valuation in 2004 the deficit on the Teesside Pension Fund has reduced significantly.

This position reflects an improvement on the returns achieved by the Fund since the last valuation. It also reflects the anticipated impact of changes which will be implemented in 1<sup>st</sup> April, 2008, including an increase in some employees pension contribution rates.

As a result of the above factors we have been informed that the Council's overall pension rate for the 3 years commencing 1<sup>st</sup> April, 2008, will be 16.1% compared to a current rate of 18.1%.

This will produce an ongoing saving from 2008/2009 in the in the rate of £0.7m per year. Part of this benefit (£0.3m) has already been included in the original 2008/2009 budget forecasts. Therefore, there is a net benefit of £0.4m.

Older People Care Costs - £0.3m increase in budget requirement

The actual number of people in residential care homes is higher than previously anticipated. In addition, it is expected that the 2008 fee increase will be above the inflation provision provided within the budget owing to the impact of higher employee, energy and food prices. It is estimated that an additional amount of £0.3m should be included in the contingency to address these issues.

## 7. REVISED BUDGET POSITION

7.1 After reflecting the above issues, which are sustainable, there is a marginal improvement of approximately £0.1m per year in the overall financial position, as follows: -

- 2008/2009 - £0.183m Deficit
- 2009/2010 - £0.270m Deficit
- 2010/2011 - £0.972m Surplus

7.2 The position for 2008/2009 is summarised below: -

	<b>2008/2009 £'000</b>
Deficit reported 16th October, 2007	5,880
<b>Permanent Issues</b>	
Decrease/(Increase) in Government Grant	(3,696)
Mainstreamed Grants	1,880
New Burdens funded from Formula Grant	26
Reduction in Provision for Pay Awards and Inflation	(200)
Review Corporate Budget Provision	(464)
Reduction in Contingency and Terminating Grant	(61)
2008/2009 Efficiencies	(2,105)
<b>Temporary Issues</b>	
Reduction H20 Loan Repayment Provision	(300)
Revised Deficit Reported 21.12.08	<b>960</b>
Reduction in Contingency, Terminating Grant and Priorities approved by Cabinet 21.12.08	<b>(677)</b>
	<b>283</b>
Final Budget amendments detailed in para. 6.32	(100)
Revised Deficit as at 4.02.08	<b>183</b>

7.3 Forecasts for the next three years are based on the following assumptions: -

- Pressures, etc., in 2009/2010 and 2010/2011 are contained within the annual budget provisions of £1.5m included in the MTFs for demographic/grant pressures;
- Efficiency targets of £2.46m for 2009/2010 and £2.59m for 2010/2011 are achieved;
- Council Tax increases by 4.9% in each of the next three years.

7.4 Strategies for delivering the first two items will need to be developed during 2008/2009 as the achievement of these targets is critical to the delivery of the MTFs.

7.5 In relation to the level of Council Tax Cabinet has previously considered the impact of different increases on the MTFs as detailed below.

Annual Ctax increases	Deficit/(surplus)			Reduction in ongoing Ctax income from 10/11 arising from Ctax increase being less than 4.9% £'m	HBC Band A Council Tax increase	
	2008/09 £'m	2009/10 £'m	2010/11 £'m		Total for 2008/09	per week
4.9%	0.183	0.270	(0.972)	none	41.88	81p
3.9%	0.537	1.008	0.184	1.156	33.34	64p
2.9%	0.890	1.739	1.317	2.289	24.80	48p

7.6 The table indicates the budget can only be balanced by increasing Council Tax by more than 5%, or by reducing expenditure, or by using uncommitted reserves. In relation to this last issue Members have previously set aside the uncommitted March, 2007 Discount to assist the 2008/2009 budget, which amounts to £1.3m.

7.7 Members need to determine what package of Council Tax increases and use of the uncommitted March, 2007, discount they wish to refer to Council. This package needs to take account of the impact on the budget position in 2009/2010 and 2010/2011. The following table may assist Members consideration of the impact of the Council Tax options identified in paragraph 7.5.

Annual Ctax increases	Cumulative deficit to be funded 2008/09 to 2010/11  £'m	(Value of Uncommitted March 2007 discount)/ funding shortfall 08/09 to 10/11  £'m
4.9%	0.453	(0.847)
3.9%	1.729	0.429
2.9%	3.946	2.646

- 7.8 The decision on the level of Council Tax increase also needs to reflect the potential capping of any increase. The Government have not issued detailed capping criteria, so it is difficult to provide guidance on this issue. However, as indicated earlier in the report the Government expect “Council Tax increases to be significantly below 5%”. It is unclear what this will mean. The Government may determine to have different capping criteria for different types of authority to reflect the different grant increases they have provided, i.e. lower capping limits for authorities with higher grant increases. It is not expected that a 4.9% increase will be capped.

## 8. ROBUSTNESS OF BUDGET FORECAST AND RISK ASSESSMENT

- 8.1 As indicated in previous years the Local Government Act 2003 introduced a statutory requirement on an Authority's Chief Financial Officer (CFO) to advise Members on the robustness of the budget forecasts and the proposed level of reserves. If Members ignore this advice the Act requires the Authority to record this position. This later provision is designed to recognise the statutory responsibilities of the CFO and in practise is a situation that I would not expect to arise for this Authority.

- 8.2 I would advise Members that in my opinion the budget forecasts suggested in this report for 2008/2009 are robust. This opinion is based on consideration of the following factors:

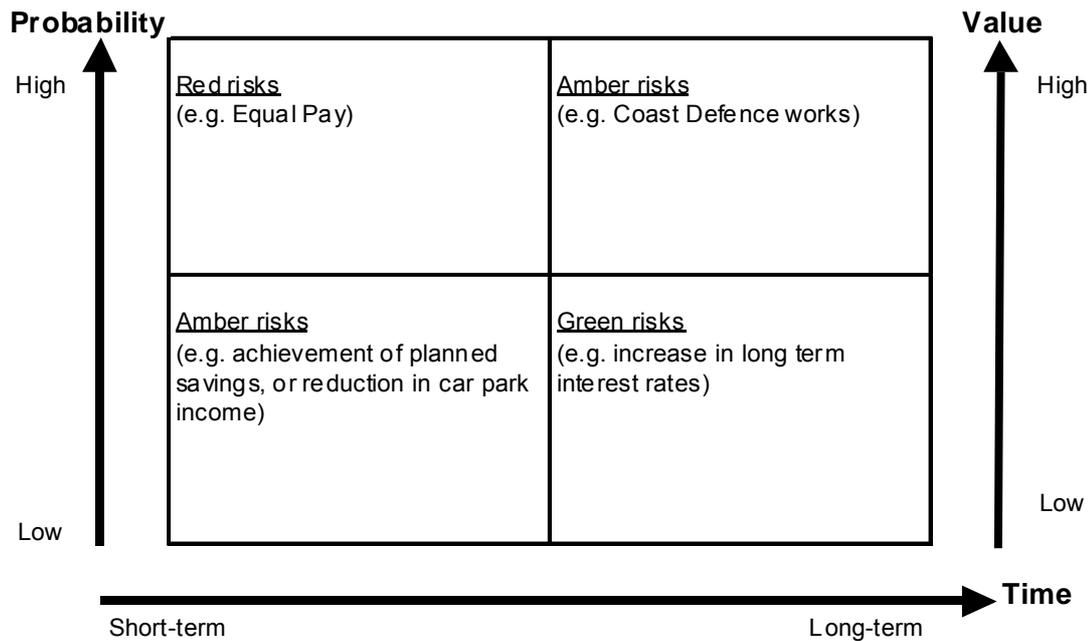
- The detailed work undertaken by individual Directors in conjunction with my staff regarding the preparation of detailed budget forecasts, including income forecasts;
- Prudent provisions for cost of living pay awards and inflation during 2008/2009;
- A prudent view of the net costs of the Authority's overall cash flow, including the repayment of Prudential Borrowing;

- The assumption that Members will approve the budget pressures, contingency, priorities and efficiencies detailed in the report. If Members do not approve pressures, contingency and efficiencies the budget forecasts will not be robust as expenditure in these areas will inevitably exceed the available budget. If the proposed efficiencies are not approved, alternative savings will need to be identified before the start of the new financial year to balance the budget.
- The assumption that Members will approve the proposal to passport grants which have been mainstreamed and grants included in the Area Based Grant.
- The costs of implementing Job Evaluation do not exceed the provision included in the budget requirement.

8.3 Further details of the key financial assumptions underpinning the budget are detailed at Appendix I.

8.4 The robustness of the budget forecasts also takes account of the main areas of risk affecting the budget for 2008/2009 as detailed in Appendix J. In line with the Council's overall Risk Management Strategy the Authority takes an active and pragmatic approach to the management of risk. This approach acknowledges that the purpose is not to remove all risks, rather it is to ensure that potential "losses" are prevented or minimised. The attached schedule and the corporate Risk Register ensures the Authority has identified areas of risk and developed arrangements for managing these areas. These documents provide assurance that there are no significant financial risks to the proposed 2008/2009 budget.

8.5 The risk analysis categories risks on the basis of an assessment of these factors - probability of risk, time scale of risk and value of risk as summarised below.



- 8.6 In financial terms the greatest risk facing the Council relates to the potential costs of appeals arising from the implementation of Single Status. A detailed assessment of the cost of implementing Single Status with effect from 1<sup>st</sup> April, 2007, has been completed and provision included in the MTFs to meet these costs. There is a risk that actual costs will exceed this provision if there are a large number of appeals by staff.
- 8.7 However, this risk has been managed by adopting robust procedures for evaluating jobs and by having independent moderation arrangements.
- 8.8 The risk assessment also takes account of the Government's warning that they will use Council Tax capping powers. The Government will not issue details of the capping criteria they will use for 2008/2009 until after all authorities have set their 2008/2009 Council Tax levels.
- 8.9 The proposed increase detailed earlier in the report should not be capped, although this cannot be guaranteed.
- 8.10 It is appropriate to remind Members that significant temporary resources will be used to support the revenue budget over the next three years. Details of this temporary support are summarised below: -

	2008/2009 £'000	2009/2010 £'000	2010/2011 £'000
Budget Support Fund	2,200	2,000	1,000
2006/2007 LABGI Income	369	0	0
Investment Income	740	0	0
H20 Repayment Provision	300	0	0
	3,609	2,000	1,000

8.11 The MTFs recognises that the use of temporary resources is not sustainable. The improved financial settlement for the next three years means that this position is manageable, provided efficiencies of 3% are achieved and pressures are contained within the £1.5m provision included in the MTFs for 2009/2010 and 2010/2011.

8.12 The level of temporary support in 2008/2009 and 2009/2010 may increase if Members determine to increase Council Tax by less than 4.9%.

## 9. REVIEW OF RESERVES

9.1 The Council's reserves have been established over a number of years. Members have approved contributions to reserves as part of each year's revenue budget process and/or within each year's outturn strategy. A detailed report was submitted to Cabinet on 24<sup>th</sup> January, 2004 and reviewed on an annual basis to enable Members to develop a strategy for using reserves to support the budget over a number of years and the achievement of the Council's policy aims.

9.2 In accordance with the Local Government Act 2003 this review followed CIPFA's guidance note on Local Authority reserves and balances, which requires local authorities to adopt clear protocols setting out:

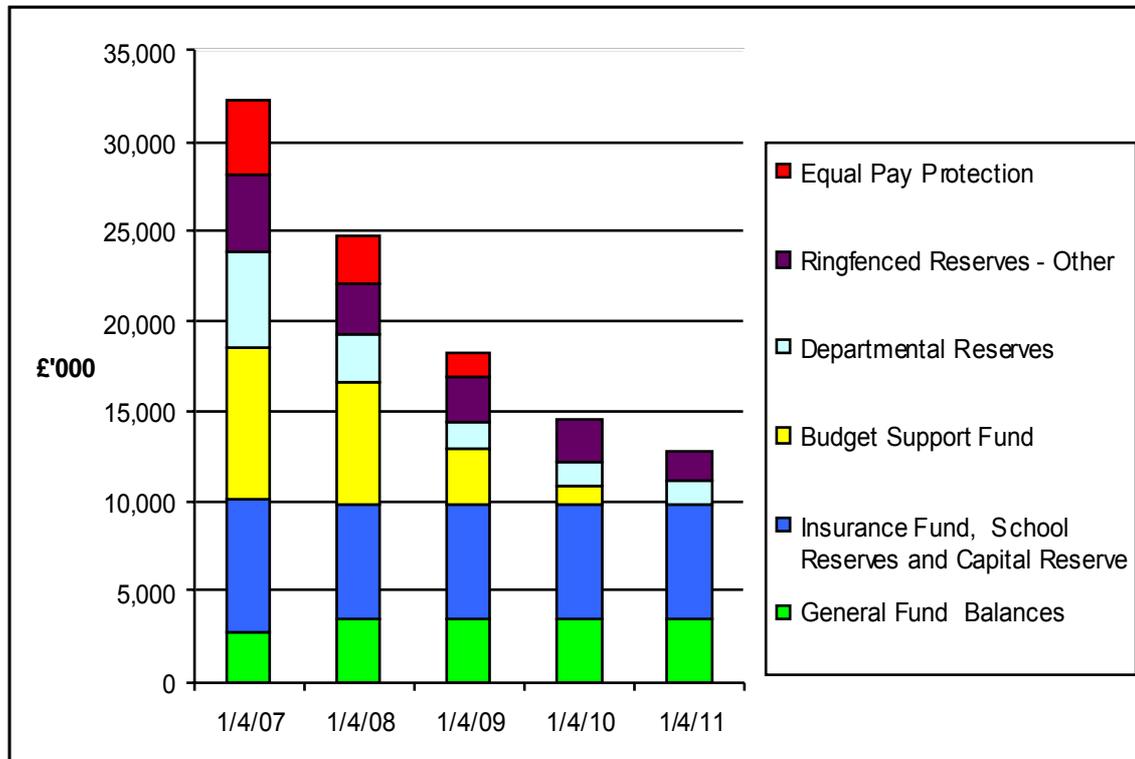
- the reason for/purpose of reserve;
- how and when the reserve can be used;
- procedures for the reserves management and control;
- a process and timescale for review of the reserves to ensure continuing relevance and adequacy.

9.3 These issues are covered in detail in Appendix K the key details are considered in the following paragraphs.

9.4 In overall terms the Council's reserves at 31<sup>st</sup> March, 2008, are anticipated to be £24.565m.

9.5 It is anticipated that reserves will reduce significantly over the next three years as resources are released to support the revenue budget and to meet the temporary protection costs of implementing Job

Evaluation. In addition, departments also plan on using Managed Revenue and Strategic Change Reserves. This position is summarised below and the detailed position is set out in Appendix K and paragraphs 9.7 to 9.10.



## 9.6 Specific Reserves

9.7 These are amounts that have been set aside to meet specific commitments. The main items are summarised below:

### i) Capital Reserves:

These are earmarked to finance capital expenditure rephased from the previous financial year, or to meet future capital expenditure liabilities.

### ii) Insurance Fund:

This provides for all payments that fall within policy excesses or relate to self-insured risks. The fund currently covers the estimated value of unpaid outstanding claims.

### iii) Strategic Change Reserves:

These reserves have been established from previous years departmental underspends and are earmarked to meet one-off costs of strategic changes to improve services, or reduce costs.

## 9.8 General Fund Balances

9.9 These reserves have also generally been set aside for specific purposes to enable the Council to manage its financial position over more than one financial year. However, whilst these reserves are needed for future commitments, these items do not meet the strict statutory definition of a Specific Reserve and are therefore carried as General Fund Balances. Details of these reserves are set out at Appendix K. The main reserves and proposals for using these reserves, where applicable, are detailed below: -

i) Unearmarked General Fund Balances:

Previous reports have recommended that this reserve should be maintained between 2% and 3% of the Revenue Budget. The Council is able to operate with reserves at this level owing to the availability of departmental reserves and the Council's Managed Under/Overspends policy. The reserve is available to meet unbudgeted emergency expenditure. However, any use of these reserves would need to be repaid in the following year.

The Council's General Fund Balances currently equates to 3% of the revenue budget.

ii) Revenue Managed Underspends and Strategic Change Reserves:

These reserves have been established from previous years departmental underspends and are earmarked to meet one-off costs, or strategic change costs, which will improve services, or reduce costs.

iii) Budget Support Fund Reserve:

This reserve are committed to support the revenue budget over the period 2007/2008 and 2009/2010 at the rate of £2m per year.

iv) Schools Reserves:

These reserves have arisen from the local management of school budgets and enable schools to manage their activities over more than one year.

## 10. ONE-OFF ISSUES

10.1 As previously reported the Council has received £1.2m from the LABGI scheme in the current year. Members have previously determined to allocate this amount for the following one-off costs.

- Building Schools for the Future £489,000  
(£413,000 for 2008/2009 and £76,000 for 2009/2010)
- Termination Costs £711,000

10.2 Cabinet has also previously determined a strategy for using the LPSA2 Reward Grant. This strategy allocates the capital element of the grant for corporate initiatives and the revenue element to the department which has achieved the reward grant. Half of the reward grant will be paid as a capital grant and half as a revenue grant. The total reward grant for achieving all targets is £3.065m and will be paid in 2009/2010 and 2010/2011.

10.3 As we are only part way through the LPSA Agreement it is difficult to estimate the actual reward grant. For planning purposes it is assumed that a total reward grant of 60% should be achievable. This equates to £1.839m. On this basis the capital element will be approximately £0.9m, which will be payable in two equal instalments from 2009/2010. It is suggested that whole of the 2009/2010 capital instalment (£0.45m) is allocated for the remaining unfunded BSF costs. A strategy for using the remaining amount should be developed as part of the next year's budget process.

## 11. **FEEDBACK FROM SCRUTINY CO-ORDINATING COMMITTEE ADJUSTMENT CONSULTATION**

11.1 Scrutiny Co-ordinating Committee have considered the initial budget proposals referred by Cabinet and there is a separate report on your agenda detailing their comments. The following specific comments are brought to your attention:

- Scrutiny Members support the proposals to implement a Financial Inclusion Development Scheme, although they expressed concerns that the set up costs are likely to be more than anticipated. They also sought clarity that adequate funding will be made available to fund this commitment from Departmental Managed Revenue Underspends.
- Scrutiny Members felt very strongly that there is a justification for separating the Adult and Community Services and Health Scrutiny Forum into two separate Scrutiny Forum for 2008/2009. As such the Committee propose that an additional full-time Scrutiny Support Officer post should be created through the budget process for 2008/2009. It is estimated that the cost of this post will be £36,000 (including employee overheads) and a further £14,000 would be needed for associated support from Democratic Services.

11.2 In relation to the first item it is suggested that Cabinet include a formal recommendation to Council on how this issue will be funded.

11.3 With regard to the second issue I would advise Members that this proposal has not been included in the budget proposals detailed in the report. Therefore, Cabinet needs to determine whether, and how, if they wish to refer this proposal to Council as part of the 2008/2009 Budget Process.

11.4 The minutes of the second consultation meetings with the Trade Unions and Business Sector are attached at Appendix M.

## 12. CONCLUSION

12.1 The budget proposal provides additional capital resources through the use of Unsupported Prudential Borrowing. These resources enable the Council to implement a number of projects which would otherwise not have gone ahead.

12.2 The development of the MTFs to cover the period covered by CSR07 has been challenging, although the position has been helped by higher than expected grant allocations.

12.3 In overall terms the net revenue budget has increased by approximately £6.5m, which equates to an 8.2% increase. This increase is after reflecting efficiencies of 3%, which equate to £2.3m.

12.4 This increase in expenditure will enable the Council to meet increasing commitments and to improve services. Key issues include:

- Pay and Prices Inflation;
- Implementation of Equal Pay;
- Increasing Cost of Looked After Children;
- Increasing Cost of Caring for Older People;
- Increasing Waste Disposal and Recycling Costs;
- Increased Investment in Coat Protection; and
- Increased Energy Costs.

12.5 The financial outlook for 2009/2010 and 2010/2011 is also less difficult than anticipated at this stage last year owing to improving grant settlements. However, the Council still faces a challenging financial future as the budget will only be balanced if:

- Annual cost increases in 2009/2010 and 2010/2011 can be contained within the provisions included in the MTFs; and
- The Council delivers annual cashable efficiencies of 3%.

12.6 The longer term position will only improve if the Government deliver on their commitment to phase out damping in the next CSR.

**13. RECOMMENDATIONS**

13.1 In order to finalise the budget proposals to be referred to Council. Cabinet needs to determine its proposals in relation to the following issues:

**13.2 Outturn Strategy**

13.3 It is suggested that Cabinet: -

13.4 Approve the proposed outturn strategy details in paragraph 3.3;

13.5 Determine whether they wish to seek Council approval to fund the one-off commitments identified in paragraph 3.4 from General Fund balances or to fund these items by reprioritising the use of departmental reserves.

13.6 Approve the proposal to fund the emergency coastal protection repairs opposite the Green at Seaton Carew from General Fund Reserves in 2007/2008, subject to this amount being repaid in 2008/2009 from any increase in the Coast Protection base budget which is approved as part of the current budget package.

13.7 Approve the proposal to authorise the Chief Financial Officer to make the necessary technical adjustments when finalising the 2007/2008 accounts to ensure the NDC spending target is achieved, on the understanding this will have no cost to the Council.

13.8 Approve the proposal that if there is an improvement in the final revenue outturn that these resources be transferred to General Fund Balances.

**13.9 Capital**

13.10 Cabinet is asked to:

13.11 Approve the proposal to passport Government capital allocations.

13.12 Approve the proposal to use unsupported borrowing to finance the initiatives identified in paragraph 5.6.

13.13 Approve the proposals identified by SCRAPT detailed in Appendix C, note 3.

13.14 Approve the strategy for allocating additional capital receipts detailed in paragraph 5.10.

**13.15 Revenue**

13.16 It is suggested that Cabinet approves the following recommendations.

- 13.17 Approve the proposal to passport the mainstreamed grant allocations in 2008/2009, pending a review of the continuation of this strategy beyond 2008/2009 (paragraph 6.9).
- 13.18 Approve the proposal to passport the additional resources of £26,000 included in the Formula Grant for “new burdens” identified in paragraph 6.9.
- 13.19 Approve the proposal to passport the Area Based Grant allocations for 2008/2009 and to ask Council to delegate authority to Cabinet to finalise the 2008/2009 allocation, subject to a detailed review of this strategy being complete before the 2009/2010 budget is determined (paragraph 6.9).
- 13.20 Approve the proposed pressures etc., as detailed in the following Appendices:
- Appendix D – Pressures
  - Appendix E – Contingency
  - Appendix F – Terminating Grant
  - Appendix G – Priorities
- 13.21 Approve the proposal to increase the Salary Turnover target by £0.1m from 2008/2009 (paragraph 6.23).
- 13.22 Approve the specific efficiencies identified in Appendix H (including the 2008/2009 Corporate Efficiency Target).
- 13.23 Approve the inclusion in the MTFs of annual provisions in 2009/2010 and 2010/2011 of £1.5m for demographic/grant pressures.
- 13.24 Approve the proposal to allocate the £1.2m 2007/2008 LABGI grant for BSF costs (£0.489m) and Termination costs (£0.711m) (paragraph 10.1).
- 13.25 Approve the proposal to earmark £0.45m from the anticipated LPSA2 Capital Reward Grant for the remaining unfunded BSF costs and to develop a strategy for using the remaining amount as part of next years budget strategy (paragraph 10.3).
- 13.26 Determine if they wish to include £50,000 in the budget proposals to be referred to Council to establish a separate Health Scrutiny Forum, or whether they wish to suggest this amount is funded from the additional resources provided for Scrutiny in the 2007/2008 budget report (paragraph 11.1).
- 13.27 Determine the level of the 2008/2009 Council Tax increase and the value of the March, 2007 discount which will be used in 2008/2009 to balance the budget, as detailed in paragraph 7.2. This

recommendation will also be affected by the decision Cabinet makes in relation to 13.25.

- 13.28 Determine the indicative Council Tax increases for 2009/2010 and 2010/2011.

## 4.2 Appendix A

### SUMMARY OF FORECAST REVENUE OUTTURN 2007/2008 (REPORTED 15<sup>TH</sup> DECEMBER, 2007)

Forecast Adverse/  
(Favourable) Variance  
Reported Latest  
15/12/07 Forecast  
£'000 £'000

#### Departmental Budgets

Adult & Community Services (1)	629	695
Children's Services (2)	445	227
Chief Executives Department (3)	46	0
Neighbourhood Services	262 to 502	442
Regeneration & Planning	<u>125</u>	<u>96</u>
Total Departmental Budgets	1,507 to 1,747	1,460

1. The increase in the overall overspend is owing to increased Older People Care cost (£150k), which have partly been offset by increased vacancy savings across the department.
2. The reduction in the overall forecast overspend is mainly owing to increased vacancy savings and increased income from swimming buy backs.
3. The previous range reflected the uncertainty of Car Parking income. These forecasts have now been reviewed to reflect activity for the first nine months (which includes the Christmas period) and a small reduction in the overall deficit is now anticipated.

#### Centralised Estimates

(1,100) (1,600)

As indicated in the Budget Strategy Report on 15<sup>th</sup> October, 2007, this budget is forecast to underspend owing to interest rate savings from using LOBOs and higher investment income on reserves and cashflow. As reserves are committed to supporting one-off commitments and future years budgets these trends will not continue, although they do provide a one-off benefit in the current year. It was previously anticipated that this amount would be allocated to offset overspends on the Children's Services and Neighbourhood Services budgets and to establish an Interest Risk Reserve.

It is expected that interest will continue to be earned on reserves in 2008/2009 and a temporary benefit of £0.74m is reflected in the 2008/2009 budget forecasts.

## 4.2 Appendix A

### Corporate Budgets

Strategic Contingency ( 150) ( 150)

This budget cover a number of ongoing corporate commitments including the costs of implementing Job Evaluation and the repayment costs of Prudential Borrowing. As indicated in the Budget Strategy Report on 15<sup>th</sup> October, 2007, it is anticipated that the costs of implementing Job Evaluation will be £0.3m higher than previously anticipated. There will be a temporary saving on Prudential Borrowing costs of £0.45m owing to capital payments, mainly relating to the Civic Centre Scheme, being made later than expected.

Provision for Increased Energy Costs ( 300) ( 300)

Since the 2007/2008 budget was set there have been significant reductions in energy costs. Therefore, the full provision included in the 2007/2008 budget is not expected to be needed. However, energy markets continue to be subject to significant volatility. This is particularly the case in relation to the electricity market, which has been affected by the recent closure of Nuclear Power Stations, including the Hartlepool station, owing to technical problems. These issues may increase electricity costs over the winter months.

Employers Pension Contributions Holding Account ( 110) ( 110)

A detailed review of the Employers Pension Contributions Holding Account was completed before the 2007/2008 budget was set. This review indicated that the income paid into the account exceeds the payments to be made to the Pension Fund. This position reflects variances between the actual number of employees/the value of the total pay bill and the assumptions made by the Actuary in March, 2005, when determining the Authority's Pension contributions for the period 2005/2006 to 2007/2008. A saving of £280,000 was therefore included in the 2007/2008 budget.

This position has now been reviewed to reflect the first six months activity. It is anticipated that a further saving can be taken in the current year. It is not clear if this trend will continue in future years owing to the impact of Job Evaluation and the current Pension Fund valuation. This position will therefore need to be reviewed when these issues have been finalised.

Designated Authority Costs ( 55) ( 55)

Details of the estimated Designated Authority costs for 2007/2008, which covers shared ongoing costs from the 1996

## 4.2 Appendix A

Local Government Reorganisation, have recently been provided by Middlesbrough Borough Council (which acts as Designated Authority). These figures indicate that the Council's share of these costs will be approximately £55,000 less than expected.

<u>Planning Delivery Grant</u>	( 104)	( 104)
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As this grant is continuing in the current year a temporary saving can be taken. The position in relation to future years will need to be reviewed when the Government provides details of the 2008/2009 grant allocation.

<u>Efficiency Savings</u>	405	405
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As reported in the summer a number of efficiency savings are taking longer to achieve than previously anticipated. It is expected that the planned efficiencies will be achieved, although there will be a temporary shortfall in the current year.

Total Corporate Budgets	( 314)	( 314)
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<u>Collection Fund</u>	0	423
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The 2007/2008 Collection Fund Surplus has recently been determined in accordance with statutory requirements, which includes the timetable for completing these calculations. At this stage last year the MTFS anticipated that there would be a surplus on the 2007/2008 Collection Fund and the Council's share would be £0.2m. In practice it is now anticipated that there will be a deficit on the Collection Fund for 2007/2008 and the Council's share will be £0.223m. This position reflects a reduction in the Council Tax Base owing to the impact of a slower Housing Market, the progress on clearance and the Council's success in encouraging the take-up of Council Tax exemptions by disabled people and their carers. As a result of this deficit the overall impact on the 2008/2009 budget is a loss of resources of £0.423m (£0.2m plus £0.223m). It is therefore suggested that this amount is reflected in the overall 2007/2008 outturn to avoid an adverse impact on the 2008/2009 budget.

The MTFS anticipates Collection Fund surpluses of £0.2m in 2008/2009 and 2009/2011. It is currently anticipated that these surpluses should be achievable.

Net Forecast Overspend	<u>93 to 333</u>	<u>( 31)</u>
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## 4.2 Appendix B

### SUMMARY OF KEY ONGOING 2007/2008 SERVICE ISSUES

	2007/2008 Forecast Outturn Adverse/ (Favourable) £'000	2008/2009 Budget Pressure/ (Savin g) £'000	
<b>Adult and Community Services</b>			
- Learning Disability Increase demand owing to demographic trends and increasing need for services. In 2007/2008 there will also be a one-off cost of £110,000 from a delay in achieving transport savings from the ITU.	363	255	Pressure
- Mental Health Increase demand for residential placements.	170	100	Pressure
- Support Services A large number of departmental PCs were obtained on an annual rate, this has now expired. Also pressure on other IT budgets.	105	50	Pressure
- Older People Care Increase in number of people in Care Home in current year is expected to continue. In addition it is expected that Care Home fee increase will be above inflation in 08/09.	200	300	Contingency
<b>Children's Services</b>			
- Children and Families Support Cost of increased number of Looked After Children and associated care, including preventative work and Special Guardianship orders.	750	607	Pressure
<b>Neighbourhood Services</b>			
- Environment The current years variance is owing to the temporary closure of the incinerator. This is not expected to reoccur in 2008/2009. However, additional pressures will arise in 2008/2007 from increased landfill tax, increases in recycling costs and costs arising from the introduction of a new refuse round.	128	359	Pressure
- Car Parking Income The current years variance is partly owing to the delayed implementation of increased charges and some user resistance to the price increase. It is anticipated that these issues will begin to unwind and have a reduced impact in 2008/2009. Therefore, a reduced provision has been included in the contingency for this 2008/2009.	357	131	Contingency
<b>Regeneration and Planning</b>			
- Town Wide CCTV Repairs and maintenance of CCTV, some of which are now more than ten years old.	34	30	Pressure
<b>Permanent Corporate Savings</b>			
- Bonus Savings In 2007/2008 this saving has been allocated to partly repay General Fund balances which were used to fund the bonus buy-out in March, 2007. The ongoing budget provision can be taken as a saving in 2008/2009.	(800)	(800)	
- Interest Savings This saving has been achieved from the use of LOBO Loans (Lenders Option, Buyers Options), which have lower rates than traditional Public Works Loan Board (PWL B) loans.	(200)	(200)	
<b>Temporary Corporate Savings</b>			
- Centralised Estimates The variance reported in the Quarter 2 Monitoring Report of £1.1m included the LOBO savings detailed above. Therefore, the net saving on centralised estimates in 2007/2008 is estimated to be £0.9m. This amount reflects higher investment income on reserves and balances. It is expected that interest will continue to be earned in 2008/2009. However, this will be at a lower level as the Council is committed to using reserves and interest rates are expected to reduce.	(1,400)	(740)	

**FORECAST CAPITAL RESOURCES AND EXPENDITURE COMMITMENTS 2008/09 to 2010/11**

**TABLE 1 - FORECAST CAPITAL RESOURCES 2008/09 to 2010/11**

	Forecast Resources 2008/2009					Forecast Resources 2009/2010 (Provisional)					Forecast Resources 2010/2011 (Provisional)				
	Prudential Borrowing	Supported Capital Expenditure (Capital Grant) SCE(C)	Other Capital Funding	Scheme Specific	Total	Prudential Borrowing	Supported Capital Expenditure (Capital Grant) SCE(C)	Other Capital Funding	Scheme Specific	Total	Prudential Borrowing	Supported Capital Expenditure (Capital Grant) SCE(C)	Other Capital Funding	Scheme Specific	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Supported Service Specific Allocations</b>															
- Local Transport Plan	1,523	421			1,944	1,469	402			1,871	1,469	382			1,851
- Children's Services - See Note 1	1,403	3,204			4,607	1,012	6,608			7,620	526	9,410			9,936
- Adult Social Services		132			132		132			132		133			133
<b>Total Supported Service Specific Allocations</b>	<b>2,926</b>	<b>3,757</b>	<b>0</b>	<b>0</b>	<b>6,683</b>	<b>2,481</b>	<b>7,142</b>	<b>0</b>	<b>0</b>	<b>9,623</b>	<b>1,995</b>	<b>9,925</b>	<b>0</b>	<b>0</b>	<b>11,920</b>
<b>Unsupported Corporate Prudential Borrowing</b>															
Community Safety Strategy	150				150	150				150	150				150
Neighbourhood Forum Minor Works Allocation	156				156	156				156	156				156
Civic Centre	1,000				1,000	0				0	0				0
Disabled Access Adaptations	50				50	50				50	50				50
Replacement of Mill House	0				0	3,000				3,000	0				0
Capital Priorities	1,200				1,200	1,200				1,200	1,200				1,200
	2,556	0	0	0	2,556	4,556	0	0	0	4,556	1,556	0	0	0	1,556
<b>Unsupported Departmental Prudential Borrowing</b>															
Replacement Wheelie Bins	45				45	45				45	45				45
Public Conveniences	593				593					0	0				0
Vehicle procurement	1,000				1,000	1,000				1,000	1,000				1,000
	1,638	0	0	0	1,638	1,045	0	0	0	1,045	1,045	0	0	0	1,045
<b>Useable Capital Receipts and RCCO</b>															
Education Planned Maintenance-see DW				572	572				583	583				595	595
	0	0	0	572	572	0	0	0	583	583	0	0	0	595	595
<b>Specifically Funded Schemes</b>															
NDC				1,552	1,552				685	685				67	67
Youth Capital Fund				65	65				65	65				65	65
Housing Market Renewal - See Note 2				0	0				0	0				0	0
Housing SHIP - See Note 2				0	0				0	0				0	0
General Sure Start Grant				668	668				387	387				388	388
ICT Mobile Technology				17	17				0	0				0	0
Disabled Facilities Grant (DFG) - See Note 2				0	0				0	0				0	0
	0	0	0	2,302	2,302	0	0	0	1,137	1,137	0	0	0	520	520
<b>Total Forecast Resources</b>	<b>7,120</b>	<b>3,757</b>	<b>0</b>	<b>2,874</b>	<b>13,751</b>	<b>8,082</b>	<b>7,142</b>	<b>0</b>	<b>1,720</b>	<b>16,944</b>	<b>4,596</b>	<b>9,925</b>	<b>0</b>	<b>1,115</b>	<b>15,636</b>

**FORECAST CAPITAL RESOURCES AND EXPENDITURE COMMITMENTS 2008/09 TO 2010/11**

**TABLE 2 - FORECAST CAPITAL EXPENDITURE COMMITMENTS 2008/09 TO 2010/11**

	Forecast Expenditure Commitments 2008/2009				Forecast Expenditure Commitments 2009/2010				Forecast Expenditure Commitments 2010/2011			
	Non-Specific £'000	Scheme Specific £'000	Match Funding £'000	Total £'000	Non-Specific £'000	Scheme Specific £'000	Match Funding £'000	Total £'000	Non-Specific £'000	Scheme Specific £'000	Match Funding £'000	Total £'000
<b><u>Specifically Funded Schemes</u></b>												
NDC		1,552		1,552		685		685		67		67
Youth Capital Fund		65		65		65		65		65		65
Housing Market Renewal		0		0		0		0		0		0
Housing - SHIP		0		0		0		0		0		0
General Sure Start Grant		668		668		387		387		388		388
ICT Mobile Technology		17		17		0		0		0		0
Disabled Facilities Grant (DFG)		0		0		0		0		0		0
	0	2,302	0	2,302	0	1,137	0	1,137	0	520	0	520
<b><u>Misc Schemes</u></b>												
Education Planned Maintenance	572			572	583			583	595			595
	572	0	0	572	583	0	0	583	595	0	0	595
<b><u>Unsupported Corporate Prudential Borrowing</u></b>												
Community Safety Strategy	150			150	150			150	150			150
Neighbourhood Forum Minor Works Allocation	156			156	156			156	156			156
Civic Centre	0	1,000		1,000	0			0	0			0
Disabled Access Adaptations	50			50	50			50	50			50
Replacement of Mill House	0			0	3,000			3,000	0			0
Capital Priorities - See Note 3	0	1,200	0	1,200	0	1,200	0	1,200	0	1,200	0	1,200
	356	2,200	0	2,556	3,356	1,200	0	4,556	356	1,200	0	1,556
<b><u>Unsupported Departmental Prudential Borrowing</u></b>												
Replacement Wheelie Bins		45		45		45		45		45		45
Public Conveniences - See Note 4		593		593		0		0		0		0
Vehicle Procurement		1,000		1,000		1,000		1,000		1,000		1,000
	0	1,638	0	1,638	0	1,045	0	1,045	0	1,045	0	1,045
<b><u>Supported Service Specific Priorities</u></b>												
Local Transport Plan	1,944			1,944	1,871			1,871	1,851			1,851
Children Services	1,403	3204		4,607	1,012	6,608		7,620	526	9,410		9,936
Adult Social Services	132			132	132			132	133			133
	3,479	3,204	0	6,683	3,015	6,608	0	9,623	2,510	9,410	0	11,920
Total Forecast Commitments	4,407	9,344	0	13,751	6,954	9,990	0	16,944	3,461	12,175	0	15,636

APPENDIX C

## APPENDIX C

### Note 1

The Primary Capital Programme allocations of £3m (for 2009/10) and £5.378m (for 2010/11) have been included in the grant funded totals, although final confirmation of the funding method has not been received.

### Note 2

It is anticipated that allocations will continue to be received for these initiatives but details have not yet been received.

### Note 3

#### SCHEDULE OF PROPOSED SCHEMES TO BE FUNDED FROM CORPORATE UNSUPPORTED PRUDENTIAL BORROWING ALLOCATIONS

Project	2008/09 Allocation £'000	2009/10 Allocation £'000	2009/10 Allocation £'000
<u>Schemes approved as part of 2007/08 Budget Process</u>			
Multi-storey Car Park	362		(a)
<u>Schemes to be approved as part of 2008/09 Budget Process</u>			
Lynne Street Heating	60		
Recycling Centre Fencing	55		
Civic Centre Ramp Access	29	151	(b)
Civic Centre Access System	72		
Municipal Building Access System	9		
Civic Centre Disabled Toilets	78		
Brougham Enterprise Centre Toilet and shower facilities	40		
Highways Maintenance Schemes	40	40	(b)
Coast Protection	100	100	(b)
Adult and Community Services DDA	50		
Disabled Facilities Grants	105		
Economic Development - Industrial and Commercial	100	100	(b)
Regeneration Match Funding	100	100	(b)
<u>To be allocated as part of 2009/10 Budget Process</u>	0	709	1,200
	1,200	1,200	1,200

#### Notes

a) The scheme is funded over two financial years (2007/08 and 2008/09). Therefore, this allocation was approved as part of 2007/08 Budget proposals.

b) These schemes will be funded over two years commencing 2008/09 and commit £0.49m of the 2009/10 allocations.

## Note 4

**PUBLIC CONVENIENCES PROJECTS- PROPOSED WORKS.****CABINET REPORT 8th January  
2007****FINANCIAL PROJECTIONS**

Description	Estimated Costs	Design Fees at 12.5%	CDM Fees 2%	Contingencies	Estimated total costs including asbestos surveys and statutory approvals.
Closure of Thorpe Street & Pilot Pier	£4,500	N.A	N.A.		£4,500
Refurbishment of Lighthouse	£28,322	£3,540	N.A.	£1,416	£33,955
Seaton Park - Essential Maintenance only	£5,000	£0	N.A.	£0	£5,000
Ward Jackson Park - Refurbishment (Originally demolition)	£42,900	£5,363	£858	£2,145	£52,055
Rossmere Park	£45,366	£5,671	£907	£2,268	£55,095
Upper Burn Valley - Demolition	£18,000	£2,250	£360	£900	£21,510
Stranton Cemetery - Provide heating to toilets	£5,000	£625	N.A.	£250	£5,875
West View Cemetery - Essential Maintenance	£1,500	N.A		£75	£1,500
Historic Quay - Change of use (originally demolition)	£28,500	£3,563	N.A.		£32,063
Clock Tower - Toilet refurbishment.	£100,000	£12,500	£2,000	£5,000	£119,500
Rocket House toilet demolition	£15,000	£1,875	£300	£750	£17,925
Rocket House landscaping	£90,000	9000	1800	4500	£105,300
New building Newburn Bridge	£120,000	£15,000	£2,400	£6,000	£143,400
Total Budget	£504,088	£59,386	£8,625	£23,304	£593,178

**ADULT & COMMUNITY SERVICES DEPARTMENT – SCHEDULE OF BUDGET PRESSURES 2008/2009**

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
Mental Health Agency Budget	Increasing number of residential placements in 2006/07 – 4 placements on average. Managed through vacancies previously however long term problems around recruitment have been addressed and vacancies are in the process of being filled.	R	<b>The pressure would build as these vital posts are filled. May therefore be a part year effect</b>	100		Statutory duty to meet assessed need. Budget pressures have been raised in previous financial monitoring. Pressure to meet increased demand for service.	H
Learning Disability Transitions Cases	Complex packages 2008/09 – School leavers. 3 Very complex individuals with autism and challenging behaviour @ £60K per package, a further 5 young people with learning disabilities requiring day opportunities @ £15K per individual	R	Failure on Statutory duty to meet assessed need.	255		Meets recognised demographic pressures on LD services	D
Learning Disability (previously SP funded)	Ineligible for continued SP funding therefore shortfall at Supported Living Scheme @ King Oswy Drive - must be maintained to meet demographic pressures	R	Statutory duty to continue to meet assessed need for care and support as now not eligible for SP funding. This has been a recommendation from SP inspection.	33		Continuation of supported accommodation for 8 learning disabled adults	D
Adult Education/Day Opportunities	Withdrawal of LSC funding for a course at Stockton Riverside College - approx 34 adults currently attend as alternative to day centre - cost to replace course	R	College course would cease and individuals would return to day services at an increased cost as additional staffing would be required to support the individuals.	37		Replacement of course	S

APPENDIX D

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
Older People's Day Care (Blakelock Re-provisioning)	Blakelock Day Services currently pay a 'peppercorn rent, as the building is no longer fit for purpose it is proposed that the service is transferred to rented space at Hartfields. The cost of the social care housing and accommodation at Hartfields has been offset by the contribution from HBC of £750,000 to the capital costs of the overall scheme.	R	Current building is unfit for purpose - Blakelock site would not be released	50		Development improves and increases the service provision for older people. Also releases capital for LA via release of Blakelock site.	S
IT costs	A large number of departmental PCs were obtained on an annual rate, but this has expired, also pressure on other IT budgets	R	Current overspendings would continue, or equipment would have to be removed.	50		Maintenance of current service standards	S
Childrens Playgrounds 11602	The funding for the playground inspector will end in 2007/2008 and the salary and running costs will need to be found. This post is vital to the maintenance and safety of children's play areas. This pressure is linked to £60K of efficiency savings around weekend maintenance of parks, lifebelt checks, paddling pool maintenance and staffing levels at Summerhill. Post 1 is a full time post (23.1K inc on costs) and Post 2 is a part time post (30hours - 19k inc on costs)	R	Health and Safety Issue - the playgrounds would deteriorate and be in many cases unusable - Linked to efficiency saving	42		Satisfaction with play areas is currently 57%. This is an improvement from recent years where the satisfaction level was as low as 29%. The loss of playground inspection service would severely reduce the level of satisfaction and increase the risk of injury to children playing. The proposed service would increase from 5 to 7 days inspections and improved effectiveness of maintenance of play areas.	S
Headland Sports Hall Rates	Rating estimates now received indicate a shortfall in available budget	R	Fixed costs, so would overspend	10		Rates for new building	S

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
Telecare - Personal Care response	To continue to provide the service and meet additional demand from vulnerable adults. Necessary to meet government directives and support the up and coming Extra Care models. The service requires a physical response from registered provider of personal care	R	Risk to vulnerable adults of inadequate response to emergency care situation	50		In excess of 100 people are already receiving Telecare services and help to keep people out of residential care. This service works to support prevention and respond to crisis situations. Telecare is an integral part of the way future service provision will operate across the country. Funding of staffing over a 24/7 Rota.	D
			<b>TOTAL RED PRESSURES</b>	627			
			<b>TOTAL ALL PRESSURES</b>	627			

APPENDIX D

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		

**CHIEF EXECUTIVES DEPARTMENT – SCHEDULE OF BUDGET PRESSURES 2008/2009**

Registrars	Based on underachievement of current income budget largely because of falls in marriage income and repeat birth certificates. The latter is because changes to passport regulations requiring a full certificate introduced 2 years ago have now worked through and income levels have dropped but hopefully will stabilise. There is also a fall in first time birth registration and requests for subsequent certificates which will result when the maternity hospital is expected to lose 80+% of its business to Stockton. This change will start to impact from November 2007. Increases to income above inflation and a limited number of new income streams have been factored in to give net pressure figures	R	The budget is a balance of income and expenditure. Core provision of statutory service will be affected by reduced income	17	0	Allows the maintenance of service levels. Registrars function is determined by Registrar General but hosted by Council. Further significant changes are due in the next 12 to 18 months which will need to be considered in the next budget round.	L
HR	Increased costs of JE appeals/running system	R		50			S
			<b>TOTAL RED PRESSURES</b>	67	0		

APPENDIX D

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		

**CHILDREN'S SERVICES DEPARTMENT – SCHEDULE OF BUDGET PRESSURES 2008/2009**

Children and Families - placements	Costs of increased numbers of Looked After Children. (NB This funding is required for the additional net costs of children currently in care following the increase experienced at the start of the year. Due to the volatility of LAC numbers it may be prudent to provide contingency funding for further possible increases).	R	Since the 2007/08 budget was set the department has experienced an unprecedented increase in the number of children coming into care. Based on current projections of costs, which are expected to continue throughout 2008/09, additional funding will be required to cover the additional costs of these known children. The Departments placement strategy has effectively reduced reliance on external provision but additional costs are envisaged as follows; . a) In house fostering allowances - £100,000 b) External foster placement costs - £307,000 c) External residential placements - £100,000	507	0		D
Children and Families - Preventative Care	Many new cases of children coming into care are linked to drug issues within families. This priority would provide one social work post in an intensive support team to be joint funded to work with high risk families in line with the "Hidden Harm" initiative.	R	Although costly this initiative is aimed at preventing children coming into care and therefore avoiding high costs in future years.	40	0	This initiative is aimed at preventing children coming into care	D

APPENDIX D

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
Children and Families - placements	Shortfall in Special Guardianship Order Savings (2007/08 budget)	<b>R</b>	Savings envisaged from the reduction in payments to independent agencies arising from long term matched foster carers obtaining SGO's have yet to fully materialise. A significant shortfall of £140,000 is projected in the current year. A number of cases are however being progressed although this involves a lengthy legal process which will delay the savings materialising. In addition the full year savings potential appears to have been overstated and for 2008/09 a £60,000 shortfall is anticipated.	60	0		L

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Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
Children's and Families - Placement Team staffing	Additional Social Care staffing in the Placement Team to maximise the capacity and effectiveness of in house fostering provision. Additional staffing required (Manager, 2 x Social Workers plus 0.5 admin) at an annual cost of £133,000. There would also be one off costs of £40,000 to relocate the Leaving Care Team at the Connexions office to accommodate extra staff.	R	To avoid continued reliance on the independent sector a further 30 foster carers are required but there is no capacity to recruit, train or support any further carers without additional resources as the Social Care Placement Team has reached capacity. In addition there are limits on the number of children that can be placed with individual carers without detrimentally affecting placement stability. If staffing levels are not increased recruitment will not be possible resulting in heavy reliance on the independent sector as experienced following the recent increase in the number of Looked After Children. The departments placement strategy is currently being reviewed and depending on options emerging from that review, capacity might be forthcoming in a different way e.g. via a partnership agreement but in either case additional funding will be required.	133		The National Fostering Network recommend a maximum Foster Carer to Social Worker ratio of 15:1. The local Independent Sector ratio is 12:1 whilst the Children's Services department ratio is currently 20:1 having historically been approx 18:1. Additional funding would allow 30 extra foster carers to be recruited bringing the total up to 120. This will generate capacity to improve placement stability for existing children in care and provide new short term placements in house which is substantially cheaper than external provision.	D
			<b>TOTAL RED PRESSURES</b>	740			
			<b>TOTAL ALL PRESSURES</b>	740	0		

APPENDIX D

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		

**NEIGHBOURHOOD SERVICES – SCHEDULE OF BUDGET PRESSURES 2008/2009**

	Legislative requirement of the Energy Performance of Buildings (Certificates and inspections) Regs 2007. Requirements are survey, data collection, certification, reporting, training, software. Gas Inspections (post previously frozen) – need to comply fully with Gas Safety Regulations. Regular inspection regime, production of risk assessments, log books and monitoring of contractors. Legionella management – New national guidance as a result of the outcome of the Barrow.	R	Non compliance with legislation, potential prosecution and damage to reputation, health and safety risks to staff and public.	65		As part of new legionella policy, training awareness to be introduced together with design checks and contractor management to meet new Health & Safety guidelines. Introduction of regular inspection and monitoring of contractors who work on heating systems. All public buildings and schools will have an energy survey and report and an energy efficiency certificate. This will be used to target energy efficiency measures and reduce our Carbon Footprint as part of the Climate Change Action Plan. Performance will be measured by completion of tasks such as inspections, certification and contractor compliance.	L
	Service charge on shopping centre car parks.	R	This is part of the leasing arrangements so this cost must be paid to the shopping centre.	47		There would be no service improvement as this is a contractual payment.	S

APPENDIX D

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
	Waste management/ refuse collection - introduction of a new refuse round by developing the shuttle service into a standard collection round to service the expansion of the town and new housing developments. Refuse and recycling rounds are servicing 6,800 premises per round, national average is 6,000, anticipated growth is between 375 to 500 dwellings per annum over the next 4 years.	R	To be reviewed.	60			D
	Waste management/ recycling collections - we have recently retendered the dry recyclable kerbside collection service, tenders have returned £200,000 over and above existing revenue budgets.	R	Recycling target will not be met. Additional landfill costs. Two thirds of town on alternate collectins, one third not.	80		Recycling targets met. Increase in L.A.T.'s.	S
	Waste management/increased recycling - When AWC was approved by cabinet 12.4.06 there was a funding gap for 2007/8 of £140,827, where it was agreed this would be funded by £93k WPEG and selling of LATS to the value of £50K, unfortunately the LATS market is stagnant.	R	The service will overspend by £55K.	55			L
	Waste disposal - increase in landfill tax by £8.00/te.	R	Legislative rise, therefore unavoidable	164			L
	Coast Protection.	R	Continued deterioration of coast protection structures leading to a breach and loss of land behind the structures	250		Improvement in the coast protection assets and decreasing risk of major breaches	O
			<b>TOTAL RED RISKS</b>	721			

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
	Street cleansing - adoption of new developments such as Drakes Park, Relton Way, Bakers Mead, Hart Lane, Elwick Rise, Seaton.	A	Reduction in cleansing standards throughout the borough due to increased work load on existing services, resulting in a detrimental effect on BV119 indicator.	45		Increased cleansing provision would maintain current standards and assist in achieving BV119 targets.	D
	Building cleaning - the addition of council admin buildings on the service continues to place a strain on existing resources, whilst some monies were received last year this was insufficient. A breakdown per building is available. If this cannot be sourced, resources will have to be cut and redundancies made.	A	Reduction in basic standards and frequencies of cleaning will lead to a fundamental erosion of the service. This will impact on hygiene standards and will necessitate a reduction in staffing levels leading to potential redundancies.	26		Standards and levels of hygiene maintained at acceptable levels. Averts the need for staff redundancies.	O
	Grounds maintenance / grass cutting - the grass cutting season has lengthened over the years due to the changes in weather conditions, we have seen an increase from 15 cuts to 20 cuts per annum.	A	No increase in grass mowing frequency will result in customer dissatisfaction with the service as a result of long grass, increased grass on paths, unkempt appearance of town and increase in machinery failure and repairs due to machinery not being able to cope with increased work load of mowing long grass.	56		Will be able to maintain the standard of grass cutting as required and expected by our service users and visitors.	O
	Grounds maintenance/commuted sums - commuted sum monies finished 2006/7, no increase in revenue budgets creating a pressure on existing budgets. Middle Warren £48k and Relton Way £10k.	A	Decrease in standard of maintenance carried out throughout the town due to increased work load on existing resources.	56		Will enable new developments to be maintained to an acceptable standard without deflecting resources from existing provision.	O

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
	Operating budgets for admin buildings:- Windsor Offices - rent to be paid to shopping centre.	A	Reduction of maintenance to public buildings to fund the unavoidable pressure	15		Ensure all fees in respect of Windsor Offices are budgeted and ensure maintenance funds are used for that specific purpose.	S
			<b>TOTAL AMBER RISKS</b>	198			
			<b>TOTAL ALL RISKS</b>	919	0		

APPENDIX D

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		

**REGENERATION AND PLANNING DEPARTMENT – SCHEDULE OF BUDGET PRESSURES 2008/2009**

Development of Housing Options Centre Services	The development of a Housing Options centre with Housing Hartlepool is a necessary step to maintaining housing services and will be necessary to meet expectations for customer focussed and accessible services and to help meet the government's target for the introduction choice based lettings by 2010. This will be the case whether the Council decides to join the Tees Valley Sub Regional Choice Based Lettings (CBL) Scheme or not. Existing services within the Housing Advice Team and Housing Hartlepool's lettings team will need to be reconfigured to provide an Housing Options approach from a highly visible central location. This will enable a more customer focussed statutory service, providing choice, meeting service standards and supporting those in need	R	Without support the statutory housing service could not change effectively to meet government and service expectations. CBL and the involvement or not of Hartlepool in the Tees Valley CBL scheme is currently under consideration and a decision is expected towards the end of the year. The estimate of cost of the Council's contribution is tentative at this stage.	75	0	The development of a Housing Options Centre will facilitate the Council's work in statutory homelessness prevention and advice, will enable the Council as Housing Authority to maintain and continue to improve BVPI performance, meet service standards and is essential to providing an excellent service to the residents of Hartlepool. Funding this pressure will maintain statutory services and performance.	L
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APPENDIX D

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
Supported Housing Co-ordinator	The need for this service was identified within the Homelessness Strategy Review and by the Supporting People Service Strategy and the need for this was recognised in the Supporting People Inspection and a report to Cabinet. The role of this post is to coordinate the most effective use of the existing supported housing services within the town, help facilitate 'move on' and successful outcomes for residents, to monitor and evaluate referrals for support and to identify any gaps in service provision. The post is currently being funded by Housing Hartlepool until April 2008	R	Without replacement funding this post could no longer be provided. The risk impact would be that the existing resources for supported housing and floating support services were not effectively coordinated or made best use of. PI's for statutory services to the homeless and tenancy sustainment would be at risk and recent improvements in service delivery and outcomes for residents would be lost. Not providing the funding for this post to continue would also have a negative impact on our effective partnership working with Housing Hartlepool and future Supporting People & Housing Inspections.	35	0	Performance in associated PI's for statutory services to the homeless and tenancy sustainment should be maintained and enhanced, gaps would be identified in service provision to those in need of supported housing. It would help to ensure the achievement of good outcomes for service users.	S

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
Townwide CCTV	CCTV - to meet deficit on the maintenance, electricity and signal transmission costs of the existing CCTV camera system	R	There are some 70 cameras sited across the town, which are managed and maintained by HBC. They have an age ranging from few months old to 10 years old or more in few cases. Some cameras have been refurbished during their lifetime. Electricity costs and BT line rental costs have increased significantly during past 2 years. Repairs and maintenance costs continue to rise, as the cameras age. Gross CCTV budget is £131,000, income generated £25,000, therefore net cost to HBC is currently £106,000, with £70,000 being monitoring charges, thus leaving £61,000 to cover all other costs. The estimated maintenance cost for 2007/08 and 2008/09 is £83,000 (ie £41,500 per annum). Signal transmission costs ( BT line rental £43,500 per annum) and electricity costs(approx £8,000per annum) must be added to this cost. Estimated potential overspend £30,000 in 2007/08. Risk could only be managed by prioritising most strategically important cameras for repairs and maintenance, and not repairing others when they fail. Impact could be vital evidence is not available.	30	0	Additional funding will enable the existing townwide CCTV system to be maintained meeting a projected deficit recognising a review of the system which is underway which is likely to require reconfiguration investment. CCTV is popular and indeed residents continually ask for further cameras in their neighbourhoods and there is much evidence nationally that cameras deter criminal activity and on occasions, provide vital evidence for criminal prosecutions.	S
			<b>TOTAL RED PRESSURES</b>	<b>140</b>	<b>0</b>		

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Value Budget Pressure	Value of additional Budget Pressure in 2009/10	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Classification (L/D/S/O)
				£'000	£'000		
<b>TOTAL PRESSURES</b>				2493			

APPENDIX D

**ADULT & COMMUNITY SERVICES DEPARTMENT – SCHEDULE OF 2008/09 BUDGET PRESSURES TO BE TREATED AS CONTINGENCY ITEMS**

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Gross Value of Budget Pressure in 2008/19	Value of Budget Pressure included in 2008/09 Contingency	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Risk Probability (VL/L/M/H)
				£'000	£'000		
Hartfields	Shortfall in funding to develop extra care village including domiciliary care/health and wellbeing services for 300+ people residing in the village. Revenue costs for domiciliary care in original bid insufficient to meet need identified.	R	<b>The overspend would develop as the contracted service is established. Timing is not certain yet.</b>	60	51	Future budgetary pressures as a result of an ageing population will be managed more efficiently by developing an active ageing model of care at Hartfields. Less reliance on residential care to meet assessed needs.	H
Self Directed Support	Parallel running costs across all adult social care areas may be required whilst modification of daycare, respite and domiciliary contracts is progressed to reflect new direction. We envisage this will be a 2 year transitional cost only.	R	<b>This is a timing difference, but the change is already committed. Cost of the pressure in 2008/09 is an estimate</b>	100	60	As a Total Transformation site the way in which social care is delivered will fundamentally change. There will be parallel costs as services currently provided/contracted for by the department are decommissioned. This pressure is likely to exist for 2 years and flexibility will be required in access this funding.	M

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Gross Value of Budget Pressure in 2008/19	Value of Budget Pressure included in 2008/09 Contingency	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Risk Probability (V/L/M/H)
				£'000	£'000		
Housing Hartlepool - Extra Care Developments @ Bamburgh Court/Bramley Court	Re-modeling sheltered housing schemes to deliver extra care. Will require additional funding to provide a small care team, after telecare overlays go in. Phased development over 2 - 3 years. Estimated pressure £50K yr 1, £50K yr 2 and £100K final year. Development of the scheme is subject to voids in current schemes and needs of particular individuals. Will be necessary to access funding flexibly over the three year implementation period.	A	<b>Extra Care delivers better value than sheltered housing in dealing with demographic pressures.</b>	50	30	Wider provision of more appropriate housing. Less use of residential care. Potential financial savings going forward in relation to home care and residential care as 'critical' mass of vulnerable people are accommodated together in flexible accommodation. Housing Needs survey has identified the lack of this type of housing for the older population in Hartlepool.	M
Adult Education Service	Possible staff redundancy costs for any tutors who may need to be made redundant in July 08.		<b>Redundancy likely as LSC funding shifts and shrinks</b>	20	12	Adult Education is fully grant funded, however, when employees gain employment rights the associated costs fall to the Local Authority.	
				230	153		

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Gross Value of Budget Pressure in 2008/19	Value of Budget Pressure included in 2008/09 Contingency	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Risk Probability (V/L/M/H)
				£'000	£'000		

**CHILDREN'S SERVICES DEPARTMENT – SCHEDULE OF 2008/09 BUDGET PRESSURES TO BE TREATED AS CONTINGENCY ITEMS**

Children and Families - placements	A pressure of £0.507m has been identified for Looker After Children. This additional amount is included to address the volatility of LAC numbers.	R	Expenditure would exceed budget as the Council has duty to provide care.	250	250		H
Performance and Achievement	School Improvement Partners	A	School Improvement Partners (SIP's) were introduced into secondary schools in 2006 and primary schools in 2007 as part of the DCSF "New Relationships with Schools" requirement. Grant funding support (£37k) does not meet actual costs. School Improvement services are being reconfigured to accommodate changes in the longer term but pressure exists for 2008/09. Risk of not funding includes service disruption and reducing front line support to schools.	20	17		H
			<b>TOTAL AMBER PRESSURES</b>	270	267		

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Gross Value of Budget Pressure in 2008/19	Value of Budget Pressure included in 2008/09 Contingency	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Risk Probability (VL/L/M/H)
				£'000	£'000		

**NEIGHBOURHOOD SERVICES – SCHEDULE OF 2008/09 BUDGET PRESSURES TO BE TREATED AS CONTINGENCY ITEMS**

<b>Car Parking</b>	Under recovery of parking fines and car parking charges.	R	If car parking income plus the set revenue budget did not match the cost of running the service, then there would have to be redundancies in the service.	131	105	Staffing for service provision would remain at current levels.	VL
<b>Waste Management</b>	Waste management/ collection service - replacement blue box collection containers, Wheeled bins and Poly bags.	R	Ongoing pressure on current budgets. Will overspend.	50	43	Efficient service. Responsive to customer needs.	H
<b>Corporate Property</b>	Additional budet for work done on corporate property (e.g. accommodation strategy etc).	R	Key work on accommodation and disposal strategies and the future shape of the authority will not be completed. Under recovery of Technical Officer's salaries.	100	85	Staff undertaking corporate work will be resourced to eliver on key areas of the Council's development and efficiency strategy.	H
<b>Environment</b>	Removal of toxic waste.	R	This is a statutory function under the Highways Act so HBC must arrange for the removal of toxic waste.	15	13	There would be no service improvement as this is a contractual payment.	H

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Gross Value of Budget Pressure in 2008/19	Value of Budget Pressure included in 2008/09 Contingency	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Risk Probability (V/L/M/H)
				£'000	£'000		
<b>School Catering</b>	School catering - The banning of certain items of food in both primary and secondary schools has seen an increase in food costs, since the restrictions have been implemented we have seen a rise of 16% in food costs, whereas previously it was 3%.	<b>A</b>	Without assistance it is likely that the service will not make it's rate of return, but will in fact finish the year end in deficit.	35	21	Will assist the service implement the Government's new standards and will ultimately improve the long term health of the children of Hartlepool. Should the service cease it is likely that the current health & obesity problems will escalate.	M
				331	267		

Budget Heading (including Cost Centre cost if possible)	Description of Budget Pressure	Risk - Red, Amber, Green	Risk Impact of not funding Pressure	Gross Value of Budget Pressure in 2008/19	Value of Budget Pressure included in 2008/09 Contingency	Service improvement to be achieved by funding pressure (including details of current performance and target for 2008/2009 performance)	Risk Probability (VL/L/M/H)
				£'000	£'000		

**REGENERATION AND PLANNING DEPARTMENT – SCHEDULE OF 2008/09 BUDGET PRESSURES TO BE TREATED AS CONTINGENCY ITEMS**

Conservation Area Appraisal	Continuation and expansion of work in undertaking Conservation Area appraisals/assessments with independent advice to provide up-to- date basis for policy re planning applications, preservation and enhancement of conservation areas to meet expected standards and recognising controversy	R	Up-to-date date appraisals essential for a consistent and informed planning policy in a contentious area of activity. Danger that character, appearance and community support for conservation areas will suffer if appraisals are not undertaken and expected service standards will not be met.	20	12	Carrying out appraisals of conservation areas is a best value performance indicator (BVPI 219 a & b). Appraisals will assist in defining the character of Conservation Areas. This is required for consideration of planning applications within the conservation areas. The information gathered will be fed into the current conservation policy review.	M
				20	12		

Gross Total	851	699
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**ADULT & COMMUNITY SERVICES DEPARTMENT – SCHEDULE OF GRANT REGIMES TERMINATING DURING 2007/2008 - PROBABILITY 3**

Grant Title	Does Council need to consider mainstreaming the grant? Please state Yes/No and provide brief justification.	Risk - Red, Amber, Green	Probability 1 = Likely to continue, 2 = may continue, 3 = Unlikely	Risk Impact of not funding Pressure	Value of Grant terminating in 2007/2008 £'000	Value of resulting budget pressure in 2008/2009 £'000	Total number staff employed (permanent contract/permanent owing to roll forward of contract/fixed term)	Provisional estimated cost of making staff redundant based on HBC employment £'000	Funding available to fund redundancy costs £'000	Service improvement to be achieved by funding grant (including details of current performance and target for 2007/2008 performance)
Supported Employment	Yes, to maintain people in supported employment	R	3	To fund on going cost of transport and support beneficiary's currently supporting 13 individuals in employment.	20	20				Cost effective method of supporting social care needs in real jobs.
				<b>SUB-TOTAL - ADULT &amp; COMMUNITY</b>	<b>20</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	

APPENDIX F

Grant Title	Does Council need to consider mainstreaming the grant? Please state Yes/No and provide brief justification.	Risk - Red, Amber, Green	Probability 1 = Likely to continue, 2 = may continue, 3 = Unlikely	Risk Impact of not funding Pressure	Value of Grant terminating in 2007/2008	Value of resulting budget pressure in 2008/2009	Total number staff employed (permanent contract/ permanent owing to roll forward of contract/fixed term)	Provisional estimated cost of making staff redundant based on HBC employment	Funding available to fund redundancy costs	Service improvement to be achieved by funding grant (including details of current performance and target for 2007/2008 performance)
					£'000	£'000		£'000	£'000	

**CHILDREN'S SERVICES DEPARTMENT – SCHEDULE OF GRANT REGIMES TERMINATING DURING 2007/2008 - PROBABILITY 3**

Grants Terminating during 2007/2008										
Grant Title	Does Council need to consider mainstreaming the grant? Please state Yes/No and provide brief justification.	Risk - Red, Amber, Green	Probability 1 = Likely to continue, 2 = may continue, 3 = Unlikely grant may	Risk Impact of not funding Pressure	Value of Grant terminating in 2007/2008	Value of resulting budget pressure in 2008/2009	Total number staff employed (permanent contract/ permanent owing to roll forward of contract/fixed term)	Provisional estimated cost of making staff redundant based on HBC employment	Funding available to fund redundancy costs	Service improvement to be achieved by funding grant (including details of current performance and target for 2007/2008 performance)
					£'000	£'000		£'000	£'000	
Human Resources & Developing Services (HRDS) Grant	Yes - to maintain services	R	3	Supports workforce planning for Social Care Workers in Local Authority and Independent Sector	40	40	0	0	NA	To recognise the shortfall in training and support for Social Care Staff and to maintain
				<b>SUB-TOTAL - CHILDREN'S</b>	<b>40</b>	<b>40</b>				

APPENDIX F

Grant Title	Does Council need to consider mainstreaming the grant? Please state Yes/No and provide brief justification.	Risk - Red, Amber, Green	Probability 1 = Likely to continue, 2 = may continue, 3 = Unlikely	Risk Impact of not funding Pressure	Value of Grant terminating in 2007/2008	Value of resulting budget pressure in 2008/2009	Total number staff employed (permanent contract/ permanent owing to roll forward of contract/fixed term)	Provisional estimated cost of making staff redundant based on HBC employment	Funding available to fund redundancy costs	Service improvement to be achieved by funding grant (including details of current performance and target for 2007/2008 performance)
					£'000	£'000		£'000	£'000	

**NEIGHBOURHOOD SERVICES – SCHEDULE OF GRANT REGIMES TERMINATING DURING 2007/2008 - PROBABILITY 3**

Grants Terminating during 2007/08										
Grant Title	Does Council need to consider mainstreaming the grant? Please state Yes/No and provide brief justification.	Risk - Red, Amber, Green	Probability 1 = Likely to continue, 2 = may continue, 3 = Unlikely	Risk Impact of not funding Pressure	Value of Grant terminating in 2007/2008	Value of resulting budget pressure in 2008/09	Total number staff employed (permanent contract/ permanent owing to roll forward of contract/fixed term)	Provisional estimated cost of making staff redundant based on HBC employment	Funding available to fund redundancy costs	Service improvement to be achieved by funding grant (including details of current performance and target for 2007/2008 performance)
					£'000	£'000		£'000	£'000	
NDC Environmental task force	Yes	R	3	The NDC have funded the ETF for 5 years now, employing 6 operatives together with vehicles and appropriate equipment focusing on residential areas within the NDC area. The loss of this team will have a substantial impact on the cleanliness of the town. NDC may provide £45k in 2008/09.	188	80	6	33.0	0.0	Has now run for 5 years focusing on residential area within the NDC area. This valuable asset has enabled the authority to improve on BV199, an area which has been picked up by CPA inspectors, ENCAMS and the Performance Management Portfolio holder as an area of concern.
Climate change Officer Post	Yes	R	3	The govt stated that 'Climate Change is considered to be the biggest challenging facing the global community today' and the issue has risen to the top of the Government's agenda over the last twelve months. HBC has Climate Change identified as a strategic risk.	25	25	1	0.0	0.0	In order to meet the growing expectations of members, colleagues and residents a Climate Change Officer post is considered to be the most efficient way of developing and implementing the Climate Change Strategy & Action Plan for Hartlepool.
<b>SUB-TOTAL - NEIGHBOURHOOD</b>					<b>213</b>	<b>105</b>	<b>7.0</b>	<b>33.0</b>	<b>0.0</b>	

Grant Title	Does Council need to consider mainstreaming the grant? Please state Yes/No and provide brief justification.	Risk - Red, Amber, Green	Probability 1 = Likely to continue, 2 = may continue, 3 = Unlikely	Risk Impact of not funding Pressure	Value of Grant terminating in 2007/2008	Value of resulting budget pressure in 2008/2009	Total number staff employed (permanent contract/ permanent owing to roll forward of contract/fixed term)	Provisional estimated cost of making staff redundant based on HBC employment	Funding available to fund redundancy costs	Service improvement to be achieved by funding grant (including details of current performance and target for 2007/2008 performance)
					£'000	£'000		£'000	£'000	

**REGENERATION AND PLANNING DEPARTMENT – SCHEDULE OF GRANT REGIMES TERMINATING DURING 2007/2008 - PROBABILITY 3**

Grants Terminating during 2007/08										
Grant Title	Does Council need to consider mainstreaming the grant? Please state Yes/No and provide brief justification.	Risk - Red, Amber, Green	Probability 1 = Likely to continue, 2 = may continue, 3 Unlikely grant will	Risk Impact of not funding Pressure	Value of Grant terminating in 2007/2008	Value of resulting budget pressure in 2008/09	Total number staff employed (permanent contract/ permanent owing to roll forward of contract/fixed term)	Provisional estimated cost of making staff redundant based on HBC employment	Funding available to fund redundancy costs	Service improvement to be achieved by funding grant (including details of current performance and target for 2007/2008 performance)
					£'000	£'000		£'000	£'000	
Regeneration Programmes	<b>YES</b> - The Regeneration Team is supported by approximately £60k of NDC grant under a SLA arrangement and for additional work managing Commercial Area Grants and Voluntary Sector Premises Pool	<b>R</b>	<b>3</b>	Failure to find replacement funding for this and the £40k NAP development (NRF) item would put extreme pressure on the ability to maintain the Regeneration Team in its current form and any rationalisation would reduce the capacity to participate and develop the regeneration agenda for the town and contribute to emerging opportunities eg Tall Ships	60	60	2 staff (1 ftc to Mar08, 1 permanent employee)	3.0	Earmarked reserves will be used to maintain the employment of the permanent staff member into 2008/9	

Grant Title	Does Council need to consider mainstreaming the grant? Please state Yes/No and provide brief justification.	Risk - Red, Amber, Green	Probability 1 = Likely to continue, 2 = may continue, 3 = Unlikely	Risk Impact of not funding Pressure	Value of Grant terminating in 2007/2008 £'000	Value of resulting budget pressure in 2008/2009 £'000	Total number staff employed (permanent contract/permanent owing to roll forward of contract/fixed term)	Provisional estimated cost of making staff redundant based on HBC employment £'000	Funding available to fund redundancy costs £'000	Service improvement to be achieved by funding grant (including details of current performance and target for 2007/2008 performance)
NDC community safety premises	The community safety office at 173 York Rd accommodates staff who work entirely in the NDC area, as well as Police and Council officers who work across the central neighbourhood area.	R	3	Initial approval of the NDC project covering this office base ends in 2010/11. However, the project approval has always indicated a desire to start mainstreaming the costs before NDC ceases. The Police already contribute £23,000 towards overall annual building budget of £69,000. The project appraisal seeks an annual contribution of £23,000 from the Council. There are 31 members of staff from Council, Police and NDC based at this office. This is well used office for residents in the NDC area to drop-in for advice from Police or other team members. 30% all crime recorded in the Town in first quarter of 2007/08 occurred in the NDC area. Less NDC funding will be available for other projects if this is not supported.	23	23				Continuation of existing services, measured by crime and anti-social behaviour indicators
<b>SUB-TOTAL - REG. &amp; PLANNING</b>					<b>83</b>	<b>83</b>	<b>8.0</b>			
<b>TOTAL - PROBABILITY 3</b>					<b>356</b>	<b>248</b>	<b>15</b>	<b>33</b>	<b>0</b>	<b>0</b>

**ADULT & COMMUNITY SERVICES DEPARTMENT – SCHEDULE OF BUDGET PRIORITIES 2008/2009**

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
Sports Development Team	The sport, physical activity and well-being agenda is massive and reliance cannot continue to be placed on short-term, externally funded posts. Introduction of a Sc3 post (an Assistant Development Officer post) into the team, would help enormously with the range of initiatives we are expected to deliver.	<b>R</b>	Many short-term funded posts are due to cease in 08/09 and will impact considerably on our ability to deliver	22		Over the last 3-4 years, the service has been faced with not only developing sport in its purest sense but increasingly delivering on the whole physical activity/well-being agenda. Instead of just delivering sport, there is an expectation for us to deliver "softer", more informal recreation/participation initiatives and this is becoming more and more difficult to resource. Currently, over 50% of the Sports Development Team are made up of short-term, externally funded posts and an additional permanent post is needed to provide some sustainability. Without any additional resource, there is a concern that service delivery within the area of Public Health initiatives will suffer having a knock-on effect on performance and targets set.

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
Grayfields Operation - Parks & Countryside budgets and Community Services maintenance budgets	Development of activity and the need for dedicated management at Sports Ground site. Currently, there are no permanent members of staff based at the site and if the investment made is to be protected and the site developed to its full potential, extra staffing resource must be provided. (£25K). Cyclical maintenance costs associated with the upkeep of the new pavilion have also increased significantly leaving a shortfall on the current budget. (£5K)	R	The potential for Grayfields as a premier site for football development would be extremely compromised	30		There is a need for staffing to be in place at Grayfields to increase revenue and use of the 3rd Generation pitch and ensure the site is properly managed and maintained.
Headland Sports Hall Staffing Operation	Staffing levels need to be increased for Health and Safety reasons and to enable the centre to remain open for longer. Some staffing resources have been redeployed from Eldon Grove, but this leaves budget shortfall of £10k.	R	Health and Safety and customer satisfaction.	10		Increases Opening hours will meet demand from public for increase attendance.
			<b>TOTAL RED PRIORITIES</b>	62		

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Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
Sports Development	Ongoing funding support of Hartlepool Sportability Club. Now highlighted as a budgetary pressure, this was agreed to be funded and reviewed on an annual basis at Mayors Portfolio in July 2003. This is now not sustainable such is the pressure on Sports Development budgets and the increase in associated costs has to be diverted to fund participation initiatives linked to CPA indicators.	A	Withdrawing support could impact on the Club unless other funding can be sourced.	8		Will allow for the ongoing support of the important work of this club.
Sport & Recreation	A review of all concessionary charges within Community Services was undertaken this year. The key finding was that in terms of the application of concessionary charges to pensioners, Sport & Recreation was the only service out of alignment with everyone else. Whilst a decision is yet to be made on whether to adopt this approach or not, any change implemented will impact on income generation. It is estimated that this will be in the region of	A	Dependant upon changes implemented	20		Retirement population in Hartlepool expect to grow. Older people more vulnerable to ill health. Links between sport & physical activity and health & well-being well documented. Low levels of participation in Hartlepool (Active People participation survey) - this would be a means of addressing some of these issues and increase participation rates within this age group.
			<b>TOTAL AMBER PRIORITIES</b>	28		

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
			<b>TOTAL ALL PRIORITIES</b>	90		

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	

**CHIEF EXECUTIVES DEPARTMENT – SCHEDULE OF BUDGET PRIORITIES 2008/2009**

Members ICT	2nd phase roll out.	R		15		
			<b>TOTAL RED PRIORITIES</b>	15		
Corporate ICT	Corporate ICT Technical Developments and Support (as capital pot to be topped up at year end as spend allows).	A	No corporate funding for critical systems could result in an inability to continue the ICT service and consequent knock on effects on front line service delivery.	50	0	As we encourage more cross- departmental, integrated systems and more reliance on ICT, there are occasions when corporate investment is needed to ensure continuation of service. Examples include increased storage capacity, recabling of the civic centre, improved back up facilities to speed up systems.

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Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
Financial Inclusion Developments with Hartlepool Credit Union	From April 2008 the Local Housing Allowance scheme will require the Council to pay housing benefit directly to a benefit claimant's bank account. To facilitate this change and allow the disadvantaged to access inclusive banking facilities, a stakeholder contribution is required towards the costs of developing banking facilities via the Credit Union with technical input from the Co- Operative Bank.	A	Failure to effectively implement statutory responsibilities under the Welfare Reform Act 2007, negative impacts on Benefits CPA service assessment score.	15	15	Investment is required to enable the Council to effectively participate in the Hartlepool Financial Inclusion Partnership, to support those that are disadvantaged to be more financially literate, to allow them to access banking facilities and to allow the Council to effectively pay benefit under the new arrangements
			<b>TOTAL AMBER PRIORITIES</b>	65		
			<b>TOTAL ALL PRIORITIES</b>	80	0	

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	

**NEIGHBOURHOOD SERVICES – SCHEDULE OF BUDGET PRIORITIES 2008/2009**

	The Council needs to replace the Corporate Property Database. There will be an ongoing maintenance and licence cost	R	The Council will have difficulty in fulfilling new property performance requirements in CPA use of resources. Asset management development will be severely constrained	22		The adoption of the CIPFA IPF system brings modernisation, functionality and expansion to provide Council wide access (via an authority wide licence) and links to Integra
			<b>TOTAL RED PRIORITIES</b>	22		
<b>Environmental Standards (10189)</b>	Out of hours noise service (following summer pilot). Value based on an 8 hour 3 day service	A	There is increasing pressure to provide an out of hours service for noise complaints	37		A four weekend pilot has been very successful, approximately five complaints per night were addressed and a substantial number (approximately 35) of outstanding noise complaints were resolved as a result of the additional monitoring and action.
			<b>TOTAL AMBER PRIORITIES</b>	37		
			<b>Total</b>	59	0	

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Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	

**REGENERATION AND PLANNING DEPARTMENT – SCHEDULE OF BUDGET PRIORITIES 2008/2009**

Private Sector Housing	Funding required to adopt Selective Licensing with the aim of reducing anti social behaviour caused by poor tenants within a targeted area	R	The council is considering its participation in the selective licensing scheme which would promote and potentially enforce good landlord standards in a designated area where anti social behaviour is a significant problem. This is seen as a measure to tackle problems caused by poor tenants and is a high political priority and is a recommendation from Scrutiny. The specifics of such a future scheme cannot yet be determined. Although some income from licences would be generated it is anticipated that this would not fully cover the authority's costs of implementation and any budget gap would need to be met. At this early stage a figure of £40,000 is suggested.	40	0	The number of anti social behaviour referrals in the designated area would be a measure
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APPENDIX G

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
Sustainable Development	Resource needed to coordinate strategic HBC response to Government's Sustainable Development including the Climate Change programme. Currently no dedicated officer time for strategic Sustainable Development within Community Strategy Division and no scope to reconfigure current work programmes.	R	Unable to respond to agenda - failure to meet 2 proposed Climate Change PIs and a number of other associated PIs	50	0	Currently unable to quantify Council's response to Climate Change and Sustainable Development as there is no officer time available to do this. By funding the pressure the Council will be able to effectively prioritise strategic activity to improve performance on Climate Change and demonstrate this to residents, funders and inspectors.
			<b>TOTAL RED PRIORITIES</b>	90		

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
Domestic Violence	Domestic Violence Prevention Co-ordinator (increase of 1/2 post)	A	As a town, Hartlepool suffers from high levels of domestic abuse. We currently share a DV co-ordinator with Stockton BC. She is funded by the pump -priming element of Local Area Agreement reward element (previously LPSA2). Besides Police enforcement to bring perpetrators of DV to justice, progress in tackling this crime needs to commence with education and prevention programmes in schools and other youth settings. An extra half post would enable Hartlepool to develop the work within schools etc, as well as co-ordinating activities to help victims and training front-line staff. These more proactive, preventative activities can not be carried out unless extra resource is available.	20	0	Currently councils must aim to achieve compliance with BVPI 225, which comprises 11 separate elements. We are currently failing to achieve four of these, namely 1) multi-agency training, 2) information sharing protocol, 3) sanctuary scheme for victims, 4) reduction in repeat rehousing of victims due to them becoming homeless again within 2 years.

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
Addressing Alcohol Abuse	Development and provision of prevention and education services for those at risk of, or abusing alcohol	A	Alcohol consumption is recognised as a significant public health challenge, as well as contributory factor in many crimes and anti-social behaviour. The Primary Care Trust has allocated some funding for developing specialist local alcohol treatment services in 2007/08, but further funding is needed to provide preventative services and education in schools etc. Appointment of an officer would enable Hartlepool to develop training for front-line staff such as social workers and housing advice staff, so that they can give informed advice to their clients, provide advice to teenagers who may already be drinking, and extend programmes in schools for younger pupils. These more pro-active, preventative activities can not be carried out unless extra resource is available.	30	0	No service exists at present and staff in various organisations are increasingly faced by clients who have alcohol problems, which they are unable to deal with. Residents continually complain about 'drunk and rowdy' behaviour and under-age drinking. This project would aim to have long term impact on the health of individuals and improve the quality of life for communities.

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
Economic Development Marketing	Expand budget for marketing Hartlepool and its specific investment opportunities for commercial/industrial development and new businesses	A	The risk is that marketing will rely on non guaranteed free PR and that Hartlepool does not maximise the economic benefit of key new developments such as Queens Meadow ,Central Area and the Southern Business Zone and therefore loses out on the attraction of inward investment, business start up and sme growth with the associated benefits of private sector investment and job creation. As an example of opportunities that we need to capitalise on are two new key developments at Queens Meadow, with 80,000 sq ft of speculative development underway and 156,000 sq ft office development [subject to planning approval].	40	0	The marketing activity directly supports the following performance indicators-Business enquiries, Business assisted. These are key activities in the process of encouraging inward investment ,business start up and sme growth supporting private sector investment and job creation.

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
Conservation Grants	The conservation grant scheme is currently receiving a high number of applications. Increase budget to meet more of unmet demand	A	Strong demand for conservation grants: 60% of current year's budget committed in first 4 months and current applications would utilise bulk of the remainder. Further applications in the pipeline. Strong feedback from residents that grant aid is needed to assist in meeting standards appropriate for listed buildings/conservation areas and danger of deterioration of condition/appearance/character if such work cannot be supported.	25	0	The increased grant budget would assist in supporting more residents who own listed buildings or live in a conservation area. The number of grants which are offered are currently recorded at Departmental level as a performance indicator, this would continue.
Housing Needs	The establishment of a base budget is required to meet the cost of ongoing research activities and specialist studies on housing	A	Ongoing research and studies are required to assess housing needs for the council's housing strategy and to support its future bids for funding. Although there is some opportunity to work with other authorities at a sub regional and regional level, contributions are nevertheless required to fund these joint projects. No ongoing base budget currently exists. Affordable Housing is a 'red red' risk for the authority and is a high Government and local priority. The council needs to ensure it is effectively responding to this issue and positively influencing the local housing market	20	0	Various indicators measure performance in housing and the council overall strategies to meet need

Budget Heading (including Cost Centre cost if possible)	Description of Budget Priority	Risk - Red, Amber, Green	Risk Impact of not funding Priority	Value Budget Priority	Value of additional Budget Priority in 2009/10	Service improvement to be achieved by funding priority (including details of current performance and target for 2008/2009 performance)
				£'000	£'000	
			<b>TOTAL AMBER PRIORITIES</b>	135		
			<b>Total</b>	225		

<b>TOTAL ALL PRIORITIES</b>	454
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**ADULT & COMMUNITY SERVICES DEPARTMENT PROPOSED EFFICIENCIES**

Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving/£'000's
Support Services	Re-examination of staffing and processes following joint commissioning, and introduction of CONTROCC computer system. Also review management of Supporting People programme, absorbing some of the work into other sections	R	Review is at an early stage	This is a growing area of work, and reduced staffing could affect capacity to support developments	40
Domestic support Swinburne House	Proposed closure of Swinburne will reduce requirement for domestic support staff	A	1 x vacancy to be 'given up' and 1 x domestic post to be deleted. This will leave 1 x 20hr domestic post to remain for re-provisioning Swinburne elsewhere.	This will not directly affect the service provision	33
Assessment & Care Mgt	Review management arrangements for social work teams	R	Diminishes management capacity and potentially increases span of control for remaining managers above an acceptable level.	May result in delays in allocation and completion of statutory assessments	45
Libraries	Staffing efficiencies in library service delivery	A	These will be achieved through a revised and improved way of allocating staff – i.e. adjustment of rotas to allow 3x scale 2 fte posts to be saved whilst delivering services as are currently provided. These staff rotas are across the whole service but will be significantly achieved through the Central Library.	reduction in CPA 'cost per visit' provided visit levels maintained. Necessary to ensure service standard and user satisfaction measures are maintained.	41
Libraries	Reduction in relief driver requirement for library mobile bus service	A	The new structure was introduced April 2007. First quarter indicates that a lower demand for driver cover is needed. This is a little early and demand needs monitoring full 12 months including winter	reduction in CPA 'cost per visit' provided visit levels maintained. Necessary to ensure service standard and user satisfaction measures are maintained.	4
Libraries	Strategic reduction in target areas of printed materials fund where consortium/supplier purchasing agreements facilitate efficiencies	A	failure to provide continually improving stock and maintenance of PI statistics.	Hope to be minimized but stock provision of the highest quality is principal aim of the service.	14
Libraries	Improved efficiency in online resource provision	A	Risk of not meeting public demand by changing suppliers	Aim to maintain similar service provision through improved supplier contracts.	4
Warren Road & Havelock	Review and integrate the management and staff structure across the two day services, this will reduce ancillary and management costs. The impact on direct service provision will be minimal as this is based on meeting assessed needs through individual support plans.	A	Business continuity & training required for staff to work across Learning & Physical disabilities	Performance measures, impact on PSSEX1 cost of day care.	103
Home Care Service	Transfer 100 hrs from in-house provision to independent provider and review management arrangements.	A	Reconfiguration of home care and amalgamation with Intensive Social Support Team under service heading of 'Direct Care and Support Service' will help provide sustainability going forward and alleviate stress challenges. Potential for complaints if service users prefer local authority service provision. However statutory responsibilities will be still be achieved.	Long term cases in home care (dementia) will be transferred to alternative independent provision. Leaving in house home care services to focus upon rapid response operations. In comparison with all other Providers in Hartlepool, the Local Authority Home Care Service is best placed	53
Older People Purchasing	Change commissioning and contractual arrangements for 'step up / step down' beds, moving away from spot contract towards block purchase. Anticipated demand base on analysis over three year period indicates 15 vulnerable people can be supported more efficiently using this approach	A	This proposal increases capacity and provides the LA with more value for money through securing a lower rate per bed.	Service performance would be enhanced. However this work does require support from the Commissioning Team to tender for the revised contractual arrangement.	39
Intensive Social Support Team	Reorganisation of intensive social support team to cover SP contract only.	A	Supporting People element of this service will continue to function but transitional care / intermediate care support will be limited.	The impact could be minimized by amalgamating the ISSTeam with the Home Care Service, one service to be created 'Direct Care and Support Service under more stream-lined managerial arrangement.	58
Support Services	Efficiency improvements in Finance Section as indicated by CSED	A	Review is still in early stages	Loss of staffing could affect service to users and income levels	19
Support Services	Cut in audio-visual and technical support to department	A	This will impact on Children's Service (40% funding for post) and corporate projects which are supported by this post.	Lost opportunity for improved presentation of information for public and staff	15
Libraries	Reduction of agency advertising for vacant posts	G	Increased internal recruitment/advertising.	Where deemed necessary for maintenance of service standards posts will still be advertised externally.	2
Libraries	Reduction in energy costs	G	Limited-according to predictions of energy consumption based on new lighting system efficiency savings should be achieved.	Improved lighting, saving of money and improved carbon footprint.	2

APPENDIX H

Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving £'000's
Parks & Countryside	Weekend Litter Picking additional staffing plus bank holiday and event cover in parks.	G	Not undertaking this work will result in increased user dissatisfaction and greater amounts of litter in parks. The work will be undertaken by a new staff team based within parks and countryside to react to sites including playgrounds and provide a 7 day service across all parks and play grounds undertaking inspections and maintenance.	The ad hoc approach to cover in parks on weekends will be formalised with a dedicated team of staff covering weekends and providing cover where necessary for events.	4
Parks & Countryside	Lifebelt checks to be undertaken by Playground Inspector will allow additional income to be brought in by the Beach safety Officer in delivering First Aid Courses.	G	Lifebelt Checks are essential in maintaining safe areas around water. Most landowners now pay the Department to undertake the checks. The work will be undertaken by a new staff team based within parks and countryside to react to sites including playgrounds and provide a 7 day service across all parks and play grounds undertaking inspections and maintenance.	The incorporation of lifebelt checks into the work programme of the new staff team identified as a budget pressure will greatly increase the capacity of the Beach Safety Officer to deliver first aid courses to increase income into the department. The pressure is a combination of additional income from first aid courses and the lifebelt management.	5
Parks & Countryside	Annual Cost to Department to maintain and clean the paddling pools. The maintenance to be undertaken by play ground inspection team and the cleaning to be undertaken by the beach lifeguards. To implement this the Block Sands Paddling Pool would need to come in line with the start of the Lifeguard Season.	G	The cleaning and maintenance of paddling pools are essential to the service. The maintenance work will be undertaken by a new staff team based within parks and countryside to react to sites including playgrounds and provide a 7 day service across all parks and play grounds undertaking inspections and maintenance. For cleaning tasks it is proposed that the beach lifeguards undertake this duty but this would rely on the Block Sands facility opening at the same time as the Beach Lifeguards Service (May not Easter).	The work is currently undertaken by Neighbourhood services agency staff at a cost of £11k to the department. This money would be used to fund the playground inspection pressure and also increase the duties and resources into this post.	11
Grounds Maintenance Contract	Contribution from Parks and Countryside to Neighbourhood Services for Playground Inspections. This is not easily identified through the contracts but believed to be in the region of £30K	G	The contribution to NHS is supplemented by insurance funding to operate a playground inspection and maintenance operation. Under new proposals the playground inspection would transfer to Parks and Countryside but would increase to a 7 days service to incorporate other tasks such as lifebelt checks.	The playgrounds would be inspected 7 days per week which will increase user satisfaction and reduce impact of anti social behaviour.	30
Parks & Countryside	To replace the Weekend Leisure Assistant Post at Summerhill with the extended playground and site inspection service.	G	The loss of a staff post at Summerhill would result in increased man hours to keep the site cleaned and maintained. Weekend site cleansing and maintenance would be undertaken by the Playground Inspection post on weekends therefore reducing the need for the Weekend leisure assistant	The playground inspection service will be increased to 7 days per week and will incorporate Summerhill site cleaning and maintenance into the weekend work programme.	10
The Firs	De-commissioning the Firs as an office base	G	No Risk to Service, but un-occupied property may be vulnerable to vandalism	Service will be re-provisioned from alternative site, no impact identified.	19
17057 Warren Road	Reduction in the number of ancillary hours at warren road	G	Minimum risk as change is around processes for delivery of meals	Limited impact on service	8
17057 Warren Road	Reduction in vacant staffing hours at Warren Road, 42 hours vacant due to setting up of independent theatre and drama groups	G	Reduction in the number of direct support staff, reflected by the number of people leaving the service to take up direct payments	Corporate management database, impact on the number of people attending FE, leisure, sport, as a reduction in the number of people attending day services. Increase in the number of people accessing a direct	23
17100 Havelock N/HOOD SERVICES IMPACT	Reduction in the use of ancillary staff in the cleaning of the building by using more flexible rotas	G	Flexibility in Rota creating efficiencies	No impact on PIs	2

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Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving/£'000's
17058 LD Agency	Bringing people back home / campus reprovision - review of complex out of area packages of care in partnership with PCT.	R	Returning of high cost packages to Hartlepool for people who have been living out of area in specialist provision	24 people over 5 years - Teesside initiative including PCT's	220
Stair lift Contract	Change contractual arrangement for stair lifts away from comprehensive cover to costed model	G	Limited	More appropriate contractual arrangement to be established	20
Assessment & Care Management	Replace Social Worker top of Level E plus two, with Social Care Officer through management of vacancies	G	This will be a short term saving to the Local Authority, going forward there will be additional training implications	Social worker due to retire	12
<b>TOTAL OF 3% EFFICIENCIES</b>					<b>836</b>

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Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving £'000's
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**CHIEF EXECUTIVES DEPARTMENT PROPOSED EFFICIENCIES**

Accountancy 21412	A recent mini reorganisation produces an ongoing salary saving, from the deletion of 0.5 FTE Accountancy Technician post.	A	Reduction in capacity available to support none core activities, such as financial support for additional corporate initiatives (e.g. Job Evaluation) , or support of departmental finance teams when they have vacancies, or support of new grant regimes.	None - provided there are no new demands for higher service levels and existing staff are retained.	11
Internal Audit 21414	A review of the Internal Audit sections senior management structure resulted in the amalgamation of the roles of Chief Internal Auditor and Group Auditor into a single post - Head of Audit and Governance. Only Part of this saving was taken in the 2007/08, pending a review of the new arrangements.	A	New arrangements are working satisfactorily. It is therefore not inappropriate to take the remaining saving in 2008/09. However, the continued success of current arrangements is dependant upon the retention of existing employees and/or the recruitment of appropriate replacements (which cannot be guaranteed).	None - provided remaining staff are retained, particularly Head of Audit and Governance.	28
Revenues Recovery 21453	Income Generation from extending the Internal Bailiff function pilot to 2 officers. A greater proportion of bailiff activity will in future be undertaken by in house bailiffs, with the associated bailiff charges accruing to the Council instead of external bailiff companies.	A	Internal Bailiff pilot exercise to be extended from Sept 07. Performance monitoring of activity levels and values of fees levied in 2007/8 from early stages of pilot indicate relatively low risk of failure but dependency is on available recovery caseloads.	None. Internal Bailiffs will be "certificated" , work within defined codes of conduct / protocols and will be subject to robust performance management controls including using comparative performance data from external bailiffs. These arrangements will ensure effectiveness / accountability.	30
HR	Income generation from extending charging arrangements for information in respect of mortgage applications and CRB. Restructure of section will result in deletion of 2 FTE during 2008/9.	A	Risk that charging employees to supply employment details will be controversial. Reduced employee /health & safety monitoring capacity will place greater reliance on managers, employees and trade unions to operate safely. Implementing Single Status will initially create additional workload therefore reducing HR posts will impact on ability to support managers and employees.	Greater reliance on managers to implement HR policies without personal support. Significant risk of subsequent litigation/claims, absenteeism, poor performance, etc	76
<b>TOTAL OF 3% EFFICIENCIES</b>					<b>145</b>

APPENDIX H

Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving/£'000's
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**CHILDREN'S SERVICES DEPARTMENT PROPOSED EFFICIENCIES/SAVINGS**

Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving/£'000's
Home to School Transport	Full year savings arising from 1st September 2007 renewal of home to school and school to swimming pools transport contracts including agreed rationalisation of escort service LESS £100,000 allocated against the corporate efficiency target.	G	The exact transport requirements of children varies from year to year depending on pupil numbers. In addition the requirements of special needs pupils can vary at any time. Projected savings are based on the costs of current needs and provide limited scope to absorb increases above inflation.	This will have a positive effect on VFM indicators	61
Advisory Service	Part saving on Senior Adviser salary following recruitment to a lower graded redesigned post. Savings assume regrade from Soulbury sp 27 to Soulbury sp 13.	G	Re-allocation of responsibilities to Assistant Director and other Senior Advisers required.		20
Premature Retirement Costs	Reduced base budget to meet level of current spending on former employees and their dependants deleting scope to fund new costs.	A	The department has a PRC budget which funds the ongoing added years element of early retirement costs. Reducing the base budget will delete any contingency for new cases. Over time the departments commitments will reduce as former teachers/staff and their dependants die.	The departments policy since 2002 has been that schools must meet the costs of any premature retirements from their delegated budgets. Schools can however, in exceptional financial circumstances, approach the department to request financial assistance.	60
Carlton Outdoor Centre - Usage	Increased income assumption from Hartlepool schools and other customers following reopening of the centre.	A	The budgeted level of income from Hartlepool schools attending the Centre was set pessimistically due to concerns that customers may not return following closure during refurbishment. Increased income of approximately £15,000 will be received if schools take up their full allocation of days and the centre's external income target for summer and weekend customers is achieved.	If this increased income is sustainable the Council's net cost of running the centre would reduce by 25%.	15
Carlton Outdoor Centre - Charges	13% Increased charges to Hartlepool schools for attendance at the centre (up to the levels charged by Redcar and Cleveland) will reduce the net costs of Hartlepool's subsidy.	A	Increased charges to schools could lead to reduced demand which would adversely affect overall income levels - see above	Although joint user authorities pay proportionate contributions towards Carlton centre costs each Council sets its own charges for schools in their areas. Hartlepool charges are currently substantially below Middlesbrough and Redcar.	5
Youth Service	Review of Service Level Agreements to provide savings on overheads with minimal impact of front line delivery.	A	It is envisaged that savings can be achieved on repairs and maintenance and that better value for money can be achieved from more robust monitoring of some SLA's	There is a risk of a reduction in service delivery depending on how services are reconfigured.	10
Departmental Contingency	Delete contingency fund held by Director	A	During setting of the 2007/08 base budget, within the departments overall cash limit, all uncommitted budgets were deleted to create one strategic contingency against unexpected departmental costs. This budget is held by the Director and is allocated out to meet identified pressures as part of the departments monthly monitoring procedures.	If deleted the department will be unable to absorb any unexpected cost pressures	64
Departmental Administration	Reduction in admin support	A	Reduced admin support will have an impact on the operations of various departmental teams and some areas of work will have to be absorbed. It may be possible to automate some functions via use of ICT.		110
Children and Families Admin	Reduction of admin support in Social Care	A	A reduction in staffing levels has already been committed relating to the new ICS system	The new ICS system will streamline the administration of care records and as this is embedded admin support will be reviewed.	40

APPENDIX H

Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving £'000's
Department wide Salaries	Increase to salary abatement target from 2.4% to 3.0%	A	Over recent years the department has achieved its salary abatement target (currently £160,000 equating to approximately 2.4%) through natural vacancy savings. All vacant posts are reviewed by CSMT prior to submission to the MOV panel and "forced delays" in the recruitment process may need to be made to maximise vacancy savings.	The projected saving assumes a 25% increase in vacancy / turnover savings, requiring savings of 3.0%. CSMT would try to focus this on (non grant funded) support services rather than frontline services wherever possible.	40
Childcare - Summer Play scheme	Deletion of the summer play scheme.	A	The existing provision for play schemes is not necessarily targeting those most in need. Managers will be assessing the need within the Children's Centres localities and will commission new summer activities from the voluntary and community sector funded from Sure Start grant.	Overall provision may be slightly reduced but should be better matched to local need.	65
<b>TOTAL OF 3% EFFICIENCIES</b>					<b>490</b>

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Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving/£'000's
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**NEIGHBOURHOOD SERVICES DEPARTMENT PROPOSED EFFICIENCIES**

Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving/£'000's
<b>3% EFFICIENCIES</b>					
1010/36740	Restructure of Senior Management of Public Protection	G	Alternative but inadequate management arrangements of Public Protection functions could result in inefficiencies and not meeting performance standards in several statutory functions	Minimal impact provided adequate arrangements are in place, otherwise not meeting PI's could result in external auditing of the service by eg. FSA	35
	Do not increase costs through inflation where possible	A	small risk	Some revenue budgets pressured	169
	School crossing patrol - remove from controlled crossings	A	Some public reaction	N/A	32
	Xmas lights - full sponsorship	A	Sponsorship may not be achieved	Possible reduction in standard	18
	Restructure B.H.H admin team	G	Increased workload on other staff	Reduced admin performance	18
	Not replacing Technical Officer when he retires in April 2008	G	Increased workload on other staff	Reduced Technical performance	28
	Reorganise drug related litter service	A	Possible injury to people who find litter	Drug litter will not be collected after 8pm	10
	Reduce Pest Control	G	Minimal	Promised increased service not provided. 20k additional funding agreed by Council last year to improve service - insufficient to employ additional pest control operative.	20
	Redesign staffing in transport section	A	Minimal	Management capacity reduced. Increased workload on remaining staff	55
	Don't replace one member of admin team in civic centre	A	Workload too high - deadlines missed	Increased workload for remaining staff	17
	Redesign of building management and maintenance services (including energy)	A	Building management services (including energy) efficiencies may not be achieved	Workload on remaining staff members / change of services to customers	37
	Restructuring of licensing service in Public Protection	A	Taxi inspections not carried out on time	Performance indicators will suffer and criticism from licence holders	12
<b>TOTAL EFFICIENCIES</b>					<b>451</b>

Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving/£'000's
1010/36740	Restructure of Senior Management of Public Protection	G	Alternative but inadequate management arrangements of Public Protection functions could result in inefficiencies and not meeting performance standards in several statutory functions	Minimal impact provided adequate arrangements are in place, otherwise not meeting PI's could result in external auditing of the service by eg. FSA	35
	Do not increase costs through inflation where possible	A	small risk	Some revenue budgets pressured	164
	School crossing patrol - remove from controlled crossings	A	Some public reaction	N/A	32
	Xmas lights - full sponsorship	A	Sponsorship may not be achieved	Possible reduction in standard	18
	Restructure B.H.H admin team	G	Increased workload on other staff	Reduced admin performance	18
	Not replacing Technical Officer when he retires in April 2008	G	Increased workload on other staff	Reduced Technical performance	28
	Reorganise drug related litter service	A	Possible injury to people who find litter	Drug litter will not be collected after 8pm	10
	Rationalise highway inspection team	A	Insurance claims may rise	Inspections may not be completed on time	25
	Redesign staffing in transport section	A	Minimal	Management capacity reduced. Increased workload on remaining staff	55
	Don't replace one member of admin team in civic centre	A	Workload too high - deadlines missed	Increased workload for remaining staff	17

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Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving £'000's
	Redesign of building management and maintenance services (including energy)	A	Building management services (including energy) efficiencies may not be achieved	Workload on remaining staff members / change of services to customers	37
	Restructuring of licensing service in Public Protection	A	Taxi inspections not carried out on time	Performance indicators will suffer and criticism from licence holders	12
<b>TOTAL OF 3% EFFICIENCIES</b>					<b>451</b>

APPENDIX H

Budget Heading	Description of Efficiency/Saving	Risk - Red, Amber, Green	Risk Assessment of implementing efficiency/saving	Impact of efficiency/saving service performance)	Value of efficiency/saving £'000's
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**REGENERATION & PLANNING DEPARTMENT PROPOSED EFFICIENCIES**

Youth Offending Service	Reduce the budget for the payments of carers and fostering allowances	G	It is anticipated that this budget can be reduced with minimal risk and impact by not recruiting to one of the vacant Carer's positions.	It is not anticipated that service performance will be adversely affected by this reduction.	14
Economic Development	HBC Contribution to Joint Strategy Unit	G	It is expected that the JSU will again reduce their budget to reflect national cashable efficiency target. The precise saving to Hartlepool will depend on the final inflation indicator and population statistics applied by the JSU but a budget reduction in the region of £5,000 should be possible.	This reduction will have no direct impact on the Economic Development service. The department currently passports some £230k to the JSU but has no control over this budget. In view of the total reductions required and the growing pressures on HBC budgets, Members may wish to seek a revised JSU budget formula for future years in conjunction with the other Tees Valley authorities.	5
Staff Turnover	Increase in Vacancy Abatement target by 0.5%	A	The Vacancy Abatement target for 2007/8 has been achieved albeit largely through three long term vacancies. It is expected these vacancies will shortly be filled. Achievement of the 2008/9 target will depend on HBC funded staff leaving a relatively stable department in recent years and therefore some risk does exist in increasing this target.	An impact on service performance may occur if, to meet this target, posts had to be held vacant for longer than appropriate.	20
Community Safety	Reduce Staffing Budgets / Efficiency Review	A	Community Safety is one of the areas undergoing a departmental review in the current year as part of the overall Efficiency Strategy. No final conclusions have yet been reached in the review but it is felt that some efficiencies may be achievable.	It is anticipated that the impact on the part of the service where efficiencies are likely to be generated can be managed without a major affect on performance. However potential pressures in other areas of Community Safety most notably those previously funded via NRF mean that the overall risk to the service has been judged as 'Amber' at this stage.	20
Housing Division	Reduce Staffing Budgets / Efficiency Review	A	The Housing Service is another area undergoing a departmental efficiency review in the current year. Scope for modifications to the staffing structure may also exist. No actions have been agreed at this stage but it is anticipated that some efficiencies would be achievable in 2008/09.	The main impact of this reduction would be that no budget flexibility would exist to address in-year changes or the unexpected small scale pressures which regularly arise in this increasingly high profile service. The Amber risk shown might however need to be upgraded to 'Red' should adequate funding not be agreed for Housing related pressures including the introduction of Choice Based Lettings and Selective Licensing, details of which are set out elsewhere in the budget process.	30
General	Inflation freeze imposed on various budget headings	A	It is proposed to freeze inflation increases for a number of non contractual departmental budget headings.	The impact on service performance would be spread across a number of headings and is expected therefore to be manageable.	30
Planning Policy and Regeneration	Reduce the Major Regeneration Projects Budget	A	It is proposed to reduce this budget by £10,000 in order to meet the 3% target.	Though this is a high priority project for HBC it is anticipated that a reduction at this modest level could be managed.	10

<b>TOTAL OF 3% EFFICIENCIES</b>	<b>129</b>
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<b>TOTAL OF 3% EFFICIENCIES FOR ALL DEPARTMENTS</b>	<b>2051</b>
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<b>CORPORATE 3% EFFICIENCIES TARGET</b>	<b>254</b>
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<b>TOTAL 2008/09 3% EFFICIENCIES TARGET</b>	<b>2305</b>
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APPENDIX H

APPENDIX H

## APPENDIX I

### SUMMARY OF KEY FINANCIAL ASSUMPTIONS UNDERPINNING THE BUDGET

Budget Assumption	Financial Standing and Management
<p>The treatment of inflation and interest rates</p>	<p>The proposed resource allocations for 2008/09 include 2.5% for anticipated cost of living pay awards for all staff and 3% general inflation on non pay expenditure. In addition, where it is anticipated costs will increase by more than inflation these issues have been specifically reflected in the pressures and contingency provision included within the budget requirement. The forecasts for 2009/10 and 2010/11 include 2.5% for both pay and prices inflation.</p> <p>The salary budgets include an allowance for staff turnover based on the level of turnover achieved in previous years. This varies to reflect individual department's specific circumstances.</p> <p>Provision has been made for Pension costs based on the latest Actuarial valuation.</p> <p>Interest expose is managed through the Treasury Management Strategy. Investment income has been protected by locking into forward investment deals. Similarly, the risk of increasing borrowing costs has been managed by having a mix of fixed rate borrowings and the use of LOBO loans with various maturity profiles.</p>
<p>Estimate of the level and timing of capital receipts</p>	<p>The authority has taken a prudent approach to using capital receipts to fund its capital programme and only committed resources which it is certain to achieve through two large land sales. It is anticipated that these sales will be completed towards the end of 2007/08, or early in 2008/09, which is before the resources will need to be available to fund existing capital expenditure commitments.</p>
<p>The treatment of demand led pressures</p>	<p>Individual Portfolio Holders and Directors are responsible for managing services within the limit of resource allocations and departmental Risk and Strategic Change Provisions. If these resources are inadequate the Council's Managed Under/Overspends Policy provides flexibility to manage the change over more than one financial year. In some key instances it will not be possible in 2008/2009 to absorb some demand pressures and appropriate provision has been included in the budget requirement for 2008/09, to meet these commitments.</p>
<p>The treatment of planned efficiency savings/productivity gains</p>	<p>All Directors have a responsibility to deliver services within the approved resource allocations. Where departmental efficiencies are planned it is the individual Directors responsibility to ensure they are implemented. Any under</p>

	<p>achievement would be dealt with on a temporary basis through the managed overspend rules until a permanent efficiency is achieved.</p>
<p>The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital development</p>	<p>The Council has secured funding from the Building Schools for the Future programme. A strategy has been approved for funding the up front costs of this scheme and resources have been set aside to fund these costs.</p>
<p>The availability of other funding to deal with major contingencies and the adequacy of provisions</p>	<p>The Council's approved Managed Underspend and Strategic Risk and Change initiatives are well understood and provide service departments with financial flexibility to manage services more effectively. These arrangements help to avoid calls on the Council's corporate reserves.</p> <p>The Council's insurance arrangements are a balance between external insurance premiums and internal self insurance. The value of the Council's insurance fund has been assessed and is adequate to meet known reserves on outstanding claims.</p>
<p>The strength of financial reporting arrangements and the Authority's track record of budget monitoring</p>	<p>The Council's financial reporting arrangements include the identification of forecast outturns for both revenue and capital areas. These arrangements ensure problems are identified and corrective action taken before the year end, either at departmental or corporate level. This includes the use of Managed Underspends from previous years or temporary corporate funding to enable departments more time to address adverse conditions. These arrangements have worked well and have enabled the Council to strengthen the Balance Sheet over the last few years. In addition, the Council's outturn strategy will address a number of specific issues arising in 2007/2008. Some of these trends will continue in future years. Therefore, these issues have been built into the 2008/09 budget requirement.</p>
<p>Equal Pay</p>	<p>The Council has completed the detailed evaluation of all jobs and developed a new pay and grading structure, which will be implemented with effect from 1<sup>st</sup> April 2007. On a practical basis the actual payment of new salaries will not begin until the early part of 2008/09. The budget requirements for 2007/08 onwards include provision for the estimated costs of implementing the new pay and grading system, including the incremental impact of these changes in 2008/09 and the following 2 years.</p> <p>Resources of £4m have also been set aside to meet the one off protection costs which it is anticipated will be payable over the first 3-years of the new pay and grading structure.</p>

**2008/09 FINANCIAL RISK MANAGEMENT**Risk Rating

A simplified version of the Risk Assessment criteria used in the Council's Risk Management Strategy has been used to rank budget risks. This assessment rates risk using the convention of green/amber/red, as defined below, although different levels of risk with each category have not been defined. The risk assessment helps inform the Council's budget monitoring process as it identifies areas that need to be monitored more closely than other budgets. These procedures help ensure that departments can manage budgets and services within the overall departmental resource allocation and the Council's overall financial management framework, which enable departments to establish reserves for significant risks and to carry forward under and over spends between financial years.

The value of expenditure/income on individual areas, together with the percentage of the authority's net budget, are shown in the table below to highlight the potential impact on the Council's overall financial position.

Green - these are unlikely events which would have a low financial impact.

Amber - these are possible events which would have a noticeable financial impact.

Red - these are almost certain to occur and would have a very significant impact. Provision would need to be made for such events in the budgets.

EXPENDITURE ITEMSCORPORATE RISKS

Financial Risk	Risk Rating	2008/9 Base Budget £'000	Budget as %age net budget	Description of Risk and Summary of Risk Management Arrangements
Larger than expected pay increases	Amber	50,470	59.0%	The National cost of living increases for the Council's pay groups have not been agreed for 2008/9. Pay growth across the economy is above the 2.5% budgeted by the Council. This budget is the Council's largest single expense and any increase above the budget could potentially be significant.. Any increase above 2.5% would be funded in-year from reserves, savings or a combination of the two. A strategy to achieve permanent savings would also be developed.
Single Status/Equal Pay Claims	Red	N/A	N/A	There are ongoing costs of the new pay and grading system agreed as part of the Single Status agreement. These are £3.67m in 2008/2009, £4.45m in 2009/2010 and £4.73m in 2010/2011, plus one-off protection costs of £4m. These costs have been included in the budget strategy.  In financial terms the greatest risk facing the Council relates to the potential costs of appeals arising from the implementation of Single Status. A detailed assessment of the cost of implementing Single Status with effect from 1st April 2007 has been completed and provision included in the MTFs to meet these costs. There is a risk that actual costs will exceed this provision if there are a large number of successful appeals by staff.  However this risk has been managed by adopting robust procedures for evaluating jobs and by having an independent moderation arrangement. The revenue forecasts for 2007/2008 include an increased provision to meet these costs, which is based on experience in other authorities. The forecasts for 2008/2009 and 2009/2010 include increased provisions to meet additional year 2 and 3 increment costs.
Higher costs of borrowing and/or lower investment returns	Green	5,849	6.8%	Interest payable on Council's borrowings or interest earned on investments could be higher/lower than forecast.  The Treasury Management Strategy details how these risks will be managed and establishes an appropriate framework of controls for managing these risks. This strategy is based upon the CFO's assessment of future interest rates, which is itself supported by the detailed interest rate forecasts and market intelligence provided by the Council's Treasury Management Advisors.  The budget shown is the centralised estimate cost in the budget strategy net of the £740k additional temporary investment income from reserves balances in 2008/9.
I.T.	Green	2,561	3.0%	The partnership contract is subject to an inflationary increase that is outside of the Council's control and this, together with the potential for agreed contract changes, mean this budget is subject to potential change in excess of the budget. However based on the contact value and current economic conditions this is not considered to be a significant risk.

Financial Risk	Risk Rating	2008/9 Base Budget £'000	Budget as %age net budget	Description of Risk and Summary of Risk Management Arrangements
Planned Maintenance Budget	Amber	215	0.3%	<p>Much of the Council's building stock is in poor condition and the Corporate Risk Register identifies this as a "red" risk.</p> <p>From 2002//03 the Council provided 2.5% real term growth for this budget to start addressing these issues. It was recognised that this would not be sufficient and at some point significant resources would need to be allocated to address these issues. As provision to support Prudential Borrowing to address the issues in relation to Mill House and the Civic Centre has now been made as follows, this risk is assessed as Amber for budget purposes:</p> <p>The Revenue Budget Strategy includes provision to support Prudential Borrowing of £3m from 2009/10 for the replacement of the Mill House wet side.</p> <p>The Revenue Budget Strategy includes provision to support phased Prudential Borrowing of £3.9m for the improvements presently underway at the Civic Centre.</p>
Failure to comply with relevant local authority financial legislation/regulations, NI and taxation regulations	Amber	N/A	N/A	<p>The Council will take appropriate steps to ensure it keeps up to date with changing legislation and regulations. There is nothing to indicate that the Council faces any specific material risk in these areas.</p> <p>The Council has specific reserves to cover this risk.</p>
Delivery of Planned Savings	Amber	2,405	2.8%	<p>Planned efficiencies include £0.220m from the revised arrangements for providing Learning &amp; Disability support packages and £0.991m for various restructuring efficiencies across the Council.</p> <p>Detailed savings are identified in Appendix H</p>
<u>CHILDREN'S SERVICES</u>				
Individual School Budget	Amber	54,296	N/A	<p>These resources are delegated from the Authority's Dedicated Schools Grant in accordance with Hartlepool's Scheme for Financing Schools and individual governing bodies are responsible for their usage and control. Schools are now allocated multi-year budgets which are linked to school development plans and they hold reserves to help them manage unforeseen cost pressures or reduced allocations over the medium term. Levels of reserves are monitored by the Department and by the Schools Forum and a clawback scheme to deal with excessive reserves was introduced in 2007/08. As part of the annual budget setting process, and with approval from the Schools Forum, the LEA retains an amount of DSG funding for Transitional Support. This funding is allocated (over and above ISB) to support schools that require additional monies to meet required educational standards. This may be prompted by Ofsted inspections or from concerns raised by the Children's Services Management Team.</p> <p>Where possible, unspent transitional support budgets are transferred to an earmarked reserve and carried forward for future years. The on-going revenue sustainability of Hartlepool's Secondary Schools will need to be one of the key considerations in determining implementation of the BSF programme.</p>
Individual Pupils Budget allocated during the year to schools for high level SEN pupils	Amber	1,383	1.6%	<p>The Local Authority retains funding to support pupils with special educational needs by agreement with the Schools Forum. This funding is allocated to schools each term to cover their costs of employing Teaching Assistants and rates are reviewed each year as part of the annual budget process. Pressure on this budget is directly influenced by the numbers of children requiring support in any given year and the SEN manager liaises with schools to share costs with them on an ongoing basis.</p>
Transport costs not able to be controlled	Amber	1,430	1.7%	<p>The Department's Transport contracts were renewed on 1/09/07. There is also a high degree of uncertainty regarding the exact requirements over forthcoming years owing to (i) issues raised in the 2006 consultation exercise, (ii) Extended Schools and increased out of school activities, (iii) the Education and Inspection Act, (iv) BSF Programme, (v) introduction of 14 - 19 diplomas and (vi) reductions/changes in the Supported Bus Routes funded by Neighbourhood Services. The highest area of spending relates to the requirement to transport special needs pupils which is demand led, invariably requires escorts and is difficult to control other than to ensure all individual arrangements are procured as economically as possible by the Pupil Support Team.</p>

Financial Risk	Risk Rating	2008/9 Base Budget £'000	Budget as %age net budget	Description of Risk and Summary of Risk Management Arrangements
Building Schools for the Future	Green	674	0.8%	There will be increased revenue costs to the department arising from the implementation of the BSF programme. An earmarked reserve has been established which will cover the initial costs of the BSF Project Team and other associated costs that can be predicted at this time. Costs of the Project Team and other expenditure that may arise as the programme proceeds will need to be mainstreamed into the departments revenue budget in future years and the project will become 'red' risk unless budgetary provision is made.
Integrated Children's System	Amber	102	0.1%	The department implemented the new ICS system during 2007/08 and there is a degree of uncertainty that other implementation and running costs may be required.
Increased demand in places at independent schools for pupils with high level of SEN	Red	643	0.8%	There are various circumstances in which the Department can be faced with unavoidable cost pressures arising from SEN children who may move into the Borough at any time, for example the home LEA is responsible for fees at independent special schools which are invariably very expensive, where it is necessary for Hartlepool children to attend special schools in other Authorities these are invariably high cost and conversely placements in Hartlepool Schools from other LEA's may cease resulting in a loss of income. The BSF programme offers an opportunity to re-configure its schools to provide the best education (and possibly residential) facilities for the needs of its SEN pupils.
Increased Demand for Looked After Children Placements	Red	3,242	3.8%	There is a national trend of increased costs for the placement of children with foster parents or other types of care and constant pressure to pay 'competitive' rates to carers which may exceed inflationary increases in future years. The department has reviewed all of its external placements and has taken steps to recruit additional carers to minimise its financial exposure to the volatile price increases levied by the Independent Sector and will examine options to work more effectively with regard to its short term placements during 2008/09.

#### NEIGHBOURHOOD SERVICES

Environment, Environmental Action and Town Care Management	Amber	7,097	8.3%	There are number of legislative changes that having an detrimental impact on this budget. These include the Waste Implementation Programme, Waste Incineration Directive and Waste Acceptance criteria.
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#### ADULT & COMMUNITY SERVICES

Demographic changes in Older People	Amber	6,405	7.5%	Increasing number of elderly people, high percentage of chronic health problems and market pressures on price.  The 'Direction of Travel' policy for social care includes, helping more people to live at home, plans to expand community based services, and maybe to change the 'Fair Access to Care Services (FACS) threshold. The financial effects of this policy will be monitored closely throughout the year.  Ongoing risk in relation to Continuing Health Care (S28A) disputes.  Provision in medium term financial plans to minimise impact of increases generated from Independent sector.
Demographic changes in Learning Disabilities	Amber	3,007	3.5%	Increasing numbers of people with learning disabilities surviving into adulthood and old-age; expectations of improved quality of life; long-term effect of closure of long-stay hospitals  Investment in medium term identified along with development of alternatives to residential care eg Supporting people
Occupational Therapy Equipment	Amber	202	0.2%	Equipment for people with a disability - demand exceeding budget allocation as more people are supported to remain in their own homes. There is a waiting list of physically disabled clients. There will be pressure on the Disabled Facilities Grant (DFG) in the year as it is usually exhausted within the first few months of the financial year. This will impact on the OT equipment to support clients in their own home.  Position will be closely monitored and additional resources identified where possible.
The Property Maintenance budget is insufficient to meet service community services requirements	Amber	266	0.3%	The maintenance budget which covers a large majority of the department's properties has only ever been increased by 'inflation'. This budget has consistently overspent in recent years and is likely to overspend in 2007-08. It may reach the point where buildings need to close as there is insufficient funding available.

Financial Risk	Risk Rating	2008/9 Base Budget £'000	Budget as %age net budget	Description of Risk and Summary of Risk Management Arrangements
				The responsible officer works closely with Property Services and is always seeking other funding sources.
Social Care - Direct Payments	Amber	1,213	1.4%	The Direct Payments scheme will put pressure on this budget as the 'Direction of Travel' policy moved towards self-directed care. DOH policy states that local authorities are required to support & help people to both obtain & maintain direct payments to service providers. Savings will be made from other areas of adult social care. However the demand for direct payments will be buoyant.

#### INCOME ITEMS

##### ADULT & COMMUNITY SERVICES

Non-achievement of income targets	Green	1,296	1.5%	The nature of Sport & Recreation, Museums & Heritage and Strategic Arts budgets are such that the majority of income is generated through admissions/usage of the services on offer. If this usage falls below targets then income will be reduced. Budget forecasts are based on revised charges and trends from previous years which indicate the budget should be achievable. Position will be monitored closely throughout the year.
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##### NEIGHBOURHOOD SERVICES

Car Parking	Amber	1,825	2.1%	Budget forecasts are based on revised charges and actual income achieved in previous years. There is a risk the planned level of income may not be achieved.
Property Services	Green	2,126	2.5%	There are risks involved with trading, recharge rates, recovery of overheads and achieving the budgeted level of fee income dependent on the capital programme

##### REGENERATION AND PLANNING

Fee Income - Planning & Building Control	Amber	620	0.7%	The fee income target must be achieved to fund part of the department's expenditure budget. This income cannot be controlled or easily estimated. Achieving the target depends on sufficient numbers/size of applications being received, national economic conditions such as interest rates being sufficiently favourable to encourage development and, in the case of Building Control, the section being able to successfully compete with the private sector.
Rent Income - Economic Development Service	Green	187	0.2%	Rent income is paid by new/growing businesses in the Brougham Enterprise Centre and Industrial Units. Whilst the recent major investment programme for these managed workspace units should help to secure good occupancy levels, factors beyond the department's control, most notably the prevailing national economic conditions, may increase the risk of non-payment and/or under occupancy during 2008/2009.

**Detailed Analysis of Reserves**

Fund	Page Number	Actual Balance at 31/3/2007  £'000	Forecast Use Of Reserves					Estimated Balance  at 31/3/2011  £'000
			2007/08	2008/09	2009/10	2010/11	Total	
			£'000	£'000	£'000	£'000	£'000	
Budget Support Reserves	2	8,350	(2,760)	(2,569)	(2,000)	(1,000)	(8,329)	21
Equal Pay Protection	3	4,000	(1,400)	(1,300)	(1,300)	0	(4,000)	0
Ringfenced Reserves - Schools	4	3,050	0	0	0	0	0	3,050
Capital Reserves	5	1,153	(1,068)	0	0	0	(1,068)	85
General Fund Balances	6	2,709	800	0	0	0	800	3,509
Ringfenced Reserves - Insurance	7	3,212	0	0	0	0	0	3,212
Sub-total A		22,474	(4,428)	(3,869)	(3,300)	(1,000)	(12,597)	9,877
Ringfenced Reserves - Other	8-11	4,438	(1,059)	(357)	(428)	(20)	(1,864)	2,574
Departmental Reserves	12-27	5,281	(2,141)	(1,424)	(836)	(9)	(4,410)	870
Sub-total B		9,719	(3,200)	(1,781)	(1,264)	(29)	(6,274)	3,445
Total - A + B		32,193	(7,628)	(5,650)	(4,564)	(1,029)	(18,871)	13,322

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007  £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011  £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08	2008/09	2009/10	2010/11	Total			
		£'000	£'000	£'000	£'000	£'000			
<b><u>Budget Support Reserves</u></b>									
LABGI Reserve	369	0	(369)	0	0	(369)	0	The Council has received a payment under the Government's Local Authority Business Growth Incentive Scheme. Members have determined to earmark this amount to support the 2008/2009 Budget and Council Tax Strategy.	To be determined
Budget Support Fund	7,581	(2,560)	(2,000)	(2,000)	(1,000)	(7,560)	21	To support the overall budget. (FBR Reserve has been consolidated into this reserve)	The balance shown uncommitted as 31/3/2010 is allocated within the existing budget strategy to support the 2010/11 budget
Stock Transfer Reserve	400	(200)	(200)	0	0	(400)	0	The reserve will be earmarked towards diseconomies of scale over 3 years commencing 2006/07.	Proposal approved by Cabinet
<b><u>Total Budget Support Reserves</u></b>	<b>8,350</b>	<b>(2,760)</b>	<b>(2,569)</b>	<b>(2,000)</b>	<b>(1,000)</b>	<b>(8,329)</b>	<b>21</b>		

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**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
<b>Equal Pay Protection</b>									
<b>Balance at 31/3/2007 from transfer of following Reserves:</b>									
General Fund Balances	1,000	(1,000)	0	0	0	(1,000)	0	To fund costs of protecting wages and salaries reduced under job evaluation	Protection arrangements subject to negotiation. It is anticipated the reserve will be used over a three year period from 2007/08 to 2009/10
Job Evaluation Protection Reserve	400	(400)	0	0	0	(400)	0		
Insurance Fund	1,600	0	(1,300)	(300)	0	(1,600)	0		
Stock Transfer Warranty Reserve	1,000	0	0	(1,000)	0	(1,000)	0		
<b>Total Equal Pay Protection Costs Reserve</b>	<b>4,000</b>	<b>(1,400)</b>	<b>(1,300)</b>	<b>(1,300)</b>	<b>0</b>	<b>(4,000)</b>	<b>0</b>		

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**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08	2008/09	2009/10	2010/11	Total			
		£'000	£'000	£'000	£'000	£'000			
<b>Ringfenced Reserves - Schools</b>									
Schools	3,050	0	0	0	0	0	3,050	To enable individual schools to manage their budgets over more than one financial year in accordance with the implementation of multi-year budgets.	Individual schools determine usage as part of their detailed budget plans either to support general running costs or to fund specific projects. A forecast movement in reserves is not provided as it is uncertain what the outturn position will be.
<b>Total Ringfenced Reserves - Schools</b>	3,050	0	0	0	0		3,050		

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**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
<b>Capital Reserves</b>									
Capital Funding	1,068	(1,068)	0	0	0	(1,068)	0	This reserve is fully committed to fund rephased capital expenditure.	It is assumed that this reserve will be used in 2007/08. Although if capital expenditure is rephased the reserve will be carried forward to match these commitments.
Maritime Av Remedial	85	0	0	0	0	0	85	For road maintenance responsibilities within the Marina inherited from TDC.	Reserve will only be used available if works become necessary.
<b>Total Capital Reserves</b>	1,153	(1,068)	0	0	0	(1,068)	85		

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Detailed Analysis of Reserves

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
<b>General Fund Balances</b>									
General Fund Balances	2,709	800	0	0	0	800	3,509	Reserve will only be used to meet expenditure commitments that cannot be funded from the approved budget or other reserves. Any use of this reserve will need to be repaid within the following year. Balance increased in 2007/08 from repayment of 2006/07 Bonus Buyout Costs	Opening balance reduced by £1m transfer to Equal Pay Reserve. Reserve is maintained at minimum prudent level and is reviewed as part of budget process and annual closure strategy. The balance is temporarily above 3% as it includes an amount (£1.2m) to be used for Equal Pay/Single Status costs. The remaining £2.5m is the level to be maintained.
<b>Total General Fund Balances</b>	2,709	800	0	0	0	800	3,509		

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Detailed Analysis of Reserves

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08	2008/09	2009/10	2010/11	Total			
		£'000	£'000	£'000	£'000	£'000			
<b>Ringfenced Reserves - Insurance</b>									
Insurance Fund	3,212	0	0	0	0	0	3,212	The Insurance Fund has been established to provide for all payments that fall within the policy excess claims. Most policies provided by the Council are subject to an excess. For motor vehicle own damage, the excess is £1,000. However, the excess is £100,000 for the Property/Combined Liability policy on each claim. The All Risks policy covers those items considered to be of value and at greatest risk of theft or damage. The Council's experience whilst operating with these excesses has been favourable. Nevertheless, the Council's total exposure in any one year has substantially increased and is currently £4.75m. The net value of this reserve consists of the insurance fund balances less amounts advanced to departments to fund service improvements. These amounts will be repaid over a number of years to ensure resources are available to meet insurance claims that will become payable.	Opening balance reduced by £1.6m transferred to Equal Pay Protection. The reserve is used to meet self insured claims as and when they arise. The Insurance Fund is subject to an annual review to ensure adequate funds are available to meet known liabilities when they amounts become payable. In practice there can be a significant lead time between a claim being recognised and the actual payment to the claimant. However, it is essential that resources are earmarked when a liability is identified to ensure resources are available to make payments when they become due. The value of the fund is currently matched by identified claims which have not yet been finalised. Interest is credited to this to ensure the fund is protected against inflation. The forecast reduction reflects the settlement of historic claims and not an unplanned fall in the value of the fund. However, if claims continue at current levels future contributions may required from 2007/08. These commitments have not yet been determined or reflected in the forecast budget deficits.
<b>Total Ringfenced Reserves - Insurance</b>	3,212	0	0	0	0	0	3,212		

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**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
<b>Ringfenced Reserves - Other</b>									
Museums Acquisition	57	(8)	0	0	0	(8)	49	To support the purchase of museums exhibits	Reserve maintained to provide funds if necessary
Maritime Festival	0	20	(20)	20	(20)	0	0	Created to enable the department to manage the budget over more than one financial year	Festival to be held in 2008/2009. Reserve to be fully utilised.
School Rates	152	0	0	0	0	0	152	The Schools Rates Adjustment arose from reductions in school rates payable following the review of rateable values.	Reserve is used as a 'balancing' figure each year to ensure that there is a 'budget neutral' effect on schools ie. the Reserve is used to adjust the schools budget to equal actual rates costs.
Youth Service	73	(53)	0	(20)	0	(73)	0	Youth Advisory Group Balances carried forward from previous years	To be used to maintain and enhance the service delivery where possible to young people over the forthcoming years. The risk will be green this year but will increase to amber then red in future years as the need to implement ICT and replace vehicles
Licensing Act 2003 Reserve	23	(23)	0	0	0	(23)	0	To assist with implementation of new legislation	Funding was front loaded and will be spread over a number of years. Fee income needs to be spread over a 10 year cycle.
Supporting People Implementation	711	0	0	0	0	0	711	To be used to mitigate repayment of grant and ease budget pressure over transition period as new grant regime come into effect in addition to costs arising from Audit Commission inspection.	To meet expenditure commitments no longer covered by grant income.
Youth Offending Reserve	261	(74)	(115)	(72)	0	(261)	0	Created from planned underspends in previous years to fund YOS initiatives	To support YOS Prevention Initiatives over the forthcoming years as follows: 2007/08 £74k , 2008/09 £115k , 2009/10 £72k

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
CRB Checks Reserve	70	(55)	(15)	0	0	(70)	0	Following changes in CRB regulations a greater number of checks are required and some of these are more detailed	The reserve will substantially be used in 2007/8 to meet the costs of paying for checks and to fund a new CRB system. The balance is expected to be spent in 2008/9
Custodian Properties	100	0	0	0	0	0	100	This covers the residual costs of former County Council buildings, including Gurney House lease termination and dilapidation costs.	The exact time this reserve will be needed is not yet clear and depends on lease negotiations with the property owners
Job Evaluation Protection Reserve	0	0	0	0	0	0	0	This reserve will provide additional resources to assist with the implementation of a New Pay and Grading System. In particular, these resources will help meet the temporary costs of providing protection to individual employees.	Opening balance of £400k transferred to Equal Pay Protection Costs Reserve
Single Status Implementation	150	(150)	0	0	0	(150)	0	This reserve will be used to fund the first COT3 costs, employment tribunal legal costs and costs of undertaking detailed job evaluations	Members earmarked to support
Tall Ships	800	0	0	0	0	0	800	This reserve has been set aside to support the Tall Ships visit in 2010	To be determined
Lotteries Reserve	420	0	0	0	0	0	420	The Lotteries Reserve, consists of the proceeds of the civic lottery and donations received. It is used for grants and donations to local organisations.	Reserve can only be used for donations to local organisations. Individual requests are approved on a case by case basis. The principle for using the reserve is that the balance is preserved and any interest on it is distributed as grants.

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Emergency Planning	92	0	0	0	0	0	92	This reserve is held on behalf of the 4 districts under the joint arrangement, to meet potential additional costs arising under revised Civil Defence arrangements implemented from 1st April 2005.	Reserve will be used to meet additional costs identified.
Collection Fund Surplus	148	(296)	148	0	0	(148)	0	Reserve established from increased Council Tax income arising from increase in Tax Base and improved recovery of Council Tax.	Reserve can only be distributed to precepting and billing authorities in proportion to respective precepts on the fund. HBC share of surplus is used to support the Budget by reducing the amount to be funded from Council Tax.
The Way Forward Reserve	366	(366)	0	0	0	(366)	0	Reserve established to meet potential future costs arising from implementation of Council's 'Way Forward' strategy.	As costs arise during 2006/07 and 2007/08.
Income Tax and VAT Reserve	250	0	0	0	0	0	250	On completion of Inland Revenue Reviews or when VAT payments are required under partial exemption	Costs approved by CFO

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**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Stock Transfer Warranty Reserve	0	0	0	0	0	0	0	Timing of this ongoing potential liability is uncertain. Therefore, reserve needs to be maintained to provide some protection against potential liabilities.	Opening balance of £1m transferred to Equal Pay Protection Costs Reserve.
Termination Costs Reserve - existing	132	(132)	0	0	0	(132)	0	These costs were previously funded through the capital programme. Following a change in Government regulations expenditure below a de-minimus level can no longer be capitalised. Therefore, provision was made to establish a revenue reserve to meet these	Expected to be committed in 2007/08.
Termination Costs Reserve - Year 2 LABGI monies	0	711	(355)	(356)	0	0	0	This is the share of the £1.2m Year 2 LABGI money allocated to meet the costs of restructuring and achieving efficiencies	Expected to be committed in 2008/09 & 2009/10
Cabinet Projects	70	(70)	0	0	0	(70)	0	This reserve is to be used to fund one-off Cabinet Initiatives	To be determined by Cabinet
LPSA Reward Grant Reserve	563	(563)	0	0	0	(563)	0	Ringfenced LPSA grant to c/f to future years	Approval through Budgetary Policy Framework.
<b>Total Ringfenced Reserves - Other</b>	4,438	(1,059)	(357)	(428)	(20)	(1,864)	2,574		

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Detailed Analysis of Reserves

Fund	Actual Balance at 31/3/2007  £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011  £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08	2008/09	2009/10	2010/11	Total			
		£'000	£'000	£'000	£'000	£'000			
<b>Departmental Reserves</b>									
Seaton CC 'Management' - Some of this fund pertains to Children's Services. However, the amount is still being determined by the overseeing board.	108	0	0	(108)	0	(108)	0	Balance carried forward from previous years	Ringfenced for Seaton CC Management Committee and the redevelopment of the site.

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Detailed Analysis of Reserves

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Adult Education	7	(7)	0	0	0	(7)	0	Created from LSC grant fund to address short and long term pressures from within the Adult Education service.	Reserve will be used to support staff pressures created through changing priorities.
BSF Swim Strategy / Mill House	36	0	0	0	0	0	36	This covers the costs of planning and preparing for the proposed leisure centre and the future of Mill House.	Ongoing review by CFO, Director of Adult & Community Services and Sport & Recreation Manager.

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**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Special Projects - Adult Education	137	(50)	0	(87)		(137)	0	Created from LSC grant fund to address capability to respond to local priorities.	Reserve will be used to support and match fund service inclusion projects as identified and agreed as part of the service plan.
Community Grants Pool	86	0	(86)	0	0	(86)	0	Reserve created in 2006/07 from the underspend on the Community Grants Pool budget as this expenditure is 'ring-fenced' by Members for contributing towards the community.	The Reserve will be used to enhance the existing base budget provision for Community Grants.

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Tree Management	6	(6)	0	0	0	(6)	0	Required work could not be completed in 2006/07 so this funding has been set aside to finance this work in 2007/08.	The Reserve will be used in 2007/08 on Tree Works postponed from 2006/07.
Football Development	12	(4)	(8)	0	0	(12)	0	Income generated by the Football Development Programme has been ring-fenced and set aside to help support this Programme on an on-going basis.	The Reserve will be used to fund the Football Development initiative as and when the grant reduces.
CONTROCC Implementation	74	(74)	0	0	0	(74)	0	Reserve ringfenced for implementation of a new Contract Management System (CONTROCC).	Reserve expected to be utilised in 2007-08
Action for Jobs	2	(2)	0	0	0	(2)	0	To fund sports coaches as required	Reserve expected to be utilised in 2007-08
Countryside	14	0	(14)	0	0	(14)	0	To fund Countryside works	Reserve expected to be utilised in 2008-09
Sports & Recreation - Sports Awards	3	(3)	0	0	0	(3)	0	To fund sports coaches training awards	Reserve expected to be utilised in 2007-08

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**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Community Facilities	200	0	0	0	0	0	200	To enable Community Facilities within Schools to manage their budgets over more than one financial year.	Individual schools determine as part of their detailed budget plans for Community Facilities. A forecast movement in reserves is not provided as it is uncertain what the outturn position will be.
Extended Schools - Out of School Care. (this offsets Community facilities)	(100)	131	0	0	0	131	31	This is a 'deficit' Reserve resulting from brought forward deficits on a number of schools extended schools programmes resulting from reductions in NOF grant funding.	Not Applicable.
A2L Reserve	81	(81)	0	0	0	(81)	0	To provide for the costs of site rationalisation and additional expenditure in respect of EBD placements	The Reserve will be used to assist with the impact and implementation of the fundamental base budget review currently being undertaken at the A2L.

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**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Broadband Implementation Reserve.	90	(90)	0	0	0	(90)	0	To assist with the increased costs of Broadband in Schools.	To assist with the increased costs of Broadband in Schools.
Interim Transport Manager	37	(37)	0	0	0	(37)	0	As part of the 2007/08 budget savings the Transport Manager post was deleted. However, ahead of the creation of an authority-wide Transport Team it is necessary to create a temporary post to renegotiate the existing contracts.	The Reserve will be used in 2007/08.
Behaviour & Attendance	27	(27)	0	0	0	(27)	0	Reserve created to provide additional resources in 2007/08 towards this area of the Service.	The Reserve will be used in 2007/08.
Play and Care	5	0	0	(5)	0	(5)	0	Reserve created in previous years to provide sustainability to Play Networking Project including Play Grants to voluntary organisations.	Reserve to be used to sustain Play Networking Project (previously funded by BLF)
BSF Implementation Costs	25	(25)	0	0	0	(25)	0	BSF Implementation costs in 07/08	
Teenage Pregnancy	15	(7)	(8)	0	0	(15)	0	Reserve was created from income generated by the Teenage Pregnancy initiative in 2006/07 which has been set aside to enhance the TP Programme.	

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Detailed Analysis of Reserves

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Dedicated Schools Grant - Transitional Support	96	(96)	0	0	0	(96)	0	The Dedicated Schools Grant (DSG) is a ring-fenced grant for use on 'schools' budgets only. £65k is the additional funding that the authority received owing to a DfES formula error. The remaining £31k is the underspend element on TSF in 2006/07 which has been identified towards the Transitional Support Fund.	This Reserve will be used as and when required to assist in School Development / Support for Schools in Financial difficulty.
Dedicated Schools Grant - A2L	11	(11)	0	0	0	(11)	0	The Dedicated Schools Grant (DSG) is a ring-fenced grant for use on 'schools' budgets only. This is the part of the general DSG underspend on 'central' budgets and has been identified towards the A2L which has significant budget pressures.	The Reserve will be used in 2007/08 to support the A2L budget which is experiencing significant cost pressures.
Early Years Development Childcare Plan	213	0	0	-213	0	(213)	0	This reserve has been created to develop the provision of services that will provide education for all 3 and 4 year olds	The reserve will be used to fund service restructuring (including redundancy costs) arising from the cessation of Sure Start Programmes and to support the development of Children's Centres and Extended School facilities.

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**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Standards Fund	93	(93)	0	0	0	(93)	0	This reserve is created to cover the LEA's match funding element of the Standards Fund Grant which is awarded for an 18 month period.	Reserve is used to cover any additional expenditure requirements following the calculation of charges for the coming year.
Housing Reserve	40	(30)	0	(10)	0	(40)	0		£30k/£10k 2007/8 & 2009/10 respectively to be used to support development of the Housing Service
Regeneration Reserve - Specific	279	(204)	(33)	(42)	0	(279)	0	Mainly PDG funding	£50k DC Monitoring Officer extension of post to 2010.£25k in 09/10 for Local Devt Framework studies
DAT Accommodation Reserve	6	(6)	0	0	0	(6)	0	Reserve brought forward from previous year to finance Drug Team Expansion	£10k in 2006/07 allocated to Drugs Training but only used £4k so £6k to slip to 2007/08
Regeneration MRU	328	(60)	(100)	(168)	0	(328)	0	Created to enable department to manage budget over more than one year.	£5k DR adjustment to Local Plan Reserve in 2006/7.To support Regen staffing where grants reduced (£100k in 08/09 & £46k in 09/10 & £122K for Victoria Harbour scheme.
Local Plan	34	(1)	(6)	(27)	0	(34)	0	To implement new Local Development Framework within Planning .	£1k in 2007/08 and £6.74k in 2008/09 and £26.7 in 2009/10, £5k adjustment to Regeneration MRU
Anti Social Behaviour Unit	26		(8)	(9)	(9)	(26)	0	To fund rent at 73 Jutland Road	Rent approximately £8k p.a. for 3 years commencing 2008/09

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Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Organisational & Corporate Workforce Development	51	(51)	0	0	0	(51)	0	Created to enable department to manage budget over more than one year.	To be used in 2007/8 to fund the following areas: Software for LRC Implementation of the Workforce Development Plan Celebrating Success Event Member Development Talent Pool
Corporate Diversity	2	(2)	0	0	0	(2)	0	Created to enable department to manage budget over more than one year.	Used in 2006/7 to fund the following areas: Contribution towards the Tees Valley & Durham Communication Service Equality Standard Consultancy Browsealoud To be used in 2007/8 as a contribution towards the Tees Valley & Durham Communication Service
HR Service Improvement	22	(22)	0	0	0	(22)	0	Created to enable department to manage budget over more than one year.	Used in 2006/7 to fund LLPG Staff and Training Costs To be used in 2007/8 to fund the following areas: LLPG Staff Costs (GIS) Team Building HR Peer Review
Contact Centre	5	(5)	0	0	0	(5)	0	Created to enable department to manage budget over more than one year.	Used in 2006/7 to fund Contact Centre Staffing - CCM £25K DPO £35K To be used in 2007/8 to fund Franking Machine Software Updates

APPENDIX K

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Resource Investment	41	(41)	0	0	0	(41)	0	Created to enable department to manage budget over more than one year.	To be used in 2006/7 and 2007/8 to fund the following areas: IT Development Accommodation Changes Print Unit Accommodation and Hardware
Support to Members	5	(5)	0	0	0	(5)	0	Created to enable department to manage budget over more than one year.	To be used in 2007/8 to fund Member Development
Election Services	8	(8)	0	0	0	(8)	0	Created to enable department to manage budget over more than one year.	To be used in 2007/8 to fund Elections Costs following changes in legislation
Legal	9	(9)	0	0	0	(9)	0	Created to enable department to manage budget over more than one year.	Used to fund Locum post.

APPENDIX K

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Finance - The Way Forward	61	(61)	0	0	0	(61)	0	Created to meet potential future costs arising from implementation of Council's 'Way Forward' Strategy	To be used in 2007/08
Finance - Wireless Benefits	47	(47)	0	0	0	(47)	0	Created to cover costs not funded from DWP grant.	Reserve to be used to fund Wireless Project. This scheme previously attracted grant funding. Fully committed in 2006/07
Finance - Audit Section	47	(33)	(14)	0	0	(47)	0	Created to enable department to manage budget over more than one year.	To fund the ERVS Costs following strategic restructure of Section and IT
Finance - Accountancy Section	30	(30)	0	0	0	(30)	0	Created to enable department to manage budget over more than one year.	To fund temporary staffing costs following strategic restructure of Section.

APPENDIX K

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Finance - IT Investment	100	(100)	0	0	0	(100)	0	Created to fund a number of IT projects integral to the Corporate IT changes across the Authority	To be used in 2006/07 and 2007/08 as contributions towards :- replacement of I-World, roll out of EDRMS, implementation of FMS
Finance - Home Working	100	(50)	(50)	0	0	(100)	0	Created to fund costs associated with implementation of Home Working Initiative.	To be used in 2007/08 & 2008/09
Finance - Agency Staff R&B	40	(40)	0	0	0	(40)	0	Created to fund cost of employing contract staff to smooth out workload peaks/resource shortfalls	To be used in 2007/08
Finance - IT Developments R&B	20	(20)	0	0	0	(20)	0	Created to fund IT development costs to cope with new DWP Security requirements and further Kirona scripting changes	To be used in 2007/08

APPENDIX K

Detailed Analysis of Reserves

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Finance - R&B Refurbishment	50	(50)	0	0	0	(50)	0	Created to fund cost of office relocation. Also, making good after Civic Centre Refurbishment	This reserve was to be used in 2006/07 pending Civic Centre Refurbishment, however it is now expected to be spent in 07/08
Finance - Training & Development	7	(7)	0	0	0	(7)	0	Created to fund cost of training and development within the Revenue and Benefits Section.	To be used in 2007/08
Finance - Office Relocation	49	(49)	0	0	0	(49)	0	Created to fund cost of office relocation. Also, making good after Civic Centre Refurbishment	This reserve was to be used in 2006/07 pending Civic Centre Refurbishment, however it is now expected to be spent in 07/08
Finance - Grant Flow Pilot	30	(30)	0	0	0	(30)	0	Created to fund costs associated with Grant Flow Pilot	To be used in 2007/08

APPENDIX K

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Finance	216	(108)	(108)	0	0	(216)	0	Established to fund additional costs identified with implementation of FMS & e- Procurement	Timing of usage to be determined.
Corporate Strategy	308	(198)	(110)	0	0	(308)	0	Created to enable department to manage budget over more than one year.	To be used in 2007/08 and 2008/09 as follows: £150k approved at Cabinet on 1/10/2007 to support ICT contract renewal and balance to manage budget over more than 1 year.
Registrars	22	(10)	(12)	0	0	(22)	0	Created to enable department to	To be used in 2007/08 and 2008/09 for Registrars building maintenance.
National Graduate Development Reserve	19	(19)	0	0	0	(19)	0	Created to fund a National Graduate Trainee for the benefit of the whole Council	To be used to fund National Graduate Trainee salary and training contributions during 2006-07 and 2007-08
Graves in Perpetuity	2	(2)	0	0	0	(2)	0		
Swimming Pool Maintenance	90	0	0	0	0	0	90	It has been decided not to install a moveable floor at Brinkburn Pool. The Children's Services, Performance Management and Regeneration, Liveability and Housing Portfolio Holders have requested that this be earmarked for the general upkeep of Swimming Pools within the town.	To be determined

APPENDIX K

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08	2008/09	2009/10	2010/11	Total			
		£'000	£'000	£'000	£'000	£'000			
Building Schools for the Future - existing	680	(396)	(261)	(23)	0	(680)	0	Reserve originally created (with both corporate and departmental resources) to contribute towards any LEA funding that may be required to support the Government's agenda for replacing school building stock. In addition the balance on the Children's Services Implementation Reserve (£100k) has been transferred in 06/07 into this Reserve. Will now be used commencing in 2006/07 onwards to help fund an Implementation/Project Team and for consultation costs.	The Reserve is to be used alongside corporate funding for consultation costs and towards the cost of the BSF Implementation/Project Team. After which this will be met from the Departments base budget.
Building Schools for the Future - Year 2 LABGI monies	0	489	(413)	(76)	0	0	0	This is the share of the £1.2m Year 2 LABGI money allocated to this project.	Expected to be committed in 2008/09 & 2009/10
Carlton Refurbishment	159	0	0	0	0	0	159	Ring-Fenced Reserve created to cover the LEA contribution towards any second phase of capital development at Carlton Outdoor Centre.	It is hoped to use this reserve in future years as potential match funding for any future phases of development at the Centre. However, it may be necessary to utilise this Reserve to fund the revenue shortfall arising from Stockton MBC's withdrawal from the Joint Authority Agreement.
Playing for Success	77	(40)	(33)	(4)	0	(77)	0	Reserve created from income generated within Playing for Success to cover future costs relating to the PFS initiative.	PFS grants are tapering out so this Reserve will be used to cover additional expenditure requirements relating to the PFS initiative.

APPENDIX K

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Transitional Support Fund	79	(79)	0	0	0	(79)	0	This reserve was created from an underspend on this budget in 2005/06 and will be used to provide additional funding for schools identified as requiring additional support	This Reserve will be used as and when required to assist in School Development / Support for Schools in Financial difficulty.
Information Sharing & Assessment	1	0	0	(1)	0	(1)	0	Reserves created at year end from underspends on the ISA programme to be used to finance specific ISA initiatives.	Reserve to be spent on various Information, Sharing & Assessment initiatives.
Provision for High Cost Children	216	(216)	0	0	0	(216)	0	Reserve to meet potential demand pressures resulting from high and volatile costs of specific looked after children the balance of the SEN Reserve (£49k) was transferred here in 2006/07.	The reserve will be carried forward to help address position in future years as and when required.
Young Peoples Services Reserve	30	(30)	0	0	0	(30)	0	To extend the in-house provision of foster care and reduce reliance on external agencies	The reserve will be carried forward to help address position in future years as and when required.

APPENDIX K

**Detailed Analysis of Reserves**

Fund	Actual Balance at 31/3/2007 £'000	Forecast Use Of Reserves					Estimated Balance at 31/3/2011 £'000	Reason for/purpose of the Reserve	How and when the reserve can be used
		2007/08 £'000	2008/09 £'000	2009/10 £'000	2010/11 £'000	Total £'000			
Economic Development	223	0	(160)	(63)	0	(223)	0	To fund Economic Development staff as temporary programme money ceases	As major funding programmes begin to come to an end the balance will be required to assist in the management of staff contracts.
Energy Saving Fund (climate Change Levy)	15	0	0	0	0	0	15		
Strategic Procurement Review Reserve	50	(50)	0	0	0	(50)	0	To fund the strategic review of corporate procurement practices and strategy in order to assess efficiency and effectiveness and develop new strategies for the future.	Timing depends on progress re implementation of centralisation
SRB Match Funding	40	(40)	0	0	0	(40)	0	Expected to be committed 2007/08	
LATS Equalisation Review	163	0	0	0	0	0	163	Used to store notional income until value is realised	Depends on when value can be realised. The market for LATS is very new and proper values have not yet been established
Mill House	176	0	0	0	0	0	176	The reserve arose from a rates rebate following a review of the leisure centre rateable values	The reserve is earmarked to fund essential maintenance at Mill House Leisure Centre from 2006/07 onwards until it is replaced by the H2O Centre
<b>Total Departmental Reserves</b>	<b>5,281</b>	<b>(2,141)</b>	<b>(1,424)</b>	<b>(836)</b>	<b>(9)</b>	<b>(4,410)</b>	<b>870</b>		

APPENDIX K

**BUDGET CONSULTATION MEETING WITH TRADE UNIONS**

**Minutes of Meeting held on 15 January 2008  
at 8.30am in the Mayor's Office, Level 2, Civic Centre**

**Present:** ***Hartlepool Borough Council Officers***  
Andrew Atkin, Assistant Chief Executive  
Chris Little, Assistant Chief Financial Officer  
Dave Stubbs, Director of Neighbourhood Services  
Joanne Machers, Chief Personnel Officer  
Mike Ward, Chief Financial Officer  
Nicola Bailey, Director of Adult & Community Services  
Paul Walker, Chief Executive

***Councillors***  
Mayor S Drummond, Councillor P Jackson

***Trade Union Representatives***  
A J Watson, Unison  
D Walker, Unison  
E Jeffries, Sec HJTUC  
M Sullivan, GMB  
M Waterfield, Unison  
P Shields, Unison  
S J Williams, Unison

*Carly Lupton, CEMT Support Officer (Minutes)*

<b>1.</b>	<b>Presentation</b>
MW provided a brief update on the issues affecting the budget and policy framework proposal for 2008/09 to 2010/11.	
<b>Comments Made</b>	<b>Response</b>
EJ informed that on a whole the trade unions were happy with the approach and welcome the better than expected settlement.	
EJ explained that he does not agree with the Floor Dampening process but recognises that there is little that can be done at this time although he stressed the importance of continuing to fight for the reduction or removal of this.	
The trade unions welcome the decision of Cabinet on the preferred model. EJ explained how important it now is to ensure that the good work is continued into discussions on allowances / protection etc.	

<p>EJ explained that with regards to the deficit he feels that it is not an appropriate time to reduce income streams. With the better than expected settlement the trade unions will be looking for a position of no compulsory redundancies this year and any reductions in departmental budgets and/or staffing need to be managed over time.</p>	
<p>EJ raised the issue that staffing numbers were not identified in the report and asked if they will be included in the next report.</p>	<p>AA confirmed that this would be clarified in the next report.</p>

## **BUDGET CONSULTATION MEETING WITH BUSINESS SECTOR REPRESENTATIVES**

**Minutes of Meeting held on Wednesday 16<sup>th</sup> January 2008  
at 8.30am in the Mayor's Office, Level 2, Civic Centre**

**Attendees:** *Hartlepool Borough Council Officers*  
Mike Ward, Chief Financial Officer  
Peter Scott, Director of Regeneration & Planning

***Councillors***  
Mayor S Drummond , Councillor G Hall,

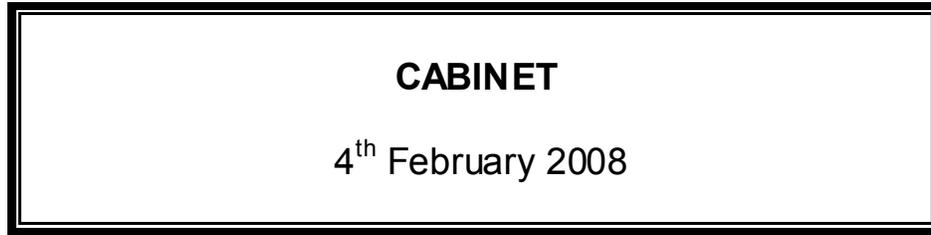
***Business Sector Representatives***  
Brian Beaumont  
Peter Olson  
Adrian Liddell  
John Megson

*Emma Armstrong, CEMT Support Officer (Minutes)*

Mayor Stuart Drummond thanked all for attending.

1.	<b>Presentation</b>	
<p>MW provided a brief update on the issues affecting the budget and policy framework proposal for 2008/09 to 2010/11.</p>		
<b>Issues Raised</b>		<b>Response</b>
<p>During the presentation a number of questions were asked as follows:</p>		
<p>JM stated that the 3 year planning is beneficial, but what impact would be seen if there was a change in Government?</p>	<p>MW informed the group that historically if Government changed, then the 3 year plan would be still followed. MW stated that the new Government could change their plans but noted that it would take considerable effort.</p>	
<p>JM/ AL asked what would happen if the 3% Efficiencies were not achieved?</p>	<p>MW informed the group that 3% is a difficult challenge but is achievable with the use of ICT and new ways of working. We are heading for a slight overspend 07/08 largely due to reduced income from car parking charges, land charges and reduced shopping centre income.</p>	
<p>JM stated that the deficit is in decline and reserve has fallen from £32m to £15m.</p> <p>AL asked; could the Council Tax increase of 4.9% be reduced due to the surplus?</p>	<p>MW informed the group that the increase could not be reduced as it goes towards paying back the deficit.</p>	
<p>JM stated that inflation rates could be seen as being at 4% due to increased mortgage and fuel prices.</p>	<p>MW informed the group that the pay costs are driven by the wage inflation of 2%, Older Peoples Residential care, Fostering and Adoption charges are all increased due to the increase in minimum wages, Concessionary Fares and landfill tax have all increased in cost due to fuel costs.</p>	

<p>PO asked how many people are Council Tax payers on fixed incomes or retirement pensions, as the pensioners have been hit hard with the 4.9% increase in Council Tax, as their pensions have not increased in line.</p>	<p>MW discussed that; 1988 Domestic Rates band D were £880, 1999 band D £880. In real terms band D is a higher burden than rates were – Council Tax has increased 50% in crude terms over the last 10 years.</p> <p>MW also stated that he believes that if the cap of Council Tax increases was removed from 4.9%, that the increase in rate would not publically acceptable .</p>
<p>AL asked if the Council Tax increase is going to be at 4.9% for the next 3 years?</p>	<p>MW stated that from existing strategies yes the increase would be the same for the 3 years, but are only able to set the budget for 1 year within the 3 year plan.</p> <p>Need to plan more in advance to balance the budget and plan greater transformation.</p>
<p>PO asked if HBC is sued by Able UK for £1m- would this bring budget issues?</p>	<p>MW stated that HBC have built some contingencies into the Ring Fenced Reserves.</p>
<p>AD stated that a large percentage of the costs are staffing and would this not be reduced to save money?</p>	<p>Cllr Hall stated that the 3% efficiency savings are putting pressure on current staff and potentially service cuts will have to be made.</p> <p>MW stated that he does not think the staffing costs are unreasonable, the Council is unlike the business sector but it does not mean it can not be business like. Outsourcing would reduce costs initially, but substantially reduces flexibility. For example in the IT outsource a 10 year contract was entered into and the RPI increases by 1% each year.</p>



**Report of:** Head of Community Safety & Prevention

**Subject:** Safer Hartlepool Partnership's Draft Crime, Disorder and Substance Misuse Strategy 2008-2011

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## SUMMARY

### 1. PURPOSE OF REPORT

To update the Cabinet on the views of the Regeneration and Planning Services Scrutiny Forum about the development of the Safer Hartlepool Partnership's draft strategy, as part of the Authority's Budget and Policy Framework.

### 2. SUMMARY OF CONTENTS

The report explains the legal context for the Council, in respect of the Safer Hartlepool Partnership's strategy development and outlines the legal process set for the production of the Partnership Plan, which comprises the 3 year strategy and annual priorities. The report details the strategy objectives for 2008-2011 and annual priorities for 2008/09. Comments and views expressed by the Regeneration and Planning Scrutiny Forum are attached to the report. An updated version of the draft strategy is also attached.

### 3. RELEVANCE TO CABINET

Part of Budget and Policy Framework.

### 4. TYPE OF DECISION

Part of Budget and Policy Framework

**5. DECISION MAKING ROUTE**

Cabinet 7<sup>th</sup> January 2008  
Regeneration & Planning Services Scrutiny Forum 17<sup>th</sup> January 2008  
Cabinet 4<sup>th</sup> February 2008  
Council 21<sup>st</sup> February 2008

**6. DECISION(S) REQUIRED**

Referral to Council 21<sup>st</sup> February 2008.

**Report of:** Head of Community Safety & Prevention

**Subject:** Safer Hartlepool Partnership's draft crime, disorder and substance misuse Strategy 2008-2011

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## **1. PURPOSE OF REPORT**

- 1.1 To update the Cabinet on the views of the Regeneration and Planning Services Scrutiny Forum about the development of the Safer Hartlepool Partnership's draft strategy, as part of the Authority's Budget and Policy Framework.

## **2. BACKGROUND**

- 2.1 The Crime and Disorder Act 1998 established a statutory duty for the Local Authority and Police to form a partnership and produce a 3 year strategy, based on a review of crime and disorder, which occurred in the previous 3 years. The Police Reform Act 2002 extended this duty to include the Primary Care Trust, Police Authority and Fire Authority. Collectively these 5 bodies are known as Responsible Authorities, for the purposes of the partnership provisions in the Crime and Disorder Act 1998.
- 2.2 Following a review of the partnership provisions in the 1998 Act, the Police and Justice Act 2006 amended the Act, so that new regulations could be introduced, which would extend the statutory duty placed collectively on the Responsible Authorities.
- 2.3 The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 came into force on 1<sup>st</sup> August 2007 and set out minimum standards on how the Safer Hartlepool Partnership (SHP) should function in formulating and implementing strategies to tackle crime, disorder and substance misuse in Hartlepool.
- 2.4 One requirement of the Regulations is that the SHP must produce an annual strategic assessment.

The purpose of the strategic assessment is to provide knowledge and understanding of community safety problems that will inform and enable the partners to:

- Understand the patterns, trends and shifts relating to crime and disorder and substance misuse;
- Set clear and robust priorities of their partnership;
- Develop activity that is driven by reliable intelligence and meets the needs of the local community;
- Deploy resources effectively and present value for money;
- Undertake annual reviews and plan activity based on a clear understanding of the issues and priorities.

2.5 Following consideration of the strategic assessment findings, the SHP must produce a Partnership Plan by 1<sup>st</sup> April 2008. The Plan must:

- Include a strategy for tackling crime and disorder (including anti-social behaviour and other behaviour adversely affecting the local environment) and for combating the misuse of drugs, alcohol and other substances in the area over the subsequent 3 years;
- Be revised at least annually;
- Contain the priorities identified through the strategic assessment;
- Contain information about the role of each partner in supporting the delivery of the priorities and how this will be resourced;
- Contain information about the way the partnership will engage with the community.

The Partnership plan therefore comprises a 3 year strategy (to tackle crime, disorder and substance misuse) and annual action plans for 2008/09.

2.6 A summary of the Partnership Plan must be published by 1<sup>st</sup> April 2008.

### **3. DEVELOPMENT OF HARTLEPOOL'S STRATEGY AND ANNUAL ACTION PLANS**

3.1 The Safer Hartlepool Partnership considered its first strategic assessment in November 2007. Four strategic objectives have been agreed and 6 annual priorities established for 2008/09:

Strategic Objective 2008-2011	Annual Priority 2008/09
1. Reduce crime	1. Violent crime, including domestic abuse 2. Acquisitive crime
2. Reduce harm caused by illegal drugs and alcohol	3. Alcohol treatment 4. Drug dealing and supply
3. Improve neighbourhood safety and increase public confidence, leading to reduced fear of crime and anti-social behaviour	5. Anti-social behaviour and criminal damage, including deliberate fire setting
4. Reduce offending and re-offending	6. Preventing and reducing offending, re-offending and the risk of offending

- 3.2 In addition, the Safer Hartlepool Partnership has agreed that it must continue to provide drug treatment – which has a planning process prescribed by Government for both adults and young people; and take a longer term approach to improving reassurance of residents and increasing public confidence.
- 3.3 An initial draft of the strategy was considered by Cabinet on 7<sup>th</sup> January 2008, when a referral to Regeneration and Planning Services Scrutiny Forum was made.
- 3.4 At its meeting on 17<sup>th</sup> January 2008, the Regeneration & Planning Services Scrutiny Forum received a report and presentation on the development of the strategy and the reasons for selecting the objectives and annual priorities. The Forum discussed the draft strategy in detail, and the comments and views from Members and Resident Representatives are attached at Appendix A.
- 3.5 The views and comments have been incorporated into an updated draft strategy (version 3), which is attached at Appendix B. The views and comments will also be taken into account when the Safer Hartlepool Partnership undertakes its next annual strategic assessment in Autumn 2008.
- 3.6 The Safer Hartlepool Partnership Executive Group will consider the draft strategy (version 3) at its meeting on 30<sup>th</sup> January 2008. A verbal update on any significant proposed changes will be highlighted for Cabinet Members at the meeting on 4<sup>th</sup> February 2008.

- 3.7 The Safer Hartlepool Partnership Executive Group will consider a final version of the strategy, together with annual action plans for 2008/09, at its meeting on 12<sup>th</sup> March 2008.

#### **4. RECOMMENDATIONS**

- 4.1 Cabinet is invited to make any final comments on the draft (version 3) crime, disorder and substance misuse strategy 2008-2011 attached to this report at Appendix B.
- 4.2 Cabinet is asked to refer the draft (version 3) strategy to Council, in accordance with Budget and Policy Framework for endorsement.

Contact officer: Alison Mawson  
Head of Community Safety & Prevention

#### Background Papers

Safer Hartlepool Partnership reports on 19<sup>th</sup> September, 12<sup>th</sup> November and 12<sup>th</sup> December 2007.

Feedback to Cabinet from

**REGENERATION & PLANNING SERVICES SCRUTINY FORUM**

17<sup>th</sup> January 2008

The following views and comments were expressed by Members and Resident Representatives:

1. A key priority for the Forum is tackling anti-social behaviour associated with under-age drinking and parents responsibility for their children. The Forum would like parents to be prosecuted if there is evidence they are supplying alcohol to their children, who subsequently cause nuisance and anti-social behaviour.
2. Enforcement against shops selling alcohol to adults, who then supply to under-age drinkers, as well as shops selling direct to under-age drinkers.
3. Not all crime is reported to the Police, particularly that which is regarded as minor (e.g. damaged car wing mirror).
4. The different data display styles, the time periods and the lack of comparison for some data sets was commented upon, during the presentation.
5. Fear of crime is higher than reported.
6. Parking on pavements, causing an obstruction is an issue.
7. Fear of reprisal, associated with both criminal and anti-social behaviour.
8. The Judicial system should take a harder-line approach to dealing with offenders.
9. More provision of youth shelters, preventative work and diversionary activities for young people is needed.

# **SAFER HARTLEPOOL PARTNERSHIP**

## **Draft crime, disorder and substance misuse strategy 2008-2011**

# Foreword

I am proud to be introducing the Safer Hartlepool Partnerships fourth strategy which shows how working together can make a real difference.

Almost a decade ago, the Crime and Disorder Act 1998, put partnership working on a statutory footing for the first time. Since that time, we have conducted 3 audits and produced 3 strategies covering 1999-2002, 2002-2005 and 2005-2008. Crime has reduced significantly in Hartlepool since 1999, but there are still communities where there are higher levels of crime and anti-social behaviour. There is more to do to reduce re-offending, tackle the misuse of drugs and alcohol and improve the life chances of young people. We must also work harder to improve people's quality of life and limit the harm caused to communities.

In the Autumn 2007, the Safer Hartlepool Partnership conducted its first strategic assessment, which analyses the levels and patterns of crime, disorder and substance misuse during the previous 12 months, so that the Partnership can set clear priorities and develop actions to meet the needs of the local community.

This strategy sets out the Partnership's longer term plans for the next 3 years. Each year a strategic assessment will review these plans and re-prioritise our annual activity.

During the period of the strategy for 2005-2008 we have seen the introduction of neighbourhood policing in the town. This has brought more frontline Police Officers and Police Community Support Officers (PCSOs) into neighbourhoods, leading to an improved visual patrolling presence on our streets. Residents told us this is what they wanted, and now they report feeling safer.

In the coming years, we will work hard to tackle other things which residents say they want, such as reduced drug dealing, less rowdy behaviour and more activities for young people, to keep them out of trouble. I would like to encourage everybody who is interested in making Hartlepool a safer and healthier place, to join with us and play your part in combating crime and disorder.

Mayor Stuart Drummond  
Chair of Safer Hartlepool Partnership

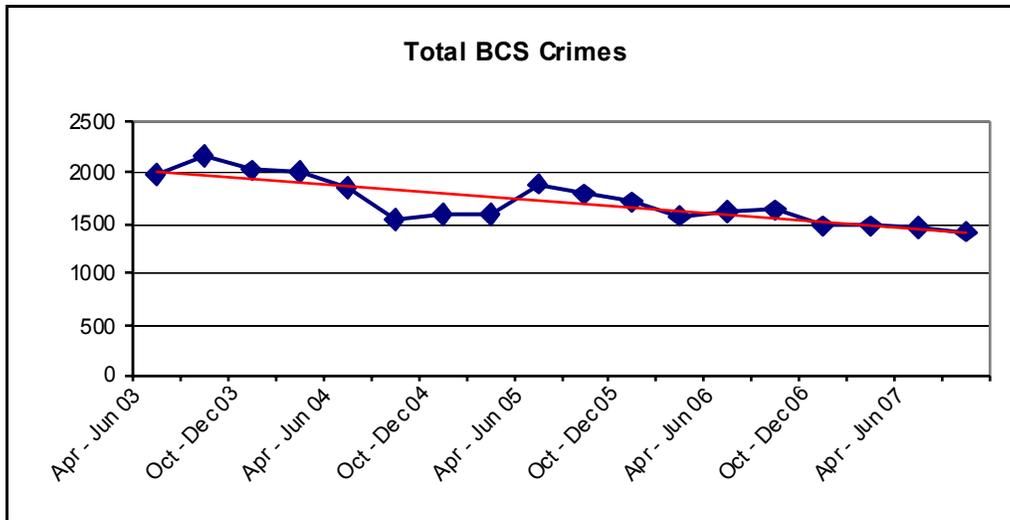
## REVIEW OF PAST PERFORMANCE

**Hartlepool is a safer place than it was a few years ago, and residents agree.**

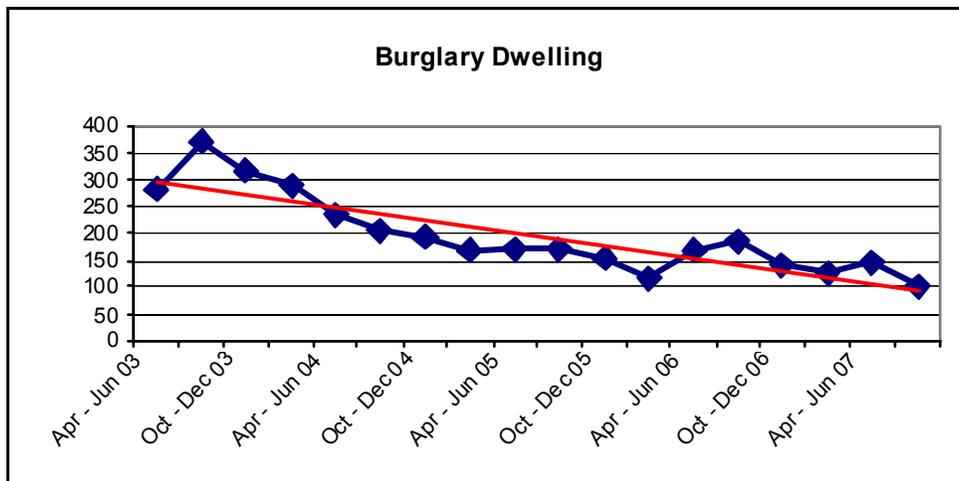
At the end of 2007, the Council's citizen panel survey revealed that the 54% of residents feel safe walking alone at night, compared to 37% in 2003/04. That's an additional 15,300 residents, or one-sixth of the population, feeling safe out walking at night.

Other surveys, conducted using different methodology, concur with this result. Residents also feel less worried about having their home broken into and more satisfied with the quality of service provided by the Police.

**Recorded crime has reduced by 26% since 2003/04 (as measured by 10 BCS comparator crimes), which equates to 2281 less victims in 2006/07 than 2003/04.**



**Domestic burglary has been a priority for the Partnership in all 3 previous strategies. In 1997, there were 1545 recorded burglaries, in 2006/07 there were 634, a reduction of nearly 60%.**



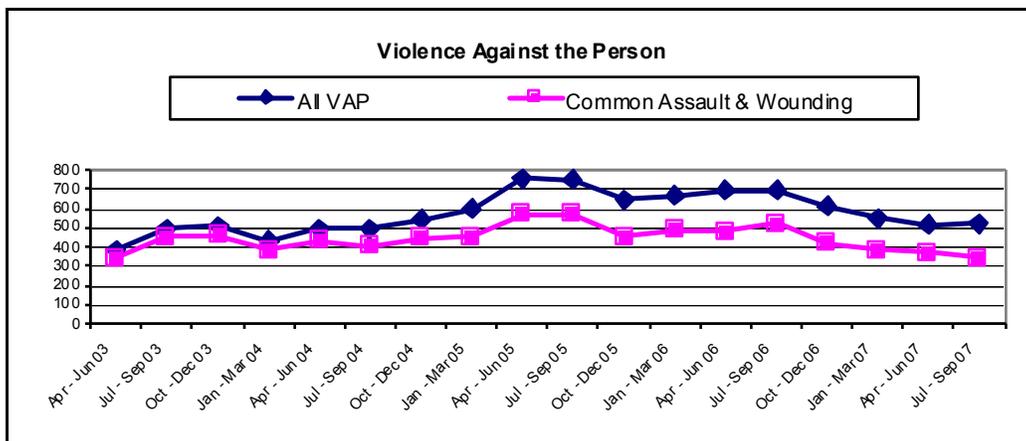
During this time the Partnership has installed free security improvements for hundreds of burglary victims, erected alleygates to virtually every back alley in the town centre area, improved street lighting at numerous locations, worked with residents groups to provide security improvements to homes in their areas and assisted with re-designing estate layouts to reduce burglary risks. In 2007/08 the Partnership predicts that domestic burglary will be at an all time low, possibly recording in the region of only 500 burglaries during this 12 month period. A few years ago, this level of burglary in Hartlepool was inconceivable.

**Similarly vehicle crime has reduced from 2501 in 1997 to 895 in 2006/07, a reduction of nearly 65%.**

During this time, the security of most of the town centre car parks has been improved, vehicle owners have continually been warned by variety of campaign methods to remove valuables from their car to reduce the risk of it being broken into and many 'end of life', abandoned or untaxed vehicles have been removed from the streets and destroyed.

**But violence against the person offences have risen from 448 in 1997 to 2652 in 2006/07.**

It should be remembered that changes to the National Crime Recording Standards were introduced in 2002 (although the effect was not fully evident in Hartlepool until 2004/05); new offences have been introduced and offences not previously recorded as crime have been classified as crimes, which will account for at least some of this rise.



Town centre violence has been a Partnership priority since 2005, but when compared to our most similar family group, Hartlepool is still above the group average.

The Partnership has carried out improvements to Church Street, such as removal of brick planters, increased waste bins, improved street lighting and provided financial assistance to install CCTV inside pubs, clubs and taxis. High profile campaigns on sensible drinking and a hard-hitting 'think before you drink' campaign, have also linked to domestic violence.

Just under 25% of violent crime is domestic related, with the highest number of offences occurring in Stranton, Dyke House and Ow ton Wards.

Much of the violent crime (around 40%) has been flagged by Police Officers as 'committed under the influence'.

**Data from the Public Health Observatory shows the profile of alcohol related harm in Hartlepool to be significantly worse than the England average for hospital admissions, binge drinking and alcohol related crime.**

Hartlepool currently has no specialist alcohol treatment service, but an alcohol needs assessment is underway and an alcohol harm reduction strategy was developed by the Partnership in 2006.

**Analysis continues to indicate that individuals arrested for drug offences are users and that there is a strong correlation between drug use and crime.**

Since 1997 drug treatment services in Hartlepool have improved enormously. We established a specialist treatment centre in 2002/03 and now provide a range of support services from this centre. Numbers entering treatment have grown and in 2004/05 it was necessary to extend the centre. Last year 615 adults entered treatment compared to 245 referrals in 1997 (the number of these actually entering treatment is not known). A separate, specialist service is also available for young people.

**In 2001, the Partnership decided to introduce an initiative (Dordrecht scheme) to challenge offending behaviour.**

This included an element of drug treatment, as almost all the prolific burglars the scheme worked with, used drugs. Dordrecht has now been extended to provide Hartlepool's Prolific and Priority Offender Scheme, which targets the most prolific offenders in the town. Recently, one group of these most prolific offenders had reduced their offending by 44% when measured 12 months after completing the scheme. Our Hartlepool scheme is recognised as a national model of good practice.

**Hartlepool has been an intensive Drug Interventions Project (DIP) area since 2004.**

This scheme has consistently performed well, being the second nationally and first regionally, to achieve all the national targets during 2006. DIP and Dordrecht are now merged as one scheme.

**Anti-social behaviour has also been a priority for the Partnership since its first strategy in 1999.**

In 1999, anti-social behaviour was dealt with mainly by the Police, but now many partners are involved, and the Council and Housing Hartlepool staff often working alongside Police Officers to tackle the problems caused.

The Crime and Disorder Act 1998 introduced Anti-social Behaviour Orders (ASBOs) and our numbers have gradually increased, mainly since 2003/04, when we had 1 ASBO. In September 2007 we had 35 active ASBO/CRASBOs, 9 of which are linked to juveniles.

A range of other 'tools' have been introduced by the Partnership, covering:

#### Early intervention and prevention initiatives

- Acceptable Behaviour Contracts
- Hartlepool Intervention Project (which targets 'at risk' young people and their family)
- FAST (team to combat low level ASB)
- COOL (diversionary after-school activities)
- Straightline (alcohol awareness programme for 12-16 year olds)
- ASBAD (ASB Awareness Day for Year 8 pupils)
- LIFE and SAFE programmes run by Fire Brigade for challenging young people:

#### Enforcement

- Dispersal orders
- Penalty Notices for Disorder
- Crack house closures
- ASB injunctions
- Designated Public Places Orders

Hartlepool has made use of all these 'tools'.

Hartlepool established a community warden scheme in 2001, to provide a visual patrolling presence on the streets in the most deprived wards. In the past 4 years Police Community Support Officers have been appointed by Cleveland Police and the warden scheme has been mainly reconfigured as an environmental enforcement team, to deal with littering, graffiti, fly-tipping and abandoned or untaxed vehicles.

**Deliberate fires emerged as an issue for the Partnership approximately 5 years ago.** Initially our focus was on vehicle fires, and once many of the older vehicles had been removed from the streets, this type of deliberate fire reduced. We still experience high levels of small/secondary fires, but partnership working to tackle problems on bonfire and mischief nights for example, has led to a slight decrease.

**(Graph to be inserted)**

## STRATEGIC CONTEXT

**Nationally**, the Government has recently launched its new Crime strategy (Cutting crime. A new partnership approach 2008 – 2011) which has a number of key areas:

- stronger focus on serious violence
- continue pressure on anti-social behaviour
- renewed focus on young people
- new national approach to designing out crime
- continuing to reduce re-offending

A new national drugs strategy is due to be published early in 2008.

The Public Service Agreements (PSAs) and associated National indicators, which underpin these national strategies are:

PSA23 - make communities safer, which has 4 priority actions:

- Reduce the most serious violence
- Continue to make progress on serious acquisitive crime
- Tackle the crime, disorder and anti-social behaviour issues of greatest importance in each locality, increasing public confidence in the local agencies involved in dealing with these issues
- Reduce re-offending through the improved management of offenders

PSA25 - will aim to reduce the harm caused by alcohol and drugs to:

- The development and well-being of young people and families
- The health and well-being of those who use drugs or drink harmfully and
- The community, as a result of associated crime, disorder and anti-social behaviour

In addition, PSA 14, increase the number of children and young people on the path to success, includes measures covering:

- first time entrants to the Criminal Justice System aged 10-17 and
- young people frequently using drugs, alcohol or volatile substances

**Locally**, the vision of the Safer Hartlepool Partnership is to: “reduce crime and drugs misuse to build a safer, healthier Hartlepool”.

The Hartlepool Partnership’s Community strategy aim for community safety is to: “make Hartlepool a safer place by reducing crime and anti-social behaviour and tackling drugs and alcohol”.

The Safer Hartlepool Partnership (as the community safety theme partnership for the Local Strategic Partnership i.e. Hartlepool Partnership), provides the lead role for development and delivery of the community safety outcomes in the Local Area Agreement (LAA).

## **SELECTING THE THREE YEAR OBJECTIVES AND ANNUAL PRIORITIES**

When selecting 3 year objectives and annual priorities, the Safer Hartlepool Partnership needs to concentrate its actions into those aspects of crime, disorder and substance misuse where it considers the most beneficial effect will be gained from focused working in partnership, recognising that each partner agency will continue to deliver its mainstream activities, much of which is now co-ordinated with other strategic plans.

The annual priorities from the Safer Hartlepool Partnership Strategic Assessment 2007 (covering October 2006 – September 2007) have been agreed as:

- 1) drug dealing and supply
- 2) violent crime, including domestic abuse
- 3) acquisitive crime
- 4) criminal damage and anti-social behaviour, including deliberate fire setting
- 5) preventing and reducing offending, re-offending and the risk of offending
- 6) delivery of the alcohol harm reduction strategy 2006-2009, including the introduction of an effective local alcohol treatment service.

These priorities will be reviewed and updated when the annual Safer Hartlepool Partnership Strategic Assessment is conducted in Autumn 2008, 2009 and 2010.

These priorities link to the 4 strategic objectives set by the Partnership to reflect its areas of responsibility and the outcomes in the Local Area Agreement:

<b>Strategic Objective 2008-2011</b>	<b>Annual Priority 2008/09</b>
1. Reduce crime	1. Violent crime, including domestic abuse 2. Acquisitive crime
2. Reduce harm caused by illegal drugs and alcohol	3. Alcohol treatment and delivery of Alcohol Strategy 4. Drug dealing and supply
3. Improve neighbourhood safety and increase public confidence, leading to reduced fear of crime and anti-social behaviour	5. Anti-social behaviour and criminal damage, including deliberate fire setting
4. Reduce offending and re-offending	6. Preventing and reducing offending, re-offending and the risk of offending

In addition, the Safer Hartlepool Partnership has agreed that it must continue to provide drug treatment – which has a planning process prescribed by Government for both adults and young people; and take a longer term approach to improving reassurance of residents and increasing public confidence.

## MEASURING THE SUCCESS OF THE STRATEGY

The Safer Hartlepool Partnership has been rated 'green' by Government Office North East for its performance during 2006/07.

A new Home Office performance management framework, known as APACS (Assessment of Police and Community Safety) will be introduced in 2008/09.

The SHP has selected four Improvement Indicators from the National Indicator suite for the community safety LAA outcomes and associated Strategy objectives. Targets are negotiated with Government Office North East. These, together with agreed and proposed new local indicators, are set out in Appendix 1.

SMART Action Plans for each annual priority, linked to the Strategy objectives, will be developed by 1<sup>st</sup> April and implemented during the following financial year. These annual action plans will form the basis of the LAA delivery and improvement plan for the same year. Each Action Plan will consider the aspects covering victims, offenders, locations and reassurance for the priority.

The SHP Performance and Planning Group (for crime and ASB) or Joint Commissioning Group (for substance misuse) will review performance on a quarterly basis and require an end of year report from the lead officer for each annual priority. These 2 groups will provide the SHP Executive with a quarterly update and recommendations for remedial action if performance is unsatisfactory.

The most important measure of success is the feedback received from the community in Hartlepool. The strategic assessment makes reference to the need to improve community engagement. Currently we utilise a range of mechanisms to provide information and advice to the community, for example:

- Partnership newspaper – 2 editions per annum
- Safer Hartlepool website
- Ringmaster (Neighbourhood Watch System)
- Press releases and newspaper articles
- Police and community safety forums
- Attendance at resident/community group meetings

A more inter-active mechanism is developing with the advent of Neighbourhood Policing – the visual audit process. This involves Police staff, partner agencies, Councillors and the local community undertaking a joint review of problems in their ward. The Partnership will build on this direct style of community engagement to identify future annual priorities as well as day-to-day problems to solve.

We will also continue to utilise survey mechanisms such as the Council's view point Citizen panel, Police Authority user satisfaction survey and locally commissioned doorstep surveys. The results will be collected in the annual strategic assessment.

The Partnership intends to introduce 'face the people' sessions during 2008/09, which will enable residents to question senior officials from the 5 Responsible Authorities.

## **NEXT STEPS**

The partnership must prepare SMART annual action plans for each of the annual priorities. Specific actions will include:

### **Strategic Objective – Reduce Crime**

- long term preventative actions to tackle links between alcohol misuse, violence and anti-social behaviour
- increased emphasis on reducing domestic abuse, particularly repeat incidents
- interventions focusing on theft, using the problem solving triangle approach (i.e. actions for victims, offenders and locations)
- door-step crime
- continuing partnership actions to deliver more reductions in acquisitive crime

### **Strategic objective – Reduce harm caused by illegal drugs and alcohol**

- introduction of alcohol treatment services
- care for drug users in local surgeries
- enforcement focusing on class A drugs

### **Strategic objective – Improve neighbourhood safety and increase public confidence, leading to reduced fear of crime and ASB**

- enhanced activity to tackle under-age drinking and alcohol abuse
- a focus on parental responsibility
- better community engagement
- indepth review of criminal damage activity
- intergenerational projects

### **Strategic objective – reduce offending and re-offending**

- improved early interventions for those young people at risk of offending, to prevent 'first time entrants' to the Youth Justice system
- more emphasis on reducing re-offending, particularly amongst drug users, prolific offenders and young offenders
- improved access to education, training and employment opportunities
- improved access to accommodation

## SAFER HARTLEPOOL PARTNERSHIP INDICATORS AND TARGETS

<b>STRATEGY OBJECTIVE:</b>	REDUCE CRIME
<b>Annual priorities 2008/09:</b>	- Violent crime including domestic abuse - Acquisitive crime

Indicator	Baseline	Target		
		2008/09	2009/10	2010/11
<u>Improvement Indicator</u>				
(subject to negotiation with GONE)				
NI 16 serious acquisitive crime rate				
NI 20 assault with injury rate				
<u>Local Indicators agreed</u>				
1. number of domestic burglaries (with reward)	(2004/05) 821	644 (*2099)	-	-
2. number of vehicle crimes (with reward)	(2004/05) 1271	1024 (*3298)	-	-
3. number of incidents of local violence (with reward)	(2004/05) 1826	1650 (*5300)	-	-
4. number of repeat referrals to Police for incidences of domestic violence (with reward)	(2004/05) 1731	1531	-	-
5. number of perpetrators attending a perpetrator programme not re-offending within 6 months of completing programme (with reward)	(2004/05) 0	45	-	-
<u>Proposed new local indicators</u>				
NI 32 repeat incidents of domestic violence				

\* indicates cumulative target for 2006/07, 2007/08 and 2008/09

**STRATEGY OBJECTIVE:** REDUCE HARM CAUSED BY ILLEGAL DRUGS AND ALCOHOL

**Annual Priorities 2008/09:** - Alcohol  
- Drug dealing & supply

Indicator	Baseline	Target		
		2008/09	2009/10	2010/11
<u>Improvement Indicator</u>  (subject to negotiation w ith GONE) NI 38 drugs related (class A) offending rate				
<u>Proposed new local indicators</u>  NI 39 alcohol related hospital admissions  NI 115 substance misuse by young people				

**STRATEGY OBJECTIVE:** IMPROVE NEIGHBOURHOOD SAFETY AND INCREASE PUBLIC CONFIDENCE, LEADING TO REDUCED FEAR OF CRIME AND ASB

**Annual Priorities 2008/09:** - ASB and Criminal damage, including deliberate fire setting

Indicator	Baseline	Target		
		2008/09	2009/10	2010/11
<u>Improvement Indicator</u>  (subject to negotiation with GONE) NI 17 Perceptions of ASB				
<u>Local Indicators agreed</u>				
1. % residents stating "teenagers hanging around on the streets is a problem" (with reward)	(2003/04) 66%	-	61%	-
2. NI 41 % residents stating "people being drunk or rowdy in public places" is a problem (with reward)	(2003/04) 57%	-	52%	-
<u>Proposed new local indicators</u>				
NI 42 perception of drug use and drug dealing				

**STRATEGY OBJECTIVE:** REDUCE OFFENDING AND RE-OFFENDING

**Annual Priorities 2008/09:** Preventing and reduce offending, re-offending and the risk of offending

Indicator	Baseline	Target		
		2008/09	2009/10	2010/11
<u>Improvement Indicator</u>  (subject to negotiation with GONE)				
<u>Local Indicators agreed</u>  NI 111 First Time Entrants to Youth Justice System aged 10-17				
<u>Proposed new local indicators</u>  NI 19 re-offending by young people				

# CABINET REPORT

4<sup>th</sup> February 2008



**Report of:** Director of Neighbourhood Services

**Subject:** DRAFT TEES VALLEY JOINT WASTE  
MANAGEMENT HEADLINE STRATEGY &  
HARTLEPOOL'S DRAFT IMPLEMENTATION PLAN

---

## SUMMARY

### 1. PURPOSE OF REPORT

This item deals with the preparation the draft Tees Valley Joint Waste Management Headline Strategy and Hartlepool's draft Waste Management Implementation Plan.

### 2. SUMMARY OF CONTENTS

A history of Waste Management in the Tees Valley and proposals for post 2020.

### 3. RELEVANCE TO CABINET

It is a town wide issue.

### 4. TYPE OF DECISION

Key decision (Test ii applies)

### 5. DECISION MAKING ROUTE

Cabinet on 4<sup>th</sup> February 2008.

### 6. DECISION(S) REQUIRED

That Cabinet endorse the principles set out in the draft Joint Waste Management Strategy.

**Report of:** Director of Neighbourhood Services

**Subject:** DRAFT TEES VALLEY JOINT WASTE  
MANAGEMENT HEADLINE STRATEGY &  
HARTLEPOOL'S DRAFT IMPLEMENTATION PLAN

---

## **1. PURPOSE OF REPORT**

- 1.1 This item deals with the preparation the draft Tees Valley Joint Waste Management Headline Strategy and Hartlepool's draft Waste Management Implementation Plan.

## **2. BACKGROUND**

- 2.1 In 2002 the former Cleveland authorities produced a Joint Waste Management Strategy. The strategy set out how we will deal with the area's waste up to 2020. This strategy did not include Darlington Borough Council as they historically partnered with Durham County Council for the delivery of its services. Darlington introduced its interim Waste Management Strategy in 2003 which included their aims and objectives for their waste service until the expiry of their current waste disposal contract in 2008.
- 2.2 The Tees Valley Authorities have all introduced recycling collections and with the help of residents, this has resulted in a household recycling and composting rate of 25% in 2006/7. In addition to recycling and composting, energy is recovered from 52% of the household waste stream with only 23% of the household waste stream, continued to be sent to landfill for disposal. This is significant progress however there is commitment to continue to improve on these achievements by increasing the amount of waste that is recycled in order to contribute towards the protection of the local and wider environment.
- 2.3 Why do we need another strategy? Waste Management in the UK has undergone considerable change in the past few years driven by increased awareness of Climate Change and resource use. The waste strategy sets out how the Authorities will work together over the coming years to meet the requirements of the 2007 National Waste Strategy for England and Wales and to sets out a more sustainable future for the residents of the Tees Valley.
- 2.4 The European Waste Directive has introduced the concept of a waste hierarchy; Waste prevention is at the top of the hierarchy and as such is the preferred option for dealing with the problem. The hierarchy then moves through options of reuse, recycling/ composting and energy recovery with simple disposal as the least preferred option for the management of wastes. It is important to recognise that disposal still remains within the Waste Hierarchy although as a last option for a minimal amount of material. This recognises that currently some waste streams are most sustainably dealt with through the continued use of landfill.

- 2.5 The 2002 Joint Waste Management Strategy (JWMS) and the 2003 Darlington Strategy provided a number of policies and actions to allow the Authorities to meet such requirements at the time. Many of these have been achieved by the authorities, meaning that new policies and actions are required. UK targets and drivers for changing the management of municipal waste have also changed since the original strategies were published and the impact of these strategies must be reviewed to ensure the management of waste in the Tees Valley will continue to meet targets.
- 2.6 National reviews by the Treasury have been published which require the key considerations to be incorporated within the strategy. The Stern Review on the Economics of Climate Change requires Authorities to develop waste policies incorporating measures to mitigate the potential contribution towards Climate Change. In addition Multi Area Agreements (MAAs) will provide collective targets and performance indicators where policies cross Local Authority boundaries and where benefits may be gained due to managing issues at a higher spatial level. These agreements will encourage links between economic development and environmental impacts within the sub-region.
- 2.7 The headline strategy will sit across the Tees Valley authorities supported by individual implementation plans for each authority.

### **3. JOINT WASTE MANAGEMENT HEADLINE STRATEGY (Appendix 1)**

- 3.1 This new strategy has been developed using the most recent guidance published by the Department of Environment, Food and Rural Affairs (DEFRA). It has been developed in tandem with a Sustainability Appraisal, which has shaped the content of the strategy. This incorporates the requirements of the Strategic Environmental Assessment (SEA) Directive.
- 3.2 The report has been prepared by consultants Entec UK Ltd following consultation and discussion with the waste management industry, officers and members of the unitary authorities, environmental interest groups and other organisations identified as having an interest in waste management for the area. It is now provided for public consultation to ensure the views of local residents are included.
- 3.3 The Strategy focuses on the management of the 'municipal' waste stream as the Tees Valley Authorities are responsible for the management of these types of waste. It also considers the potential for commercial and industrial wastes to be managed in a more sustainable way, similar to that proposed for municipal waste.
- 3.4 At the beginning of the strategy development process, the Tees Valley Authorities agreed that the new Joint Waste Management Strategy should aim to provide a sustainable future for the Tees Valley through the following principles:

- To reduce waste generation;
- To be affordable and achievable;
- To work towards Zero landfill;
- To minimise the impact on Climate Change;
- To have an accountable and deliverable structure; and
- To contribute towards Economic Regeneration.

3.5 These principles have been used to guide the development of the most sustainable option for the future and have informed the development of policies and actions.

3.6 The Headline Strategy is supported by a number of technical documents, these are the

- Review of waste awareness and minimisation techniques
- Review of waste collection systems, and
- Review of waste treatment techniques.

#### **4. HARTLEPOOL'S IMPLEMENTATION PLAN**

4.1 Whilst the JWMS sets out the preferred option for the future development of waste services within the Tees Valley. The preferred option has subsequently informed the development of policies and actions. The policies and actions set out a range of activities that the Tees Valley as a whole are committed to carrying out and the timescales within which these will be achieved.

4.2 This Implementation Plan sets out how Hartlepool Borough Council will individually implement the Tees Valley wide policies, providing further detail on commitment. This Implementation Plan has been developed between officers from Hartlepool Borough Council and the Tees Valley Joint Strategy Unit (JSU) with Entec UK Ltd acting as a facilitator to this process.

4.3 This Implementation Plan will focus on our commitments for the short and medium term but will also identify any longer term commitments where possible. The timescales for our actions will be Short Term - until 2009;

- Medium Term – between 2010 and 2012
- Long Term – beyond 2013.

4.4 This Implementation Plan will be made publicly available and we are committed to obtaining views on this plan.

#### **5. CONSULTATION – WHO DO WE WANT TO CONSULT WITH AND WHY?**

5.1 It is important the Authority consults with Elected Members and the public on the scale of the challenges ahead to enable the borough to meet the new national recycling targets. We will be consulting on a range of policy options as set out in the draft Tees Valley Headline Strategy and our own draft Implementation plan.

- 5.2 It is important to set out at this stage what the consultation is not. We do not intend this to be a customer satisfaction survey of current performance and service. These surveys are carried out routinely and regularly, the most recent one was carried out using Viewpoint 1000 in July 2007.
- 5.3 Who do we want to consult with? The short answer is everyone, Waste Management affects everyone living in the borough, however the methods used to communicate effectively with people will vary. In order to develop a tailored consultation strategy the following groupings have been identified.
- Elected Members
  - Hartlepool Strategic Partnership – Environmental Theme Group
  - Neighbourhood Consultative Forums
  - Parish Councils
  - Youth Forum
  - Over 50s Forum
  - Neighbourhood Action Plan Forums
  - Talking with Communities
  - Employees
  - Our partners and other stakeholders
- 5.4 The consultation will be launched in February with a press release and radio coverage, signposting residents to the council's internet. A web page questionnaire will be launched in the staff newsletter and on the intranet.
- 5.5 Elected members and Resident Representatives and the Parish Councils will be sent an email or paper specifically seeking their personal response to the Draft Headline Strategy policy options questionnaire and Hartlepool's Implementation Plan.
- 5.6 Presentations will be held at the various forums over February/March.
- 5.7 Partners have been involved in the options appraisal however it is important we continue to liaise with the waste industry to ensure facilities are available to enable the Tees Valley Authorities to delivery on its policy and actions. Letters will be sent out to stakeholders inviting them to comment.
- 6. RECOMMENDATIONS**
- 6.1 Cabinet endorse the principles set out in the draft Joint Waste Management Strategy



# Tees Valley Joint Waste Management Strategy

Draft Headline Strategy

January 2008



# Entec

*Creating the environment for business*



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## Document Revisions

No.	Details	Date
1	Draft Report	June 2007
2	Draft Report	July 2007
3	Draft Report	September 2007
4	Draft Report for Public Consultation	January 2008



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Doc Reg No. 20083 RR003i4

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## Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton on Tees Borough Councils

## Joint Waste Management Strategy

Draft Headline Strategy

January 2008

Entec UK Limited

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Certificate No. FS 13881



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## Supporting Documents

Background Information  
Options Appraisal  
Waste Awareness and Minimisation  
Waste Collections  
Waste Treatment  
Strategic Environmental Assessment Environmental Report



## 1. Introduction

### 1.1 Context

The Tees Valley Authorities are committed to working together to develop cost effective and sustainable methods of dealing with waste.

The Tees Valley Authorities are:

- Darlington Borough Council
- Hartlepool Borough Council;
- Middlesbrough Council;
- Redcar & Cleveland Borough Council; and
- Stockton on Tees Borough Council.



In 2002, the Authorities of Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton on Tees produced a Joint Waste Management Strategy. The strategy set out how the Authorities would deal with the area's waste up until the year 2020. This strategy did not include Darlington Borough Council as the Authority historically partnered Durham County Council for the delivery of services. Darlington Borough Council published their Interim Waste Management Strategy in 2003 which included their aims and objectives for their waste service until the expiry of their current waste disposal contract in 2008.

The Authorities have now all introduced recycling collections and with the help of residents, has resulted in a household recycling and composting rate of 25% in 2006/07. In addition to recycling and composting, energy is recovered from 52% of the household waste stream with only 23% of the household waste stream, continued to be sent to landfill for disposal. This is significant progress, however there is commitment to continue to improve on these achievements by increasing the amount that is recycled and to continue to contribute to the protection of the local and wider environment.



## 1.2 Why Do We Need Another Waste Strategy?

A waste strategy sets out how Authorities will work together over the coming years to meet the requirements of the National Waste Strategy for England and Wales to ensure a more sustainable future for local residents.

The 2002 Tees Valley Joint Waste Management Strategy and the 2003 Darlington Waste Strategy provided a number of policies and actions to allow the Authorities to meet such requirements at the time. Many of these have been achieved by the Authorities meaning that new policies and actions are required. UK targets and drivers for changing the management of municipal waste have also changed since the original strategies were published and the impact of these changes must be reviewed to ensure that the management of waste in the Tees Valley will continue to meet targets.

National reviews by the Treasury have been published which require other key considerations to be incorporated within the Strategy. The Stern Review on the Economics of Climate Change<sup>1</sup> requires Authorities to develop waste policies incorporating measures to mitigate the potential contribution of services to Climate Change. In addition, The Review of Subnational Economic Development & Regeneration<sup>2</sup> has encouraged the Tees Valley Authorities to develop Multi Area Agreements (MAAs). MAAs will provide collective targets and performance indicators for areas where policies cross Local Authority boundaries and where benefits may be gained due to the managing of issues at a higher spatial level. These agreements will encourage links between economic development and environmental impacts within the sub-region.

## 1.3 The Strategy Development Process

This new strategy has been developed using the most recent guidance from Department of Environment, Food and Rural Affairs (Defra). It has been developed in tandem with a Sustainability Appraisal, which has shaped the content of the strategy. This incorporates the requirements of the Strategic Environmental Assessment (SEA) Directive.

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<sup>1</sup> [http://www.hm-treasury.gov.uk/independent\\_reviews/stern\\_review\\_economics\\_climate\\_change/sternreview\\_index.cfm](http://www.hm-treasury.gov.uk/independent_reviews/stern_review_economics_climate_change/sternreview_index.cfm)

<sup>2</sup> [http://www.hm-treasury.gov.uk/media/9/5/subnational\\_econ\\_review170707.pdf](http://www.hm-treasury.gov.uk/media/9/5/subnational_econ_review170707.pdf)



The process has required discussions with the Authorities and other waste management stakeholders. It is now provided for public consultation to ensure the views of local residents are included.

## 1.4 What the Strategy Covers

This strategy focuses on the management of the 'municipal' waste stream as the Tees Valley Authorities are responsible for the management of these waste types. It also considers the potential for commercial and industrial wastes to be managed in a more sustainable way, similar to that proposed for municipal waste.

'Municipal' waste includes the following waste types:

- Waste collected directly from householders by the Tees Valley Authorities. This includes waste for disposal to landfill and waste that is collected for recycling and composting. It also includes other collections, including clinical waste collections and special bulky uplifts;
- Any wastes that are collected by the Authorities at their Household Waste Recycling Centres or Bring Sites (i.e. bottle banks);
- Other wastes that are collected by the Authorities from their own premises, including their own offices and schools and waste generated by individual services (including parks and highways);
- Waste collected by each Authority through their street cleaning and litter picking operations, and wastes that are cleared from fly tipping incidents;
- Commercial waste which the Local Authorities have been requested to collect.

## 1.5 Waste Strategy Principles

At the beginning of the strategy development process, the Tees Valley Authorities agreed that the new Joint Waste Management Strategy should aim to provide a sustainable future for the Tees Valley through the following principles:

- To reduce waste generation;
- To be achievable and affordable;
- To work towards zero landfill;



- To minimise the impact on climate change;
- To have an accountable and deliverable structure;
- To contribute towards economic regeneration.

These principles have been used to guide the development of the most sustainable option for the future and have informed the development of policies and actions.

## 1.6 The Format of the Strategy

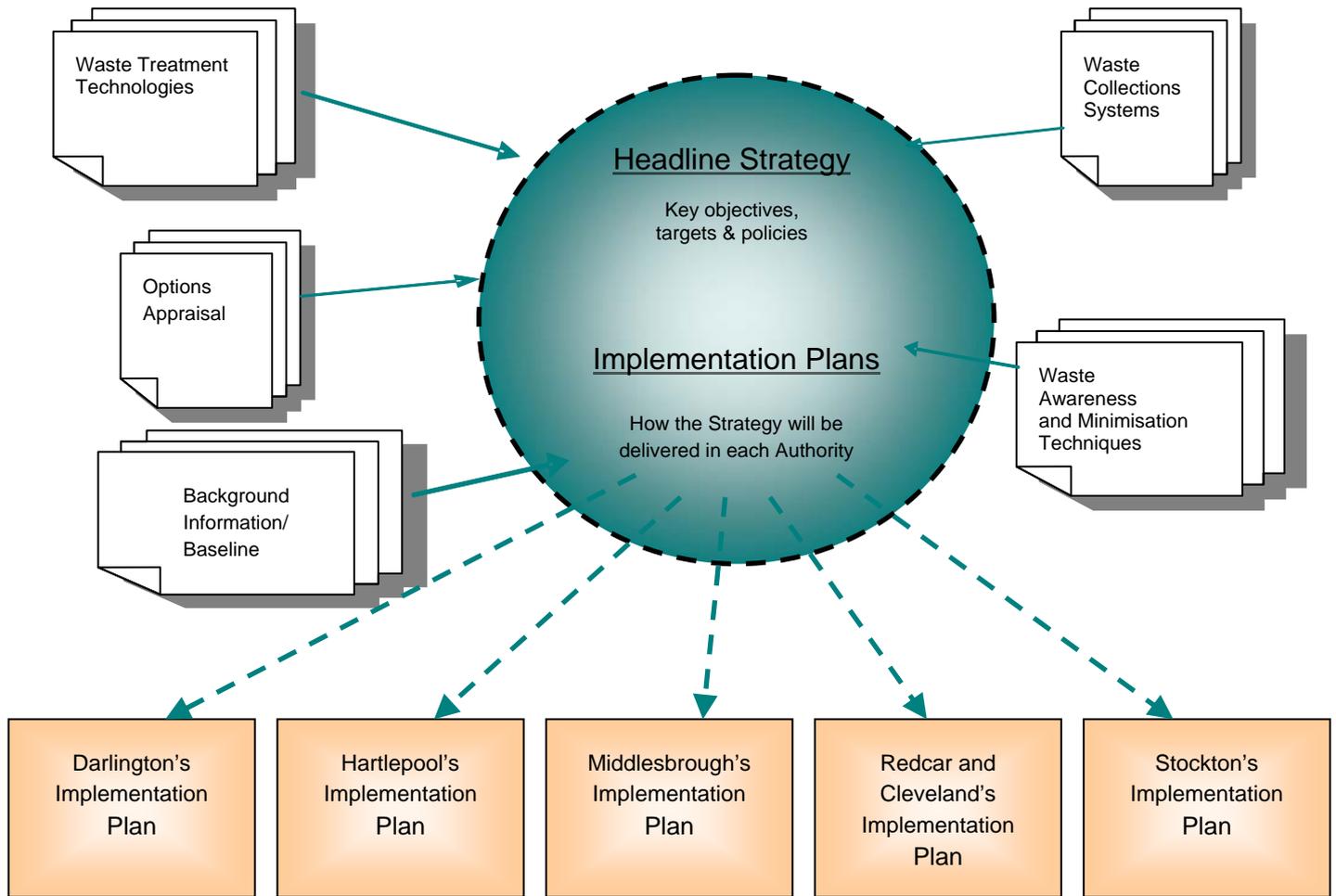
This document contains the Headline Strategy. It is supported by a series of technical documents as shown in Figure 1.1 which have been prepared to assist in the decision making process. These are:

- Background Information and Baseline;
- Review of Waste Awareness and Minimisation Techniques;
- Review of Waste Collection Systems;
- Review of Waste Treatment Technologies.

A technical Options Appraisal has also been undertaken as part of the strategy development process and this is included as an Appendix to this Headline Strategy.



Figure 1.1 Waste Management Strategy Format



The Headline Strategy, Policies and Actions will be agreed at a joint, strategic level and this will steer the direction of local delivery through a series of Implementation Plans.



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## 2. The Challenge Ahead

Waste Management in the UK has undergone significant change in the past few years driven by increased awareness of climate change and resource use. Drivers relevant to a sustainable waste strategy are shown in Figure 2.1 below along with the targets that are set to ensure aspirations are met. This chapter provides a brief outline of the identified Drivers and Targets. Further information is provided in the Supporting Document 'Background Information'.

**Figure 2.1 Drivers and Targets for Change**



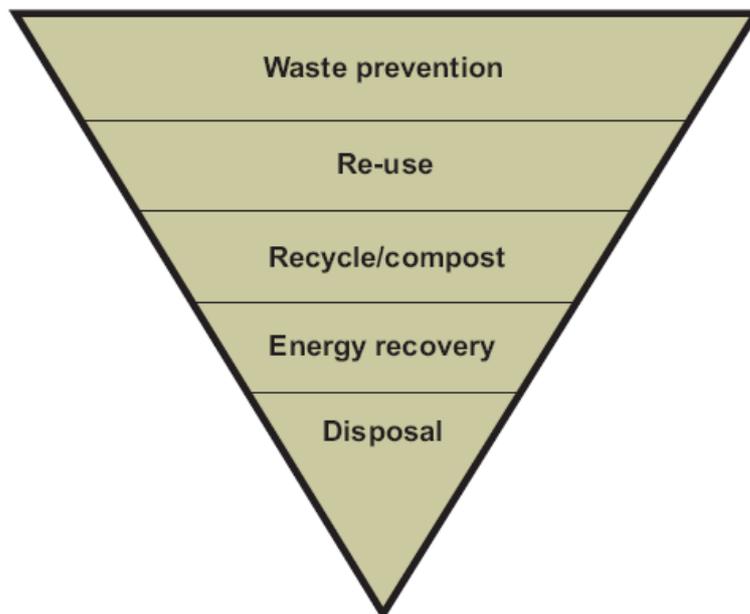
## 2.1 The Drivers for Change

### 2.1.1 European Waste Framework Directive

The Waste Framework Directive and the planned revision to this document is the key documentation steering the course of Waste Management within the UK. One of the core aims of the Directive is to encourage the identification of the value of waste materials as a resource, rather than simply a problem that must be dealt with. This approach recognises the value of waste materials either through recycling, composting or recovery and that simple disposal of this material is a 'waste'.

The European Waste Framework Directive introduced the concept of the Waste Hierarchy which is shown as Figure 2.2. Waste prevention is at the top of the Waste Hierarchy and as such is the preferred option for dealing with waste. The hierarchy then moves through options of reuse, recycling/composting and energy recovery with disposal as the least preferred option for the management of waste. It is important to recognise that disposal still remains within the Waste Hierarchy since there will always be some waste streams for which landfill disposal will remain the most sustainable option.

**Figure 2.2 The Waste Hierarchy**



## 2.1.2 The Landfill Directive

The European Union (EU) implemented this Directive to minimise the environmental impacts associated with landfill sites. Significantly the Landfill Directive introduced targets with regards to the amount of Biodegradable Municipal Waste (BMW) that may be disposed of to landfill (Table 2.1). Biodegradable waste is organic material that breaks down producing a mixture of greenhouse gases that can contribute to Climate Change.

**Table 2.1 National Diversion Targets for Biodegradable Municipal Waste**

Year	Target
2010	By 2010 to reduce the amount of BMW to landfill to 75% of that produced in 1995.
2013	By 2013 to reduce the amount of BMW to landfill to 50% of that produced in 1995.
2020	By 2020 to reduce the amount of BMW to landfill to 35% of that produced in 1995.

## 2.1.3 The Household Waste Recycling Act

The Household Waste Recycling Act 2003 amends the Environmental Protection Act and places a general duty on Local Authorities to ensure that by December 2010 they collect at least two recyclable wastes together or individually separated from the rest of the household waste stream. Authorities are not required to comply with this Act where the cost of doing so is found to be unreasonably high. The aim of this Act is to support Local Authorities in achieving their statutory recycling targets.

## 2.1.4 National Waste Strategy

Waste Strategy for England 2007 was published by Defra in May 2007 and is intended to be the Strategy upon which all Local Waste Strategies are based. It builds upon the previous Waste Strategy 2000 but aims for greater ambition by addressing the key challenges for the future through additional steps. It provides new Government objectives which are to:



- Break the link between waste growth (in all sectors) from economic growth and put more emphasis on waste prevention and re-use;
- Increase diversion from landfill of commercial and industrial wastes and improve the links between facilities for the treatment of all waste streams;
- Secure the investment in waste treatment facilities needed to divert waste from landfill and for the management of hazardous waste; and
- Get the most environmental benefit from that investment, through increased recycling of resources and recovery of energy from residual waste using a mix of technologies.

## 2.1.5 The Waste and Emissions Trading Act

The UK Government introduced the Waste and Emissions Trading (WET) Act to ensure that the UK meets the targets set by the Landfill Directive. This Act has been implemented in England through the Landfill Allowance Trading Scheme (LATS) Regulations. These regulations allocate allowances to each Authority to specify how many tonnes of BMW may be disposed of to landfill each year. These regulations include the option to fine Authorities who fail to meet their allocated targets. If the UK as a whole fails to meet its target, the EU may impose a fine that the UK Government may decide to split between the Authorities that have missed their targets.

## 2.1.6 Producer Responsibility

Whilst UK and Tees Valley residents are helping to reduce the amount of waste generated, the government is ensuring that the organisations who produce and sell products and packaging take responsibility for the waste that is subsequently produced. Although this legislation does not directly apply to Local Authorities, this legislation may impact on the services they provide. In particular, Local Authorities may assume a co-ordinating role for the collection of relevant waste streams to aid the commercial sector in meeting their targets. Producer Responsibility legislation includes the Producer Responsibility Obligations (Packaging Waste) Regulations, the Waste Electrical and Electronic Equipment Regulations, the End of Life Vehicles Regulations and the Batteries Directive.

## 2.1.7 The Proximity Principle and Self Sufficiency

These principles require wastes to be treated and disposed of as close as possible to their place of origin. This aims to reduce the overall environmental impact of waste management



through a reduction in the transportation of waste materials. The provision of Tees Valley facilities will also benefit the area by providing local jobs and contributing to the local economy.

## 2.1.8 Climate Change

The evidence is now clear that greenhouse gas emissions from human activity are affecting the world's climate and that a failure to act to reduce emissions and to adapt to both current and predicted climate change will eventually damage economic growth<sup>3</sup>.

Recycling, composting and recovery have an important role to play in the protection of the environment in relation to Climate Change. Recycling saves energy in the extraction and processing of raw materials. Recovering energy from waste replaces the need for energy generation from other sources and therefore reduces the overall carbon footprint. Recycling, composting and recovery also divert materials from landfills which are responsible for producing greenhouse gases and contributing to Climate Change.

The recent 'Review of Sub National Economic Development and Regeneration', published by the Treasury, seeks to align Climate Change principles with Economic Development at a sub-regional level. The Tees Valley Authorities are developing a Multi Area Agreement facilitated by the Joint Strategy Unit, linking resource management with environmental stewardship and economic development in the sub-region.

## 2.1.9 Sustainability

Sustainability is summed up by the phrase 'meeting the needs of today without compromising the ability of future generations to meet their own needs'. This phrase in a waste context encourages us to find ways of managing our waste as a resource rather than simply discarding it. Sustainability also requires consideration of social and economic factors. This may include consideration of utilising local facilities to provide local jobs, or encouraging the provision of services by the community sector.

## 2.1.10 Waste Growth

In common with most other areas of the UK, the Tees Valley had until recently seen the tonnage of waste it directly handles increase year by year. Housing and population growth,

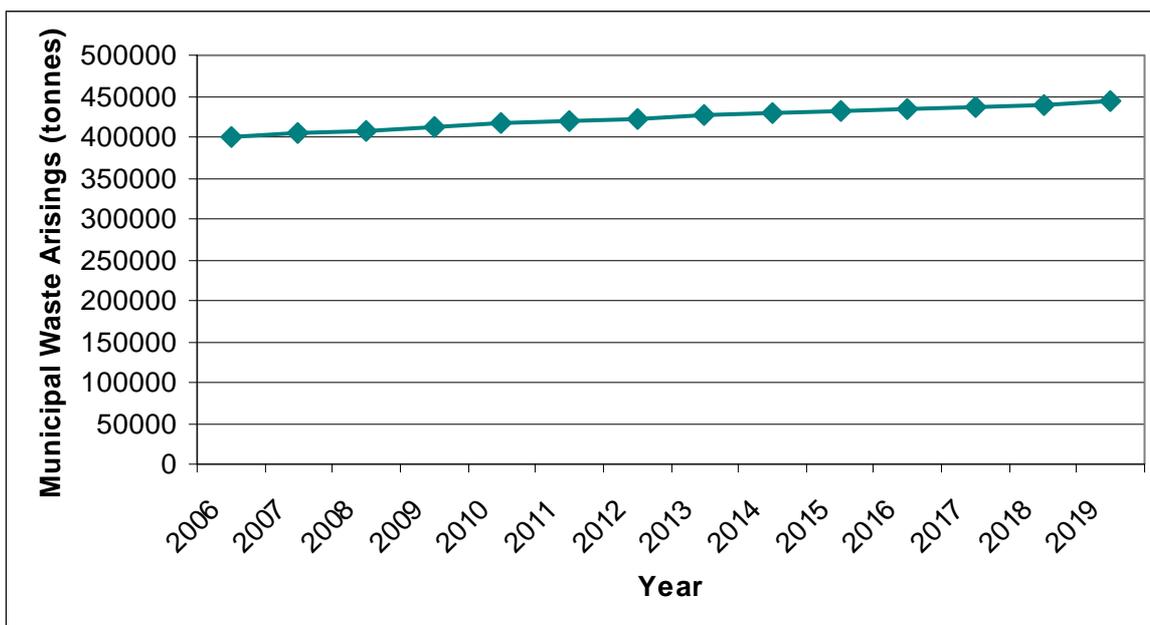
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<sup>3</sup> Review of Sub National Economic Development and Regeneration. HM Treasury July 2007



increased visitor numbers, increased product packaging and a general trend towards 'disposable' living all contributed to this increase. Total waste arisings within the Tees Valley Authorities have been variable over the last few years with some of the Authorities reporting growth and others decline. The Tees Valley Authorities have predicted the future growth in the Municipal Waste Stream by assuming that future waste growth will continue at similar levels to those that have happened historically. However, they also predict that year on year, growth will gradually reduce as householders begin to work more towards reducing their waste stream. The predicted growth in waste is also attributed to a predicted increase in the number of households within the Tees Valley sub-region, although it is recognised that the overall population in the Tees Valley is likely to decline over the same time period.

**Figure 2.3 Predicted Municipal Waste Growth Profile**



### 2.1.11 Public Demand

The Tees Valley Authorities monitor customer satisfaction with current waste services through the Best Value Performance Indicators (BVPIs) 90 a, b and c. These indicators measure customer satisfaction in terms of the waste collection service provided, the recycling service provided and the waste disposal service provided. These surveys have found a high level of satisfaction with the waste services provided demonstrating the commitment of householders within the Tees Valley to use recycling and composting collections. The results of recent



satisfaction surveys are shown in Table 2.2 below. These indicators will be replaced by a new single set of 198 national indicators from April 2008.



**Table 2.2 Best Value Performance Indicators relating to Customer Satisfaction**

Authority	Year	BVPI 90a Customer Satisfaction with Waste Collection Service(% satisfied with current service)	BVPI 90b Customer Satisfaction with Waste Recycling Service (% satisfied with current service)	BVPI 90c Customer Satisfaction with Civic Amenity Sites (% satisfied with current service)
Darlington	2000	80%	59%	77%
	2003	81%	63%	81%
	2006	83%	71%	86%
Hartlepool	2000	85%	67%	74%
	2003	89%	80%	84%
	2006	72%	73%	89%
Middlesbrough	2000	79%	50%	58%
	2003	86%	52%	77%
	2006	83%	65%	80%
Redcar and Cleveland	2000	89%	49%	68%
	2003	88%	62%	72%
	2006	65%	68%	79%
Stockton on Tees	2000	80%	46%	57%
	2003	93%	72%	84%
	2006	93%	75%	84%



## 2.2 The Targets

### 2.2.1 National Waste Strategy Targets

The National Waste Strategy provides a greater focus for the prevention of waste with a new target to reduce the amount of household waste not re-used, recycled or composted by 29% from 2000 levels by 2010 and by 45% by 2020. This is equivalent to a fall of 50% per person since 2000 by 2020 (from 450kg per person in 2000 to 225kg in 2020).

Higher national targets have also been set for recycling and composting of household waste:

- At least 40% by 2010;
- 45% by 2015; and
- 50% by 2020.

Also for recovery (which includes recycling, composting and energy recovery from waste) of municipal waste:

- 53% by 2010; and
- 67% by 2015; and
- 75% by 2020

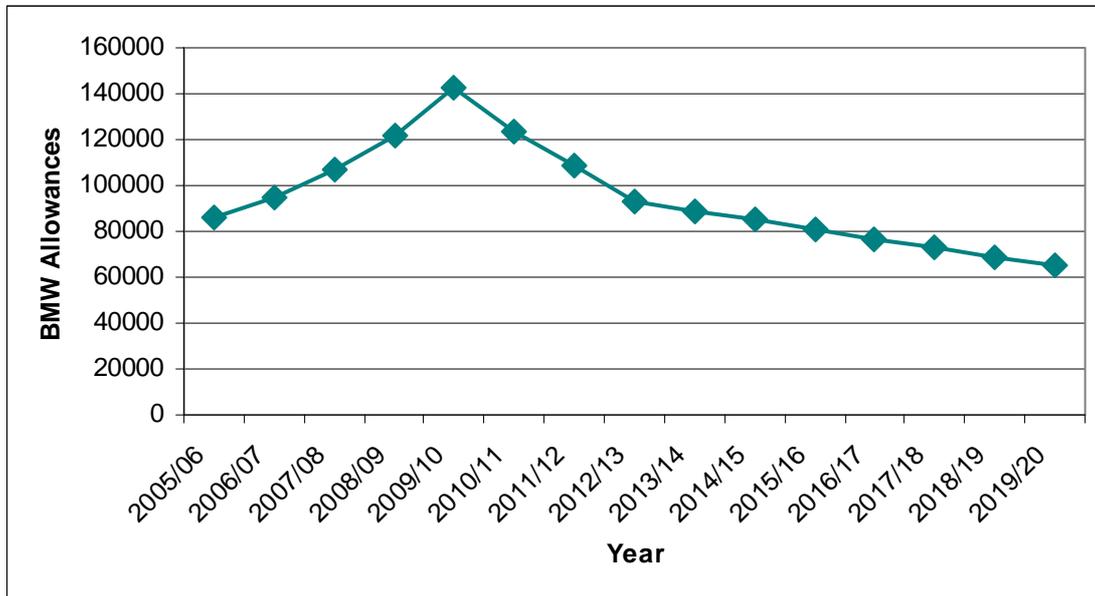
The government will review the targets for 2015 and 2020 in light of progress to 2010.

### 2.2.2 LATS Targets

Allowances were allocated by the government based on individual Authorities 2001/02 waste data. The combined allocations for the Tees Valley Authorities are shown in Figure 2.4 below.



**Figure 2.4 Combined Tees Valley Authorities Biodegradable Municipal Waste Allowances**



### 2.2.3 Local Authority Targets

The 2000 National Waste Strategy introduced individual recycling and composting targets for all Local Authorities in the form of Best Value Performance Indicators (BVPIs) set each year until 2006/07. It is assumed that new targets will be set as part of the Local Area Agreements in line with the requirements of the 2007 National Waste Strategy. A Local Area Agreement (LAA) is a three year statutory agreement between Local Authorities, their partners and the Government. The key aims of which are:

- To improve co-ordination between central government and Local Authorities and their partners;
- To improve service delivery;
- To improve efficiency;
- To improve partnership working;
- To enable Local Authorities to provide better leadership.

Targets are set to encourage Authorities to meet their agreed obligations as shown in Table 2.3. These are non statutory targets designed to encourage the Authorities to continuously improve



the services they provide, and ultimately meet their requirements under the statutory targets described above.

**Table 2.3 Summary of Local Area Agreement Targets**

Authority	Targets
Darlington	<p>Increase the percentage of household waste recycled and composted to 35% by 2009/10;</p> <p>Minimise the amount of household waste to landfill to 76% by 2009; and</p> <p>Restrict the growth in kilograms of household waste collected per head to 613kg by 2009.</p>
Hartlepool	<p>Increase in the percentage of municipal waste recycled or composted from 22% in 2006/07, to 23% in 2007/08, and 24% in 2008/09 ; and</p> <p>Reduction in the percentage of municipal waste landfilled from 18% in 2005/06 to 17% in 2007/08 and 165 in 2008/09</p>
Middlesbrough	<p>Increase in the percentage of the total tonnage of household waste recycled from 18% in 2007/08, to 19% in 2008/09 and 20% in 2009/10.</p> <p>Increase in the percentage of the total tonnage of household waste sent for composting from 3% in 2007/08 to 4% in 2008/09 and 4.5% in 2009/10.</p> <p>Reduction in the percentage of the total tonnage of household waste that has been used to recover heat, power and other energy sources from 72% in 2007/08, 70% in 2008/09 and 68.5% in 2009/10.</p> <p>No increase in the proportion of the waste stream sent to landfill, remaining at a level of 7% until 2009/10.</p> <p>Increase in the number of new households that participate in home composting from 400 in 2007/08 to 420 in 2008/09 and 450 in 2009/10.</p> <p>Increase in the tonnage of home composting not entering the waste stream from 114 tonnes in 2007/08, 162 in 2008/09 and 180 in 2009/10.</p>
Redcar and Cleveland	<p>Reduction in the percentage of municipal waste landfilled, with targets set of 9% for 2007/08, 8.5% in 2008/09 and 8% in 2009/10.</p> <p>Increase in the percentage of municipal waste recycled or composted to 41% by 2007/08, 42% by 2008/09 and 43% by 2009/10.</p>



**Stockton**

Increase in the percentage of household waste recycled from 8.83% in 2004 to 16% in 2007, including a 7% increase in Neighbourhood Renewal Areas.

Increase in the percentage of household waste composted from 2.03% in 2004 to 6% in 2007

Reduction in the percentage of household waste used to recover heat, power and other energy sources from 74% in 2004 to 68% in 2007

Reduction in the percentage of household waste landfilled from 13.3% in 2004 to 10% in 2007



## 3. The Current Situation

### 3.1 Waste Management in the Tees Valley

#### 3.1.1 Current Levels of Waste Generated

In 2006/07 a total of 394,000 tonnes of municipal waste was generated in the Tees Valley. 317,000 tonnes of this material was household waste, with the remainder collected from the Local Authorities owned premises or commercial customers. Summary data on the levels of waste generated and the methods of treatment are provided in Table 3.1 below, a full breakdown of waste streams is contained within the Supporting Document "Background Information".

**Table 3.1 Summary of Municipal Waste Arisings 2006/07**

		Darlington	Hartlepool	Middlesbrough	Redcar & Cleveland	Stockton on Tees	Tees Valley Total
	Population	99200	90000	137600	138600	186700	<b>652100</b>
	Household Recycling (tonnes)	11760	12870	9740	24310	18800	<b>77480</b>
<b>Household Waste</b>	Household Waste to EfW (tonnes)	0	25820	45420	35850	62260	<b>169350</b>
	Household Waste to Landfill (tonnes)	38250	4150	8280	11400	7720	<b>69800</b>
	<b>TOTAL HOUSEHOLD WASTE (tonnes)</b>	<b>50010</b>	<b>42840</b>	<b>63440</b>	<b>71560</b>	<b>88780</b>	<b>316630</b>



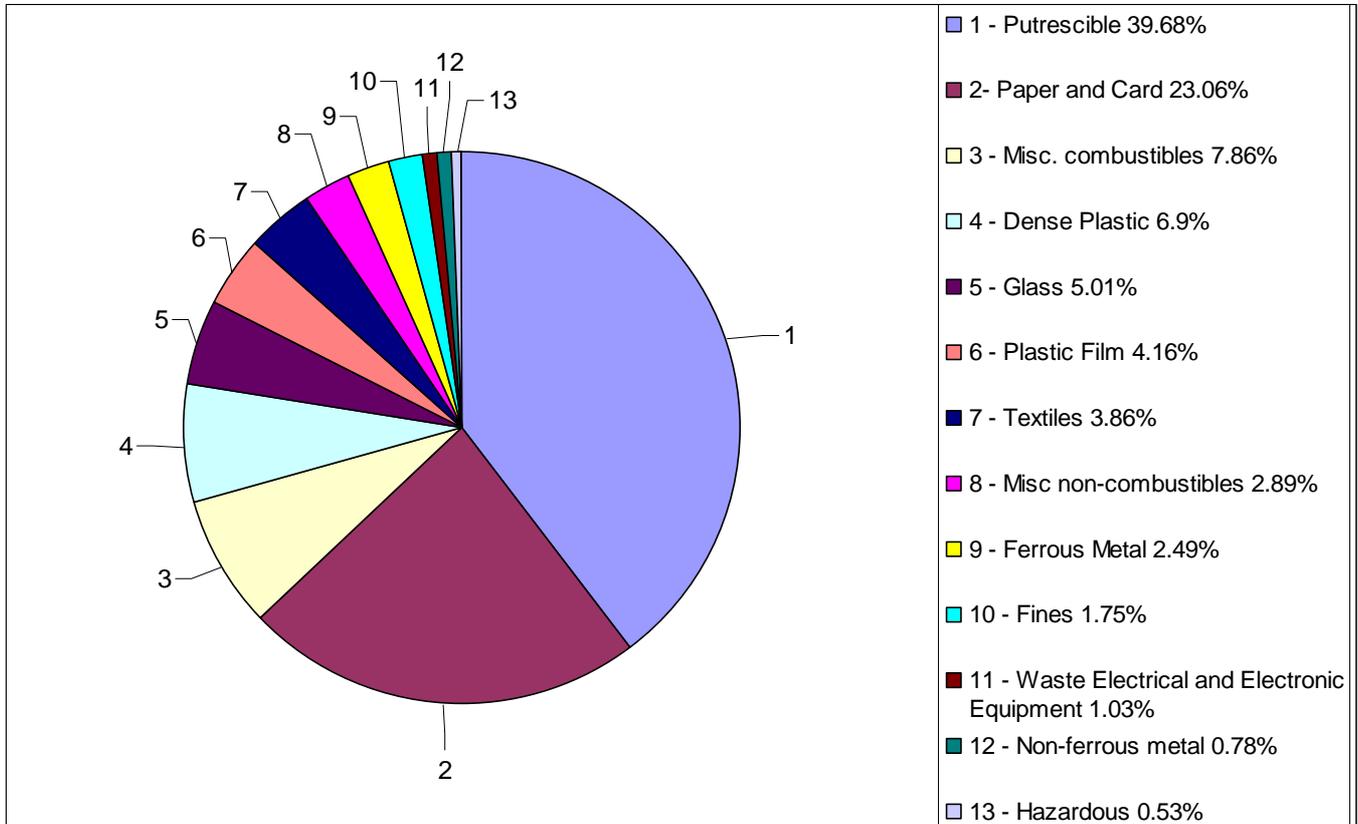
		Darlington	Hartlepool	Middlesbrough	Redcar & Cleveland	Stockton on Tees	Tees Valley Total
<b>Other Waste</b>	Commercial Waste to Energy from Waste (tonnes)	0	9830	6290	5900	6550	<b>28570</b>
	Commercial Waste to landfill (tonnes)	8340	460	3210	2290	7510	<b>21810</b>
	Other Recycling and Rubble (tonnes)	10250	2440	2520	8710	3060	<b>26980</b>
	<b>TOTAL OTHER WASTE (tonnes)</b>	<b>18590</b>	<b>12730</b>	<b>12020</b>	<b>16900</b>	<b>17100</b>	<b>77340</b>

### 3.1.2 Municipal Waste Composition

Understanding the types of waste that make up the municipal waste stream is important as it allows us to accurately identify what waste streams can be targeted for reuse, reduction and recycling. The Tees Valley Authorities identified the types and relative amounts of waste within the household waste stream in October 2005 through a compositional study. The results of this study are illustrated in Figure 3.1.



**Figure 3.1 Average Household Waste Composition within the Tees Valley**



Some of the terms used in the waste compositional analysis are explained below:

- **Miscellaneous Combustibles** – this category includes disposable nappies, sanitary products, wood and carpet materials. These materials do not easily fit into other categories but are grouped together as they share characteristics that mean that they combust;
- **Miscellaneous non-combustibles** – this includes ceramics and hardcore material. Again, these materials do not fit easily into other categories but are grouped together as they share characteristics that they will not burn easily;
- **Waste Electrical and Electronic Equipment (WEEE)** – this category includes a range of household electrical and electronic appliances, including items such as toasters, hairdryers, electric toothbrushes and video, computer and audio equipment;
- **Putrescible** – this is a broad category that includes organic materials that have an ability to rot. It includes both food waste, typically from kitchens, and garden waste,



such as grass cuttings and hedge clippings. It also includes some other materials including hair, soil and animal bedding;

- Fine material – this refers to any materials less than 1cm in diameter which can not be otherwise categorised. This can include both organic and inorganic materials.

### 3.1.3 Current Waste Management Practice

#### Waste Awareness and Minimisation

The Waste Hierarchy shows that the best way to manage waste is to minimise the production of the waste in the first instance. Waste minimisation is also called waste prevention or waste reduction. The amount of waste generated is affected by consumer behaviour, which is related to the social structure, personal income and societal wealth. Minimising the amount of waste produced reduces the costs associated with the collection and disposal or reprocessing of waste. Measures have been introduced by the Tees Valley Authorities to reduce the amount of waste produced within the sub-region. Detail on these activities is included in the Supporting Document “Waste Awareness and Minimisation.”

#### Waste Collections

Nearly all households in the Tees Valley have access to kerbside recycling services. Kerbside recycling services are provided in addition to residual collections of general waste that is taken either to the Energy from Waste facility or to landfill. The services offered by each Authority differ and are summarised in Table 3.2 below.



**Table 3.2 Waste Collection Arrangements within the Tees Valley June 2007**

Authority	Residual Waste Scheme	Alternate Week Collection? (yes/no)	Dry-recyclables Scheme	Green Waste Scheme
Darlington	Black sack collections, weekly	No	Kerbside box & Bag – Glass, cans, paper, plastics and textiles	Separate chargeable green waste service for disposal
Hartlepool	240 litre wheeled-bin, fortnightly (66%)	Yes	Kerbside box & Bag & Sack - Glass, cans, textiles, paper, plastic and cardboard	Fortnightly green waste, 240 litre bin – split body collection with plastics
Middlesbrough	240 litre wheeled-bin, weekly	No	Kerbside box & Bag -Glass, cans, paper and textiles	Fortnightly green waste sack collection, introduced in March 2007
Redcar and Cleveland	240 litre wheeled-bin, fortnightly	Yes	Kerbside box & Bag & Sack - Glass, cans, paper, textiles, plastic and cardboard.	Fortnightly green waste, 240 litre wheeled bin
Stockton on Tees	240 litre wheeled-bin, weekly	No	Kerbside box & Bag – Glass, cans, paper and batteries	Fortnightly green waste, sack collection

Footnote: Alternative Special Provision is in place in some areas responding to local requirements

The remainder of the household waste is collected by the Local Authorities through the Household Waste Recycling Centres (HWRCs) and the bring sites (e.g. bottle and textile banks). These have been provided throughout the Authority areas to enable local residents to deposit their household waste or to recycle additional materials free of charge.

## Waste Treatment/Recovery

52% of the total residual household waste stream, equating to 169,000 tonnes, was taken to the Energy from Waste (EfW) facility at Haverton Hill in 2006/07. This facility is operated by SITA Tees Valley Ltd, a joint venture company of SITA UK and the Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton Authorities. The facility has been operational since May 1998 and recovers energy from waste which would otherwise be disposed to landfill. The Tees



Valley Authorities except Darlington are contracted to taking their waste to this facility until 2020. The waste disposal contract is managed by the Tees Valley Joint Strategy Unit which acts on behalf of the Authorities under a formal agreement. Darlington have recently awarded a treatment/ disposal contract to allow them to meet LATS targets until 2020.

Green waste is collected by the partner Authorities and is composted at a number of facilities both within and very close to the Tees Valley. These facilities compost organic green waste through encouraging natural organisms that breakdown organic matter in nature. This process produces a high quality compost material that may be used as a soil conditioner. A proportion of the composted material is made available to householders by the Authorities through various outlets, including Household Waste Recycling Centres (HWRCs).

Recyclable materials that are collected at the kerbside and from the bring and household waste recycling facilities are recycled and reprocessed through a range of facilities both within Tees Valley and outwith the sub-region. The Tees Valley Authorities are committed to minimising the impact associated with the transportation of recyclables and ensure where possible that materials are recycled within the UK.

## Waste Disposal

In 2006/07 the remainder of the residual household waste stream, 72,500 tonnes or 23%, was disposed to landfill. These landfills are situated within the Tees Valley and, for Darlington, in County Durham, in order to minimise the impacts associated with the transportation of waste. The landfills are operated and controlled under Pollution, Prevention and Control permits to ensure a high standard of environmental protection and in order to minimise the potential harm to human health. The landfills are fully compliant with the requirements of the European Landfill Directive and have been designed to capture any landfill gas generated which is then flared to minimise the associated environmental impact of this emission.

### 3.2 Performance against Statutory Targets

#### 3.2.1 National Waste Strategy Targets

To date householders have enabled the Tees Valley Authorities to reach a combined recycling and composting level of 25% for 2006/07. The individual performance levels are shown in Table 3.3 below. Redcar and Cleveland Borough Council has received 'Beacon' status to recognise their success in achieving nearly 36% recycling/composting in 2005/06 demonstrating that more can be done. The Beacon Scheme identifies excellence and innovation in local



government and encourages Authorities to learn from each other and deliver high quality services to all. This level is well on the way to meeting the 2010 target of 40% and must be matched by the other Authorities. More is however required in order for the Authorities to meet 45% by 2015 and 50% by 2020.

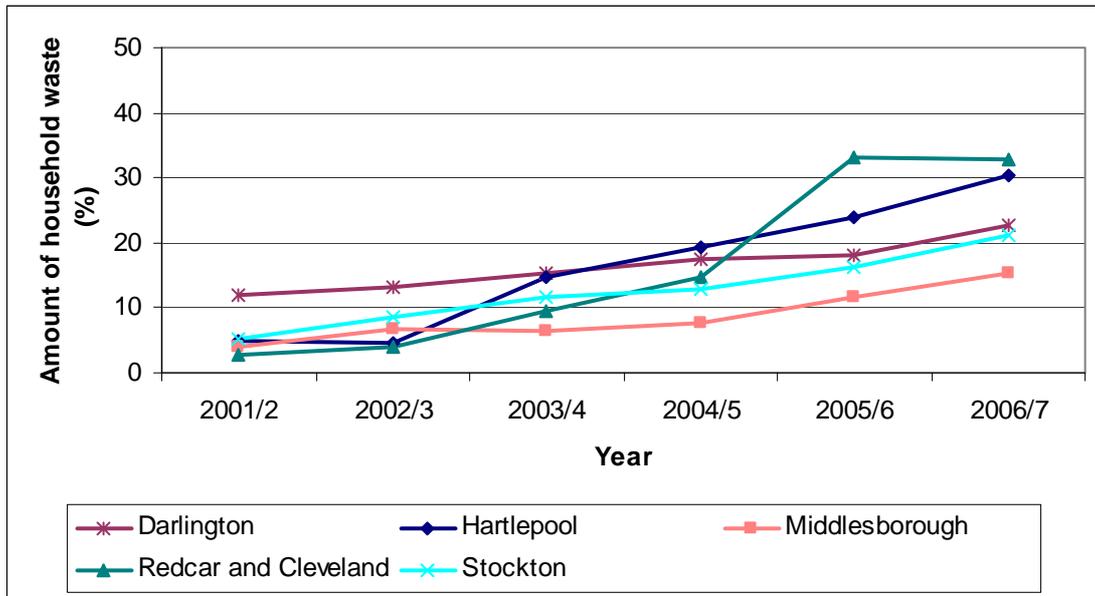
**Table 3.3 Household Recycling and Composting Performance**

Local Authority	Actual Recycling/ Composting Statutory Performance (BV82a + b) 2006/07	National Waste Strategy Targets Household Recycling and Composting		
		2010	2015	2020
Darlington	22.5%			
Hartlepool	27.6%			
Middlesbrough	15.4%	40%	45%	50%
Redcar and Cleveland	35.9%			
Stockton on Tees	21.3%			



Figure 3.2 shows the historic levels of recycling and composting by the Tees Valley Authorities.

**Figure 3.2 Percentage Recycling and Composting of the Total Household Waste Stream in the Tees Valley Authorities**

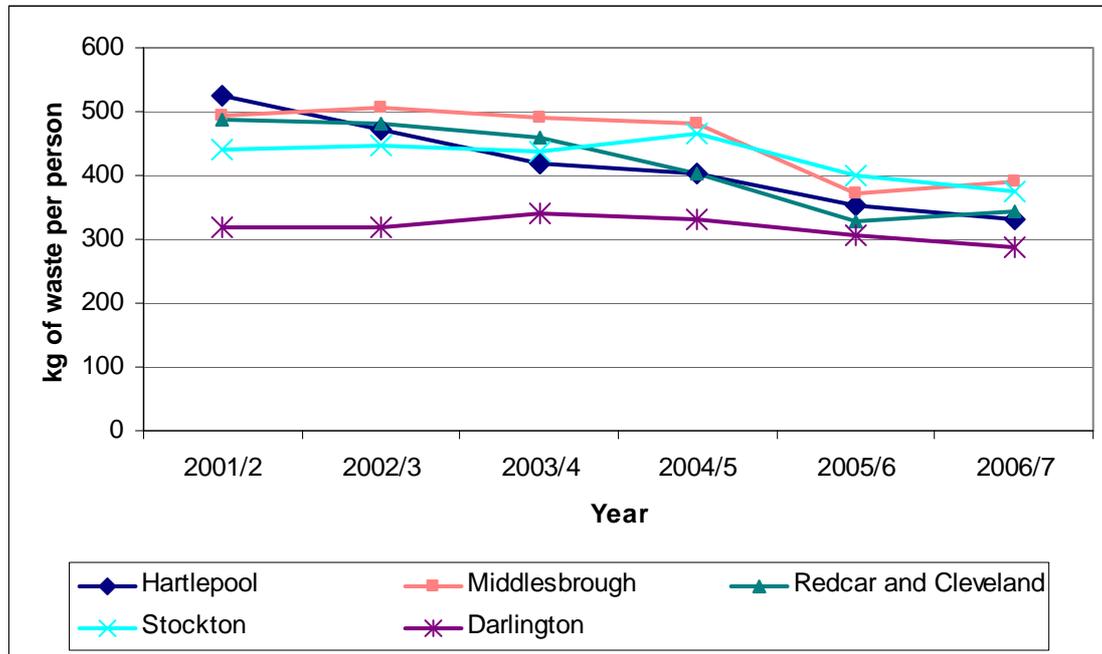


Due to the EfW contract, 53% of the remaining household waste or 50% of remaining municipal waste is already recovered, meaning that the national target of 53% recovery (where recovery includes recycling, composting and energy recovery) of MSW for 2010 has already been achieved. However, additional recovery is required in order to meet the 67% by 2015 and 75% by 2020 targets.

Figure 3.3 below shows the historic amount of residual waste per person for the Tees Valley Authorities. The future targets for the residual waste stream per person has been calculated on a 2005 baseline figure of 370 kg per person, and are 310 kg per person by 2010, 270 kg per person by 2015 and 225kg per person by 2020.



**Figure 3.3 Historic Residual Waste in Kilograms Per Person in the Tees Valley Authorities**



### 3.2.2 LATS Targets

Figure 3.4 below illustrates the combined LATS allocation for the whole of the Tees Valley. This identifies that at the current rates of landfill and the projections of the amount of BMW to be landfilled the LATS allocation for the Tees Valley is sufficient to allow the current levels of landfill to be maintained. The green shaded area shows the total allowance for the Tees Valley Authorities and the peach area shows the predicted amount of waste to landfill within the sub-region. Combining the targets and projected levels of waste to landfill masks the potential for Darlington to miss their LATS targets were they to continue to dispose of current levels of waste to landfill. However, due to the high level of energy recovery achieved through the use of EfW for Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton the Authorities will meet their obligations whilst this contract is in place. It will be essential for the Authorities to maintain this level of recovery beyond 2020 when the current contract ends.

**Figure 3.4 Landfill Allowance Trading Scheme (LATS) Allocation for the Tees Valley**

Overall, the Authorities are currently performing well against the statutory targets, as a result of significant investment, the willingness of residents to become more sustainable and the



implementation of actions through the current Waste Management Strategies. It is clear however that more can and must be done if the Authorities are to succeed in meeting future targets and providing a more sustainable future for the residents of Tees Valley. This could include increased performance of the current services, but potentially new or improved services. The way in which the Tees Valley will achieve its aims is the subject of this Joint Waste Management Strategy.



## 4. Options for Future Waste Management

### 4.1 Options Development

The complex nature of waste collections, handling, reuse, recycling, treatment and disposal means that the Tees Valley could achieve their aims through a number of different routes. A total of eighty one options were considered. A screening process was used to narrow down the full list of options to nine possible options, including the baseline. These nine options were then considered in detail using qualitative and quantitative tests to arrive at a preferred option. Details of the options appraisal process are provided in the supporting document.

The nine remaining options are shown in Table 4.1 below. It was agreed at the workshop that EfW should remain as the dominant disposal route for residual waste for Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton, once recyclables have been removed. The groups acknowledged the financial and operational implications of changing the EfW contract, and also considered that improvements are possible in the performance of the plant. The current EfW contract is in place until 2020. It was recognised by the partner Authorities that the consideration of the treatment of the residual waste stream after this time must commence within suitable timescales to allow procurement of a new contract. The residual waste stream that cannot be sent to the EfW or that is landfilled due to downtime at this facility may be available for an alternative residual treatment. It is recognised that merchant plants are being planned, including an Eco-Park facility within Redcar and Cleveland which incorporates an autoclave facility that may provide an opportunity for increasing recycling.

Darlington Borough Council (BC) joined the Strategy development process in August 2007. However, representatives of Darlington BC were present at the initial stakeholder workshop and where able to inform this process. Since joining this strategy, Darlington BC has endorsed the outcomes of this workshop.



**Table 4.1 Shortlisted Options**

Option	Requirement	To be achieved by:
A	Continue Current Service	No Change
B	Improve current waste prevention and minimisation, improve current collection systems, build no further treatment capacity, with residual to EfW or landfill for final disposal.	<p>Improve the amount and quality of calendars and other materials sent out, expand publicity schemes</p> <p>Collect more materials at the kerbside (e.g. kitchen waste) and reduce the number of containers</p> <p>Send all residual material to EfW or landfill</p>
C	Improve current waste prevention and minimisation, improve current collection systems, build new treatment capacity, residual to EfW or landfill for final disposal	<p>Improve the amount and quality of calendars and other materials sent out, expand publicity schemes</p> <p>Collect more materials at the kerbside (e.g. kitchen waste) and reduce the number of containers</p> <p>Build a Waste treatment facility to reduce the amount of residual waste sent for final disposal</p>
D	Improve current waste prevention and minimisation, revise collection systems for optimum performance, build no further treatment capacity, residual to EfW or landfill for final disposal.	<p>Improve the amount and quality of calendars and other materials sent out</p> <p>Establish a new approach to collection systems for optimum performance which includes considering co-mingled collections, different vehicles and the addition of further materials e.g. kitchen waste</p> <p>Send all residual material to EfW or landfill</p>



Option	Requirement	To be achieved by:
E	Improve current waste prevention and minimisation, revise collection systems for optimum performance, build new treatment capacity, residual to EfW or landfill for final disposal.	<p>Improve the amount and quality of calendars and other materials sent out, expand publicity schemes</p> <p>Establish a new approach to collection systems for optimum performance which includes considering co-mingled collections, different vehicles and the addition of further materials e.g. kitchen waste</p> <p>Build a waste treatment facility to reduce the amount of residual waste sent for final disposal</p>
F	Implement brand new waste prevention and minimisation strategy, improve current collection systems for optimum performance, build no further treatment capacity, residual to EfW or landfill for final disposal.	<p>Develop a new co-ordinated campaign for prevention and minimisation in line with UK Best Practice</p> <p>Collect more materials at the kerbside (e.g. kitchen waste) and reduce the number of containers, Improve the network of bring banks</p> <p>Send all residual material to EfW or landfill</p>
G	Implement brand new waste prevention and minimisation strategy, improve current collection systems for optimum performance, build new treatment capacity, residual to EfW or landfill for final disposal.	<p>Develop a new co-ordinated campaign for prevention and minimisation in line with UK Best Practice</p> <p>Collect more materials at the kerbside (e.g. kitchen waste) and reduce the number of containers, Improve the network of bring banks</p> <p>Build a waste treatment facility to reduce the amount of residual waste sent for final disposal</p>



Option	Requirement	To be achieved by:
H	Implement brand new waste prevention and minimisation strategy, revise collection systems for optimum performance, build no further treatment capacity, residual to EfW or landfill for final disposal.	<p>Develop a new co-ordinated campaign for prevention and minimisation in line with UK Best Practice</p> <p>Establish a new approach to collection systems for optimum performance which includes considering co-mingled collections, different vehicles and the addition of further materials e.g. kitchen waste. Improve the network of bring banks</p> <p>Send all residual material to EfW or landfill</p>
I	Implement brand new waste prevention and minimisation strategy, revise collection systems for optimum performance, build new treatment capacity, residual to EfW or landfill for final disposal.	<p>Develop a new co-ordinated campaign for prevention and minimisation in line with UK Best Practice</p> <p>Establish a new approach to collection systems for optimum performance which includes considering co-mingled collections, different vehicles and the addition of further materials e.g. kitchen waste. Improve the network of bring banks</p> <p>Build a waste treatment facility to reduce the amount of residual waste sent for final disposal</p>

## 4.2 Choosing the Preferred Option

As a major public sector plan, the new Joint Waste Strategy is required to meet the requirements of the Strategic Environmental Appraisal (SEA) Regulations. Alongside the early strategy development, Entec produced a SEA Scoping Report, which was available for public consultation for 5 weeks ending on the 23<sup>rd</sup> March 2007. This Scoping Report introduced a number of Sustainability Criteria against which strategic decisions, such as the determination of a Preferred Option, should be assessed. These criteria are:

- To reduce waste generation;
- To support the beneficial re-use and recycling of waste;
- To divert waste away from landfill;
- To reduce the movement of waste and increase choice of transport mode;



- To improve access to waste facilities;
- To make better use of all resources;
- To maintain good air and environmental quality for all;
- To protect and enhance the quality of the sub regions controlled waters;
- To protect and enhance the sub-regions biodiversity and geodiversity;
- To protect and enhance the quality and diversity of the rural land and landscapes;
- To reduce the causes and impacts of climate change;
- To reduce crime;
- To ensure high and stable levels of employment and economic growth;
- To raise awareness of waste management generally and contribute towards a social acceptance of the waste hierarchy.

#### 4.3 The Preferred Option

The preferred options were considered against the Sustainability Criteria through both a qualitative and quantitative assessment process. The output of the process found that the preferred option was Option I which requires:

- A new approach to Waste Awareness and Minimisation;
- A new approach to Waste Collections;
- Additional Waste Treatment Facilities to divert additional waste from landfill;
- Continued use of the EfW facility for waste recovery.

The focus for the Tees Valley Authorities is therefore on increasing and improving Waste Awareness and Minimisation measures, investing in collection services through revision of current collection services, potentially including food waste collections, and identifying opportunities to divert additional waste from landfill. It should be recognised that the provision of any food waste collection service will require the introduction of a suitable facility to treat such a waste stream. This facility would either take the form of an Anaerobic Digester or an In Vessel Composting facility and may either be a merchant plant or a plant procured by the partner Authorities.



## 5. Delivering the Preferred Option

### 5.1 Introduction

To enable the Tees Valley Authorities to deliver the Preferred Option, the Authorities have developed a series of draft Policies. These Policies will be achieved through a range of Actions and the development of individual Authority Implementation Plans. The draft Actions include timescales for achievement and are designed to be flexible to enable the Authorities to find local solutions for sustainable waste management since it is recognised that what works for one Authority may not be successful in another, due to the diversity of the Tees Valley. The remainder of this Strategy sets out the draft Policies and Actions and is supported by the draft individual Implementation Plans which will be available for consultation later in the year.

**These draft Actions and Policies will be reviewed in light of feedback from the Consultation process and the output from the Strategic Environmental Assessment.**

### 5.2 Joint Working

#### Policy 1

We will continue to work together in partnership with other stakeholders in order to ensure sustainable waste management within the Tees Valley. We will strive for sub-regional self-sufficiency and be mindful of the proximity principle.

The Gershon Review of 2004-05 was an independent review of public sector efficiencies. This looked at ways that Local Authorities could work more efficiently, providing good service provision but minimising costs to local people. This review encouraged Local Authorities to work together to minimise duplication of costs.

The Tees Valley Authorities have a history of Joint Working, as demonstrated previously through their joint procurement of kerbside and treatment services and the green waste framework, and this strategy seeks to enhance the partnership and levels of Joint Working between the Authorities. The delivery of continued sustainable waste management will require additional resources to be invested in capital and revenue budgets and there are likely to be financial savings where services can be procured jointly and resource savings where knowledge and experiences can be shared.



## Actions

- We will identify opportunities where we may gain financial or resource efficiency savings through joint working or joint procurement of services or equipment to deliver Value for Money for the residents of the Tees Valley.
- We will share best practice for the delivery of the Strategy in order to deliver Value for Money services that meet or exceed local and national targets and aspirations.
- We will work together to ensure that we maximise the potential of Landfill Allowances.
- Where the potential development of an additional residual treatment facility is identified the partner Authorities will work together with other partners to identify suitable local outlets for the output from the treatment facility.

### 5.3 Sustainable Waste Management

#### Policy 2

We will ensure that the services delivered by the Tees Valley Authorities implement methods of sustainable waste management in line with the Waste Hierarchy.

Sustainability requires consideration of environmental, social and economic impacts of service provision. The Tees Valley Authorities will consider all aspects of sustainability prior to the introduction of new services. In particular, the Authorities will consider the potential environmental impacts, including the potential to contribute to Climate Change, associated with all aspects of the service and will encourage the Councils to identify ways to encourage social and economic regeneration through the provision of services. The Tees Valley Climate Change Partnership was formed in 2005 by the 5 Tees Valley Authorities, the Environment Agency, Renew Tees Valley and Scottish Power. This is a three year project aimed at the creation and delivery of a Climate Change Strategy for the sub-region.

The Tees Valley Authorities are committed to the principles of the Waste Hierarchy which is currently demonstrated by their investment in Waste Awareness and Minimisation and Front-end Recycling Services. Other Policies provide further clarification with regards to their commitments to individual tiers of the Waste Hierarchy.



## Actions

- We will deliver services with due consideration of the sustainability of such services, in particular considering the Global Warming Potential of services which may contribute to Climate Change.
- We will carry out a regular analysis of the composition of waste within the Tees Valley in order to monitor performance and inform service planning.

## 5.4 Revised Waste Awareness and Minimisation

### Policy 3

We will work with partners to promote waste awareness and minimisation and encourage householders, schools and local businesses to reduce the impact of their behaviour with regards to their waste stream. We will work towards limiting the growth rate as agreed in the Regional Spatial Strategy.

An important step towards achieving a waste management service led by waste minimisation is to raise public awareness of waste and to encourage the public to fully adopt sustainable behaviour with regards to the waste that they produce. The public can prevent large quantities of waste from entering the municipal waste stream, for example by changing shopping habits, re-using materials, reducing waste food and home composting. This reduces the amount of material which requires further management. Waste Minimisation is a message that will be promoted early in the implementation of the Joint Waste Management Strategy and reinforced by ongoing awareness campaigns. In particular, awareness should differentiate between avoiding materials from entering the waste stream and the sustainable management of those which do enter.

In general, the benefits identified from waste minimisation activities are:

- Reduction in the total quantity of waste that needs to be collected, treated and disposed of by Local Authorities;
  - Reducing the impact of transport associated with collections;
  - Reducing reliance on waste management facilities;



- Helping Authorities to meet targets, including landfill diversion and waste growth;
- Reducing the associated costs.
- Helping people to reduce the impact of their environmental footprint through increased general awareness of the environmental impact of consumption.



## Actions

- We will develop a Communications Strategy locally with partners using corporate identity and branding and the national 'RecycleNow' campaign.
- We will develop a co-ordinated schools programme with partners. This will cover topics including waste awareness and minimisation and Climate Change.
- We will engage the public through a variety of waste awareness techniques and campaigns.
- We will work with partners to encourage trade waste producers to minimise and recycle their waste, through the promotion of suitable organisations. We will improve dialogue with the commercial sector to encourage the development of Waste Minimisation Plans.
- We will continue to support the Community and Voluntary Sector (CVS) in the development of waste minimisation and reuse initiatives. We will seek methods of supporting the current activities and the development of additional activities. We will seek to improve links with the CVS within the Local Strategic Partnership (LSP) framework.
- We will promote Home Composters to householders and encourage the continued use of Home and Community Composting as a means to minimise the amount of waste householders produce.
- We will measure customer satisfaction through regular satisfaction surveys. This will allow us to benchmark the services provided to ensure a high standard of customer service throughout the Tees Valley. We will review the results of these surveys and instigate appropriate action.
- We will encourage Waste Awareness and Minimisation measures of our staff and our own services and determine the levels of waste generated by our services. We will implement necessary actions to support Waste Minimisation within the Authorities.

## 5.5 Revised Waste Collections

### Policy 4

We will increase the proportion of material that is collected for recycling and composting through kerbside schemes, bring sites and Household Waste Recycling Centres.



The waste minimisation, publicity and recycling measures described in this Strategy are designed to encourage participation in services by householders and to achieve high levels of recycling and composting. The targets provided by the National Waste Strategy will be the minimum targets for the Authorities who, with assistance from householders will seek to achieve the highest rates possible.

The following sections look at the proposed actions for different elements of the waste collection service.

## 5.5.1 Kerbside Collections

The Tees Valley Authorities have invested significantly in the kerbside collection services available to all householders within the sub-region. The Authorities are committed to maintain and improve these services, allowing all householders to recycle a variety of materials at the kerbside or in close proximity to their dwelling. We will continue to listen to the public about what services we should provide through effective consultation processes.

## 5.5.2 Bulky Waste Collections

The Tees Valley Authorities recognise that the bulky waste collection services provide a useful service, especially for those who have limited access to Household Waste Recycling Centres, and are committed to the future provision of these services.

## 5.5.3 Bring Sites

The Authorities recognise that Bring Sites provide a useful service to householders, supplementing the kerbside collection schemes and providing increased choice.

## 5.5.4 Household Waste Recycling Centres (HWRCs)

The Tees Valley Authorities are committed to a programme of improving and extending the HWRC service to allow more householders to access this service and use these facilities for the separate collection of a range of materials.

## 5.5.5 Trade Waste Collections

The Tees Valley Authorities recognise the importance of Trade Waste Collections to local businesses and also the potential value of the resource contained within this waste stream.



## 5.5.6 Other Waste Streams

The Authorities recognise that other waste streams, such as those generated by the Authorities themselves have an important role to play in achieving high levels of recycling and composting within the sub-region and to provide and encourage sustainable methods of collecting waste.

There is also the need for new markets to be developed for the materials collected for recycling and composting. Some materials will require regional facilities to be built, and it is not directly within the control of the Tees Valley Authorities. However efforts will be made to monitor changes in market outlets and to develop local markets where possible.



## Actions

- We will carry out participation surveys of recycling services every 2 years and implement appropriate action plans.
- We will carry out a public consultation on the suitability of introducing weekly food waste collections by 2012 where this will contribute to sustainable waste services.
- We will investigate systems for the collection of recyclate and organic wastes from all households, including multi occupancy and provide additional services where this reduces the environmental impact of managing the whole municipal waste stream
- We will review the bulky waste collection services provided by 2009. With partners, including the Community and Voluntary Sector (CVS), we will identify ways in which we may increase the minimisation, reuse and the recycling of this waste stream. We will continue to benchmark services provided by each Authority to identify the best practice with regards to bulky waste collections.
- We will review local 'bring site' facilities for householders to allow them to conveniently recycle materials in suitable and accessible locations. We will review the current provision of bring site facilities to ensure sufficient provision of these facilities. We will ensure that additional facilities are placed with due regard to the local neighbourhood and encourage community ownership.
- We will ensure adequate current and future provision of Household Waste Recycling Centres (HWRC) to enable householders to recycle and deposit wastes. Where it is identified that there is not sufficient HWRC capacity we will identify suitable sites for the development of additional facilities in conjunction with the development framework
- We will develop any new HWRCs in line with Best Practice to ensure a high level of recycling and composting is achieved at the site and to minimise the amount of residual waste.
- We will continue to monitor quantities and types of wastes within the residual waste stream that go for disposal. We will assess with partners the viability of introducing measures to recycle and recover value from this waste stream. We will maintain the good dialogue with the Waste Management industry within the Tees Valley and the North East Region and will investigate the waste stream to identify the potential for diversion of additional materials from the residual waste stream which will identify the need for new facilities.
- We will continue to ensure that Value for Money trade waste services are available and maximise trade waste recycling. We will investigate the potential to develop services at Household Waste Recycling Centres and other suitable locations that allow for deposits of trade waste at an appropriate charge.
- We will encourage the development of recycling facilities in buildings and places open to the public through dialogue with the business community.



- We will act as a model of good practice by providing and promoting recycling facilities in all council buildings by 2010.
- We will investigate options for maximising the amount of waste that may be reused or recycled from our own waste stream by 2010. This will include Council services including but not limited to Highways and Grounds services.
- We will review best practice of on-street recycling provision for separate collection of litter. We will investigate the potential to operate a trial of street recycling collection systems within the sub-region. This will assist in the achievement of recycling targets and will also improve the profile of waste management within the Tees Valley.
- We will investigate the composition of street sweeping and gully wastes by 2012 and identify options for the recycling of this waste stream.
- We will investigate the potential for the development of a Tees Valley Construction and Demolition reuse and recycling centre.

## 5.6 Additional Waste Treatment Facilities

### Policy 5

We will maximise the amount of material that is recycled, composted or recovered from the residual waste stream.

Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton Authorities currently recover a significant proportion of the waste stream through the Haverton Hill EfW plant, and are committed to do so until 2020. Darlington BC still relies heavily on landfill for the disposal of residual waste but has recently commenced a procurement process for the diversion of some of this waste stream. There may be opportunities for all of the Authorities to recycle and recover additional materials from some of the material that is currently sent to landfill. In particular, the development of an Eco-park and other planned facilities may allow the Authorities to increase recycling and recovery for relatively smaller tonnages where there is insufficient tonnage to support a dedicated facility.



## Actions

- We will plan for the future provision of residual waste treatment capacity beyond 2020 identified by mid term reviews to ensure we continue to meet targets on the diversion of waste from landfill.

## 5.7 The Residual Waste Stream

### Policy 6

We will minimise the amount of waste that is disposed of in line with our principle of working towards zero waste to landfill.

Using the Haverton Hill EfW and the new contract let by Darlington BC will allow the Tees Valley Authorities to divert significant levels of residual waste from landfill. However, landfill will remain within the range of facilities required for the sustainable management of waste in the Tees Valley for those wastes whose characteristics make landfilling the most sustainable option.

## Actions

- We will minimise the amount of waste to landfill through increasing recycling and composting and recovery of value from residual wastes and will investigate options for the more sustainable management of the municipal waste stream.
- We will review on an annual basis the landfill capacity available within the Tees Valley for the landfilling and disposal of municipal waste and formulate actions with the waste industry to address any capacity gap if it arises.



## 5.8 Monitoring and Review

### Policy 7

We will regularly monitor and review this Strategy in consultation with stakeholders and the public to ensure that it links with other plans and strategies.

It is important that this Strategy links with other key documents (including the Tees Valley Climate Change Strategy and Tees Valley Minerals and Waste Plan) within the Tees Valley and that the progress of work towards Actions is monitored to ensure that the Authorities implement the preferred option and attain targets. The Policies and Actions Plan details all the actions, the group responsible for ensuring that actions are met and the timescale in which actions should be met. This Policies and Actions Plan will be discussed during the Annual Review of the Waste Management Strategy to ensure progress is being made.

### Actions

- The provision of future waste services will be steered by the Tees Valley Joint Waste Strategy and other related plans. These related plans will include, but not be limited to the Regional Spatial Strategy, the Regional Waste Plan, the Minerals and Waste Plan, and the Local Development Framework Plan.
- We will ensure that the Local Development Framework considers appropriate sites for the development of waste facilities. This will minimise the planning risk and ensure that additional facilities may be developed as required in order to deliver regional self sufficiency.
- We will jointly review these policies and the progress on actions on an annual basis and report the results through an Annual Report. This Annual Review will be made available to our Members and to the general public through inclusion on our websites.
- We will ensure that local neighbourhoods are protected through the delivery of this Strategy through the implementation of policies and enforcement of regulations and will link with other agencies where required.
- We will work to develop individually Supplementary Planning documents or provide other planning advice which will require developers to ensure that adequate provision is made for the storage of bins and containers for recycling and disposal of waste and vehicle access is adequate within new build and converted properties.
- We will develop individually sustainable procurement policies to ensure that due



consideration is given to the purchasing of recycled and reused materials over virgin sources in order to support the local and national recycling sector.



**CABINET REPORT**  
4<sup>th</sup> February 2008



**Report of:** Director of Neighbourhood Services and Director of Regeneration and Planning Services

**Subject:** LAND AT SURTEES STREET, HARTLEPOOL

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**SUMMARY**

**1. PURPOSE OF REPORT**

To seek Cabinet approval to a request from Three Rivers Housing Association to purchase a site on Surtees Street of 0.48 acres to enable the development of a Adult Supported Housing Scheme.

**2. SUMMARY OF CONTENTS**

The report summarises the background to the proposal including previous interest expressed by the same Housing Association for another area of Council owned land and the strategic housing background to the proposal. The financial implications of the proposed transaction are attached within the confidential financial appendix to the report.

**3. RELEVANCE TO CABINET**

The report relates to the potential means by which the Council can facilitate a development meeting identified housing needs, raising policy and financial implications.

**4. TYPE OF DECISION**

Non-key.

**5. DECISION MAKING ROUTE**

Cabinet only.

6. **DECISION(S) REQUIRED**

That Cabinet:

1. Consider the disposal of the area of land (0.48 acres) at Surtees Street at the value offered for the provision of an Adult Supported Housing Scheme, given the information provided within the financial implications section.
2. Authorise the Council's Head of Procurement and Property Services to negotiate the remaining terms using the information within the Financial Implications section of this report as a guide for the land at Surtees Street relating to the Supported Housing Scheme.

**Report of:** Director of Neighbourhood Services and Director of Regeneration and Planning Services

**Subject:** LAND AT SURTEES STREET, HARTLEPOOL

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## 1. PURPOSE OF REPORT

- 1.1 To seek Cabinet approval to a request from Three Rivers Housing Association to purchase a site on Surtees Street of 0.48 acres to enable the development of a Adult Supported Housing Scheme.

## 2. BACKGROUND

### **Adult Supported Housing Scheme**

- 2.1 The need for an Adult Supported Housing Scheme was identified in the Council approved Housing Strategy which is part of the budget policy framework (detailed below at 2.8). Following an approach to Three Rivers, the housing association have undertaken a considerable amount of work to try and realise this scheme to meet identified need in the town. Three Rivers Housing Association have secured an allocation of £1.5M for 2007/08 from the Housing Corporation to build a new scheme for over 25's who require temporary living accommodation. The scheme but will provide ten self contained one bedroom flats as well as communal and training rooms for tenants. The scheme is intended to help people who do not have the skills to live independently and need support and guidance before they are ready to move into ordinary tenancies. It is not intended as an offenders or drug rehabilitation scheme, but it is a homeless prevention scheme where individuals may stay up to 24 months whilst they gain new or improved independent living skills. The tenants are likely to be local people who have approached the Council or other agencies for housing and have been assessed as suitable. The scheme will house people who may have been assessed as priority homeless by the Council, been threatened with homelessness or living in an unsafe housing environment. It would also be suitable for people with poor budgeting and independent living skills or with an unsettled lifestyle.
- 2.2 The scheme will employ 6/7 full time staff, including an on site Manager, with approximately 6 additional part time posts. It is likely that at least 70% of staff will be local (as with other schemes in Gateshead and Stockton). The scheme will be staffed on a twenty four hour basis with up to three staff on site at key times and two at night. All staff will be police checked and trained to the standards specified by the Council. The staff will be primarily there for two purposes; to provide support for the tenants and to ensure that tenants adhere to their tenancy agreements. These agreements will include:

- restrictions on visiting times;
- restricted access of visitors to communal areas;
- notice to be given and details to be taken of visitors ID;
- no illicit substances to be used on the premises;
- zero tolerance of drug taking on or around the premises; and
- ensuring that tenants respect the neighbourhood and do not cause noise nuisance or other issues.

2.3 The support service will provide:

- practical help - with settling in, setting up the flat, claiming benefits, getting signed up with a local doctor/dentist;
- monetary and welfare rights advice - advice on budgeting, dealing with debt, making sure the tenant is regularly claiming benefits, collecting weekly charges for communal areas;
- social and emotional help - listening, advising about personal safety;
- assessing needs and signposting to other services - tenants will work with staff to regularly review their support needs, if input is needed from a specialist team at Social Services staff will organise this;
- improving life skills and life chances - staff will provide information about education and skills training - voluntary sector and training agencies will be invited into the scheme to engage with tenants particularly looking at improving basic literacy and numeracy, interviewing, ICT, etc;
- tenant involvement - getting the tenants to have regular meetings in the scheme, gaining confidence to mix in groups (in other schemes this involves organising leisure activities, getting involved in local fund raising);
- staff will participate in community and resident involvement; in other schemes they regularly attend the ward/neighbourhood consultation or steering groups.

2.4 All referrals to the scheme will be assessed by the Council and by Three Rivers before they are offered a tenancy. The staff team will need to be satisfied that the individual does not present a risk to the staff, other tenants or the community. The written risk assessment is completed with other agencies and the tenant, which is then verified with other agencies prior to a decision being made.

2.5 Tenants will only be accepted if they are ready to participate in improving their life skills and life chances, it is anticipated the potential tenants will be those:

- living in the town centre in housing which is not managed (private sector bed sits);
- 'staying' with friends and family (on a very temporary basis); and

- not currently involved with agencies and have lost contact with families and other support networks.
- 2.6 The scheme is intended to provide stable housing for women and men. It is likely that some people within the scheme, will be parents and, although the scheme will not be suitable for children to live there, there will be facilities to allow visiting.
- 2.7 Three Rivers have homes across the North East with a head office in Durham. They are a non profit making organisation who have had a area office in Hartlepool since 1986, now situated in Central Buildings on Church Street. They have 361 properties in Hartlepool with homes in Elliott Street, Church Street, Central Estate, the Marina, Thomton Street and York Road.

### **Need for the Scheme**

- 2.8 The Hartlepool Housing Strategy identifies the need to address the issues affecting many residents in the borough including:
- i) offering a choice of suitable accommodation for vulnerable people; and
  - ii) prevention of homelessness.
- 2.9 The Adult Supported Housing Scheme and the successful Three Rivers bid to the Housing Corporation (of approx £1.5m) is identified in the Hartlepool Housing Strategy which now has to be fully committed by March 2008.
- 2.10 In addition to the Housing Strategy, Hartlepool's Homelessness Strategy was completed in 2003 and formally updated in 2005 following an independent review. Both documents identified as priorities the requirement to address the need of young people and adults with complex needs for supported housing.
- 2.11 Some of the above priorities have begun to be tackled by the development of Gainford House, a high level supported housing scheme for young people with complex needs and the refurbishment of Avondene, a medium level supported housing scheme for homeless people. In addition Scott Grange was refurbished to provide self-contained flats within the existing high level supported housing scheme, for ex offenders who may have complex needs or who are homeless. All of these schemes are provided and managed by Stonham Housing Association.
- 2.12 The Homelessness Strategy review also identified the issue of repeated homeless applications and in line with government guidance recommended that further work needed to be done to prevent 'revolving door' homelessness. This reflected the views that emerged from interviews with homeless people conducted as part of the

research for the review which confirmed long term patterns of homelessness separated by uncoordinated attempts the break the cycle. The research also indicated that where people had accessed permanent accommodation there was often insufficient coordinated support to address their problems and manage their tenancy. The Supported Housing Scheme would directly address these issues in Hartlepool.

- 2.13 The views taken from those working in homeless related agencies paralleled the views above, including lack of advice and guidance to people placed in temporary accommodation and the high volume of failed tenancies. These are two key areas that the Supported Housing Scheme would address.
- 2.14 The scheme will be aimed at single adults. The need to provide accommodation aimed at single people is reinforced by the analysis of lettings to homeless people. The analysis in the Homelessness Strategy Review shows single homeless people as the second largest household type behind single parent families.
- 2.15 The Homelessness Strategy Review also analysed gaps and overlaps in service currently provided. It highlights the need to improve temporary accommodation by way of additional provision in Hartlepool for single homeless people and homeless people with complex or multiple needs.
- 2.16 Analysis and findings of the Housing Strategy and the Homelessness Strategy Review were reflected in the Supporting People Strategy. This also identifies the need for additional supported accommodation within the town and funding has been set aside to support the revenue costs for a ten unit high level supported housing scheme for vulnerable people over 25 years with complex needs. The Supporting People 5 Year Strategy also identified as a priority, the development of adequate move on accommodation into housing with support to ensure throughput from short term supported accommodation.
- 2.17 As a Supporting People revenue funded scheme the service will be subject to close monitoring to ensure successful outcomes for the residents and that the service engages with the surrounding community in a positive way.
- 2.18 The successful completion of the scheme would also contribute to a number of other key strategies including Community Safety (including drug and alcohol services and crime reduction), Domestic Violence and the Housing Strategy.
- 2.19 Due to the specialist nature of the housing need and the implications this has upon design and layouts of the proposed building, the grant rate level payable by the Housing Corporation per unit is relatively high and unlikely to be made available again at the same rate. It is also the

case that if this scheme is not delivered, under Housing Corporation financial regulations this funding is not transferrable to other schemes and it cannot be 'ring-fenced' for exclusive expenditure in Hartlepool. Given these circumstances, and if the scheme did not go ahead, it may be extremely difficult in the future to deliver any similar scheme to meet the clearly identified need in Hartlepool. Three Rivers Housing Association need to start on site before the end of this financial year in order to meet the Housing Association deadlines. In addition to this potential immediate loss of investment, the Council's reputation as an Authority that can deliver future social housing schemes could also be affected. Given the growing demand for social housing and increasing waiting lists for accommodation anything that reduces the capacity for HBC to work in partnership with Registered Social Landlords (RSLs) to deliver appropriate schemes will have significant consequences for people waiting to be housed.

### **Location and Consultation**

- 2.20 Three Rivers specified that in order to deliver an Adult Supported Housing Scheme it was important that the development needed to meet some broad locational criteria. The scheme needed to be in a relatively central area giving good access to shops and services. Ideally the scheme would have some degree of separation from neighbouring residential areas but not be isolated and the site needed to be approximately 0.5 Hectares in size, within HBC ownership to help to facilitate the delivery of the scheme.
- 2.21 A site on Reed Street/Lynn Street was originally considered for the location of the development following a review by Three Rivers of Council owned land that met the specified requirements.
- 2.22 The detailed development and design work was completed alongside a series of consultative events led by Three Rivers, in an attempt to provide information to the neighbouring businesses and residents. These included meetings with neighbourhood groups and forums and local ward members.
- 2.23 The Reed Street scheme was however considered by Planning Committee in February 2007 and refused permission on the basis that the scheme would be out of keeping in this location because of the neighbouring commercial and industrial activities which would not be conducive to a good living environment for the occupants of such a scheme. There was also opposition to the scheme from nearby residents.

### **Surtees Street Site**

- 2.24 In response to the planning refusal it was suggested that an alternative site at Surtees Street could be considered in consultation with local residents. As with the Reed Street site the suggested Surtees Street site is covered by Local Plan Policy Com4(7) as an edge of town centre site. This policy will allow office, business, education and entertainment use. As the particular development seeks to meet an identified priority housing need it will be considered in policy terms an acceptable alternative use in this fringe town centre area.
- 2.25 This site is not adjacent to any inappropriate industrial or commercial uses. Careful consideration has been given however to ensure that the building design is compatible to the adjacent uses, most notably the drug rehabilitation centre. Whilst remaining in the Stranton Ward and the Burbank Area, the Surtees Street site is also further away from existing dwellings in the area which may address resident concerns.
- 2.26 Three Rivers Housing Association have been undertaking a series of public consultation events regarding the proposed scheme to inform local residents about the scheme, how it would operate, who would be using the scheme and how it would be managed. Three Rivers circulated written information regarding the scheme as well as holding a public consultation event to give the opportunity to find out more about the scheme. Representatives from the housing association have also attended resident meetings including the Burbank residents association and the Burbank Forum to further inform residents. Detail of the consultation process can be found at Appendix 3.

### **Planning Context, land use and proposals for the wider Surtees Street/Hucklehoven Way Area**

- 2.27 This area was considered at the Cabinet meeting on 31/10/07 regarding affordable housing and a full report including a business case will be provided by Three Rivers Housing Association to be considered at a future Cabinet meeting. If approved this would effectively provide an envelope of social housing between the Adult Supported Housing scheme and the existing housing south of Hucklehoven way. A summary of the issues associated with this site and are likely to be included in a future Cabinet report can be found at appendix 2.

### 3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications of the proposed transaction can be found in the attached confidential **Appendix 4**. **This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

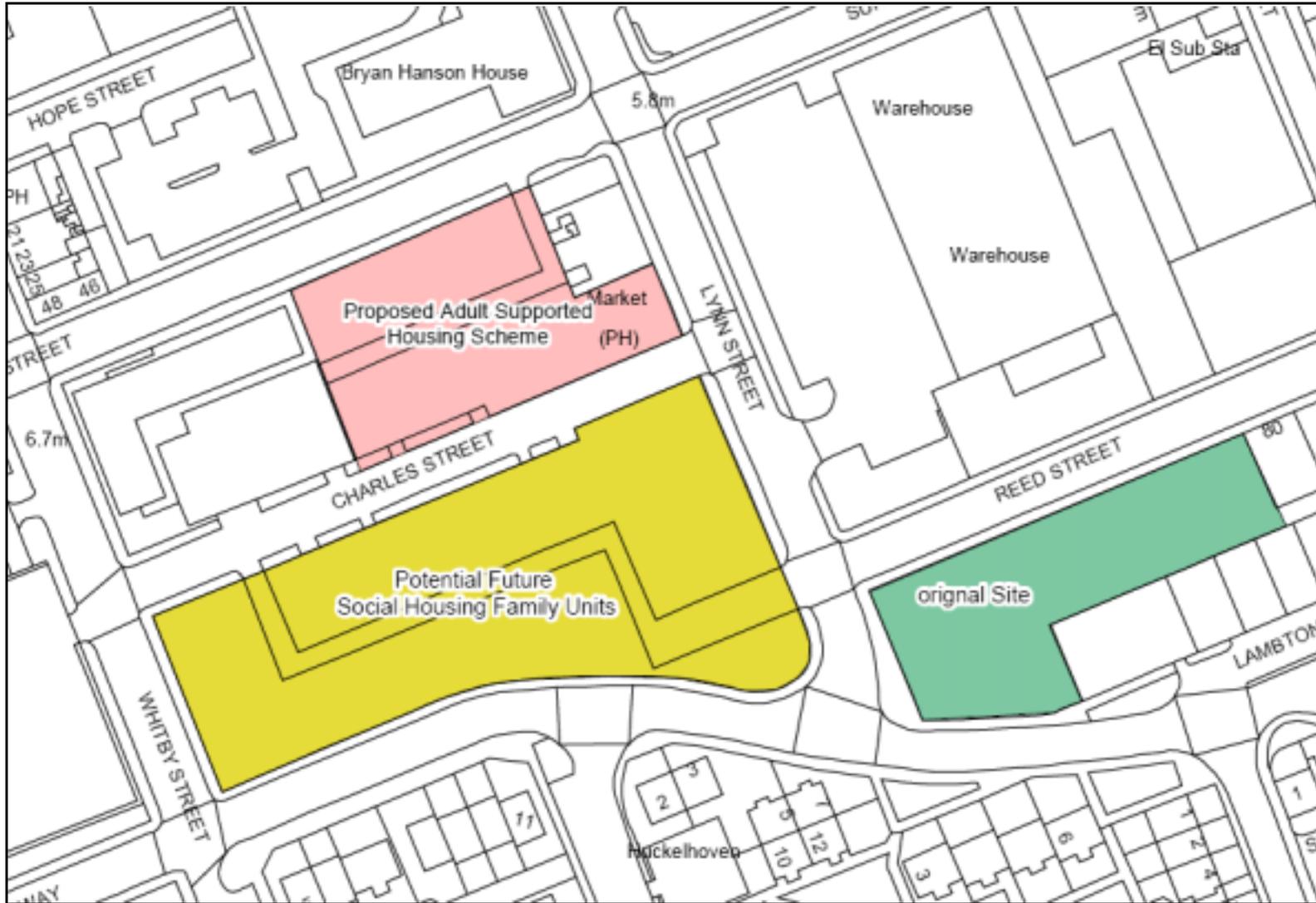
### 4. RECOMMENDATIONS

- 4.1 That Cabinet:

1. Consider the disposal of the area of land (0.48 acres) at Surtees Street at the value offered for the provision of an Adult Supported Housing Scheme, given the information provided within the financial implications section.
2. Authorise the Council's Head of Procurement and Property Services to negotiate the remaining terms using the information within the Financial Implications section of this report as a guide.



APPENDIX 1





# 6.1



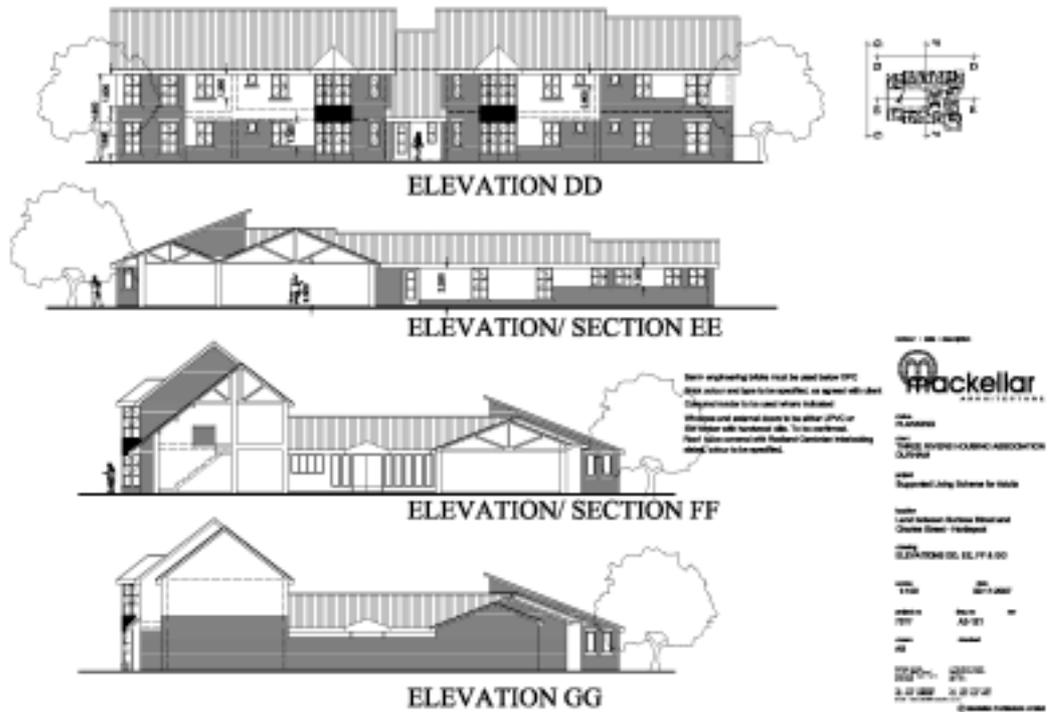
**FIRST FLOOR PLAN**  
Scale = 1:100



**GROUND FLOOR PLAN**  
Scale = 1:100

  
**Mackellar**  
 ARCHITECTS  
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 NORTH DURHAM  
 Telephone: 0191 275 1111  
 Fax: 0191 275 1112  
 Email: info@mackellar.co.uk  
 Website: www.mackellar.co.uk

# 6.1



**Appendix 2 Cont.**

Issues to be considered in a further Cabinet report relating to the wider Council owned land up to Hucklehoven Way:

1. The long term aspiration for the redevelopment of this area has always been for some form of town centre commercial development. Over the extended period that this land has been cleared and available there has been very little developer interest. The site comprises 1.11 acres and is classed as a brownfield site. Level of demand is unlikely to improve even in the medium or long term with the potential office, retail and commercial development opportunities proposed at Victoria Harbour, the remaining development sites within the Marina and at Queens Meadow.
  - 1.1 Hartlepool College of Further Education (HCFE) has identified an aspiration to develop outdoor sports facilities within the proximity of their main estate. The land at Surtees Street was identified by HCFE as a possible site that would meet this need.
  - 1.2 This aspiration however is not part of the current package of HCFE proposals that are being developed as part of a funding application to the Learning and Skills Council for the comprehensive redevelopment of their existing estate. Within the context of these proposals the aspiration for sports facilities has been treated as a lesser priority and part of a possible future phase of development.
  - 1.3 It is understood that HCFE are discussing alternative options for the development of sports facilities with other sports providers in the town.
  - 1.4 Given the development of town wide sporting facilities and future provision through BSF developments, HCFEs aspiration to provide sporting curriculum activities and facilities for students could be met within the towns existing public sports provision as highlighted in the Indoor Leisure Facilities Strategy and Investment Plan. Discussions have also taken place with HBC regarding the College accessing and utilising existing facilities to meet the needs of the student body. An arrangement of this nature would also help to ensure the future viability of existing sites managed by HBC and the voluntary sector.
  - 1.5 On and off street parking provision in the area south of Church Street is currently under review. A charging arrangement has been approved by

## 6.1

HBC for on street parking within this area and this is currently going through the legal approval process. A town centre car parking policy is being developed, and Charles Street has been identified as a potential area for formalised public parking. Car parking for the Tall Ships event are also being considered. It may be that this area of land could be retained for development rather than long term surface level parking and there maybe an opportunity to intensify parking provision within a more central area around Middleton Grange Shopping Centre. The car parking policy will explore this further and a link will need to be made with consultants work on Town Centre Management.

### **Social and Affordable Housing**

- 1.6 There is increasing pressure to supply appropriate sites across the Borough to meet the need associated with affordable housing and current housing waiting lists.
- 1.7 The Hartlepool Local Housing Assessment (June 07) gives a detailed analysis of affordable housing requirements using a methodology advocated by the Department for Communities and Local Government and identifies;

*'a shortfall of 393 affordable dwellings per annum across Hartlepool Borough (1965 over the period April 2007 to March 2012). Meeting the need for affordable housing is therefore a major issue for the Council'*

- 1.8 The Housing Assessment also recommends that;

*'Given the high level of housing need identified across the Borough, it is essential that the Council explore all opportunities to increase the supply of affordable homes. This includes:*

- *setting affordable housing targets of 30%, of which 80% should be for social rented housing and 20% for intermediate tenure.*
- *setting site thresholds in line with PPS3 and*
- *disposing of local authority owned land for affordable housing'*

- 1.9 Cabinet (01/10/07) endorsed an approach to consider proactively Council owned sites and others of an appropriate size in order to assess them with regard to suitability for social housing. Given this evidenced need, consideration should be given to any remaining land in the wider Surtees Street/Hucklehoven Way site being prioritised for this type of housing. On a without prejudice basis Three Rivers have expressed an interest in the possibility of developing this area at a later

## 6.1

date. As noted in the previous Cabinet report the outcome of discussions on this wider site and others in the town will come forward for formal decision separately.

- 1.10 In addition to helping to meet the need for new affordable and social housing sites the combination of a possible supported housing scheme at Surtees Street, with general need social housing developed in this area at a later date, as part of a separate development has other benefits. The introduction of general need social housing in the future would also allow the users of the Housing Scheme to integrate into a wider community reducing the potential feeling of separation from the residential area. This will be important in ensuring the success of the supported scheme.
- 1.11 This approach would also mean that any tenants moving into a new general need social housing scheme in relatively close proximity to an existing Supported Housing Scheme would be doing so in full knowledge of that scheme.

## THREE RIVERS HOUSING ASSOCIATION

## Appendix 3

## Land at Surtess Street, Burbank, Hartlepool

## Summary Report prepared for Hartlepool Borough Council

## 1.0 NAME OF MEMBER OF STAFF INVOLVED AND ABBREVIATIONS

Ms Lynda Peacock	-	Director of Development	LP
Mr David Brown	-	Senior Development Manager	DB
Mr Jonathan Monckton-Milnes	-	Development Officer	JMM
Mr Chris Reed	-	Head of Care and Support	CR
Mr Gareth Heslington	-	Neighbourhood Services Officer	GH

## 1.1 Consultation Time's, Date's and Venue's with Brief Description

TIME	DATE	VENUE	TRHA Member Attending
9.30am	08/01/2008	Burbank Forum at the community Youth Centre, Burbank, Hartlepool	DB
6.00pm	12/12/2007	BURT Residents Annual Group Meeting	DB/JMM
10.30am	05/12/2007	Burbank Co-op shop, Burbank Community Centre	JMM
9.30am	04/12/2007	Burbank Forum at the community Youth Centre, Burbank, Hartlepool	GH
10.30am	03/12/2007	Burbank Residential Letter Drop Who the Adult Supported Housing Unit is for/Who it is not for.	JMM
5.00pm	19/11/2007	Burbank Community Drop in Session at the Havelock centre, Hartlepool	LP/DB/JMM/CR
10.30am	14/11/2007	Burbank Co-op shop, Burbank Community Centre	JMM
12.30am	14/11/2007	Burbank residential Letter Drop New Housing for the Burbank Area	JMM
10.30am	07/11/2007	Burbank Co-op shop, Burbank	LP/DB

		Community Centre	
9.30am	<b>06/11/2007</b>	Burbank Forum at the community Youth Centre, Burbank, Hartlepool	<b>GH</b>
6.00pm	<b>18/10/2007</b>	Greenbank Meeting Rooms; Community Engagement Meeting at Housing Hartlepool's offices to discuss the adult supported housing scheme at Surtees Street, Burbank	<b>LP/DB/JMM/CR</b>

## **2.0 Description of Key Meetings/Items**

### **2.1 Greenbank Meeting Rooms Community Engagement Meeting (18/10/2007)**

Resident Association's and Stranton Ward Councillor's were invited to a meeting held at Greenbank, Hartlepool. The main point of concern for residents and councillor's was the perceived type of occupant that would reside in the dwelling and the proximity of the unit to local housing. TRHA discussed that the new proposed site at Surtees Street (instead of Reed Street) would help in the matter of residential proximity. To demonstrate the secure by design nature of the build we invited an appointed architect to the scheme to show indicative plans.

Our head of care and repair Chris Reed also described the type of occupant that would not be housed including drug users, felons or convicted sexual felons were not to be included. Chris Reed also commented that the build would act as a communication hub with its staff presence for the community. The possibility of affordable housing was discussed for land in front of Surtees Street at Charles Street. There was agreement to consider this further. Those present were clearer on the people who could be residents in the supported housing scheme and some fears were abated over the adult supported housing unit. There was agreement to proceed with a wider consultation.

### **2.2 Burbank Co-op shop, Burbank Community Centre (07/11/2007)**

During consultation with residents points were discussed that were raised at the Greenbank meeting and it was agreed that there would be a letter sent following the visit to discuss TRHA's housing plans for the area of Burbank.

### **2.3 Burbank Residential Letter Drop (14/11/2007)**

This letter was issued to inform the local community of Burbank that TRHA representatives would be available for a drop in session at the Havelock centre. The purpose of the event was to discuss the possibility of building both new family homes and a supported housing scheme on land at Surtee's Street.

2.4 Burbank Community Drop in Session at the Havelock Centre (19/11/2007)

TRHA arranged for the Havelock Centre to be open for the community of Burbank to come along to discuss their views of the proposal in an informal manner. Similarly to the Greenbank meeting; residents concerns were as to the type of occupant to reside in the dwelling. Although there was a small turnout, once residents present heard the facts of the scheme they were positive to the point of wanting to help out in the day to day running for the scheme. The social housing element was also discussed and those present felt this would benefit the area.

2.5 Burbank Residential Letter Drop (03/12/2007)

This letter followed on from consultation at the Havelock Centre. TRHA recognised the need to provide some additional information on the proposed housing for adults on land at Surtees Street. The letter broke down in more detail who the supported living scheme was for and who the scheme was not for.

2.6 Burbank Residents United Together Annual Meeting (12/12/2007)

At this stage in consultations Residents Associations seemed satisfied with the nature of the occupants in the scheme. Concerns were raised however that the build would be 'walled-off'. TRHA showed that this would not be the case. Being located next to a drug rehabilitation centre was a concern; however TRHA stated that they would have the powers to evict any party/person allowing substance misuse on the premises. The potential nature of the social housing to be provided on Charles Street was also raised. TRHA explained they are currently developing this scheme and would provide more detail as soon as possible.

# CABINET REPORT

4 February 2008



**Report of:** Assistant Chief Executive

**Subject:** Local Area Agreement Reward Element (Local Public Service Agreement Round 2) – 18 Month Monitoring Report

---

## SUMMARY

### 1. PURPOSE OF REPORT

To report progress to Cabinet on the targets included in the Local Area Agreement (LAA) Reward Element, formerly known as the Local Public Service Agreement Round 2 (LPSA2) for the period up to and including 30 September 2007.

### 2. SUMMARY OF CONTENTS

This report details the progress made in the first 18 months of the LPSA2 period, from 1 April 2006 to 30 September 2007. The LPSA2 period ends on 31 March 2009.

### 3. RELEVANCE TO CABINET

This is a national initiative with relevance to major executive functions and financial arrangements

#### TYPE OF DECISION

Non-key decision.

### 4. DECISION MAKING ROUTE

The LPSA was included as the reward element of the Local Area Agreement which was agreed by Cabinet on 10 February 2006.

### 6. DECISION(S) REQUIRED

Cabinet is asked to: -

- Note the position of the LAA Reward Element targets as at 30 September 2007

- Agree that future monitoring reports will be brought to future Cabinet meetings on a quarterly basis.

**Report of:** Assistant Chief Executive

**Subject:** Local Area Agreement Reward Element (Local Public Service Agreement Round 2 – 18 Month monitoring report)

---

## **1 PURPOSE OF REPORT**

- 1.1 To report progress to Cabinet on the targets included in the Local Area Agreement (LAA) Reward Element, formerly known as the Local Public Service Agreement Round 2 (LPSA2) for the period up to and including 30 September 2007.

## **2 BACKGROUND**

- 2.1 A total of 10 targets were included in the Reward Element part of the LAA which was agreed with Government Office North East (GONE) in February 2006. Those 10 targets consisted of 20 Performance Indicators (PIs), all of which will potentially qualify for a proportion of Performance Reward Grant upon completion of the three year period over which the Reward Element aspect of the LAA is monitored
- 2.2 The 30 September marked the half way point of the Reward Element targets, and the tables attached at **Appendix A** includes the current position of all of the PIs, together with a judgement of whether the indicator is on target to meet the overall 'stretch' target as agreed with GONE

## **3 Analysis**

- 3.1 Of the 20 targets, 2 (10%) have already been achieved. One of these (SC18) is measured as at the 31 March 2009, so a downturn in performance could see the target being missed. However, it is considered unlikely to happen.
- 3.2 A further 8 (40%) of targets have been assessed as being on target and for 2 (CS24 and CS29) a judgement can not be made at this point. For CS24 this is due to the outcome being directly linked to a perception survey, to be conducted in 2009/10, and for CS29 it is too early to make a judgement
- 3.3 6 targets (30%) have been assessed as being not on target at this stage. Work is ongoing to address these concerns in a number of areas, and these will continue to be monitored closely.

- 3.4 There are still 2 targets (10%) where information has not been provided. One relates to information that is being collated by Housing Hartlepool and will be reported as soon as that information has been confirmed. The other relates to information that the Police collect, and will also be reported as soon as that information has been received.

#### **4 PERFORMANCE REWARD GRANT**

- 4.1 As previously reported there is a Performance Reward Grant (PRG) available to the Council should targets be achieved. A total potential grant of £3,065,775 is available, split equally between the ten target areas. Each target will therefore potentially qualify for £306,577.50. Where targets have more than one indicator the amount of PRG allocated to each indicator has been agreed with Government Officer.
- 4.2 The amount of PRG actually awarded will depend on the amount of 'stretch' that has been achieved. If less than 60% of the stretch has been achieved then no PRG will be payable. If 60% or above has been achieved then the amount of PRG will be the equivalent percentage. For example if 75% of the stretch has been achieved then 75% of the potential PRG will be paid.
- 4.3 Based on the judgements that have been made, and the Analysis shown above, the projected amount of PRG that the Council will receive is £1,745,442, which may rise to £1,837,414 should the perception PI (CS24) improve by 1 percentage point when measured in 2009/10. The table below details how this figure has been calculated.

<b>Indicator Assessment</b>	<b>Number of PIs</b>	<b>Potential PRG</b>
Already Achieved	2	£163,507
On Target	8	£1,471,568
Unsure	2	£91,972*
On Target to hit 60% of stretch target	1	£110,367*
Not On Target	5	£0
No Information Received	2	£0
<b>Total</b>	<b>20</b>	<b>£1,837,414</b>

\* Amount of £91,972 is 60% of total PRG available for indicator CS24

#### **5 NEXT STEPS**

- 5.1 More detailed analysis of all LAA Reward Element targets will be conducted on a quarterly basis for the remainder of 2007/08 and throughout 2008/09, and will be reported to CMT and Cabinet. If any particular targets are considered to be particularly high risk then more frequent monitoring will be considered as appropriate.

**6     RECOMMENDATION**

6.1     Cabinet is asked to: -

- Note the position of the LAA Reward Element targets as at 30 September 2007
- Agree that future monitoring reports will be brought to future Cabinet meetings on a quarterly basis

**LAA Reward Element – Outturn information for period up to 30 September 2007**

**Target 1 Reducing burglary and car crime across Hartlepool.**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
CS7	The number of domestic burglaries	2099	3 Year cumulative	887	Yes	50%
CS8	Vehicle crime (theft of and theft from a motor vehicle)	3298	3 Year cumulative	1395	Yes	50%

**Target 2 Providing training and improved employment prospects.**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
JE19	Numbers of drug users given structured work experience/ employment opportunities of at least 13 weeks	127	3 Year cumulative	16	No	33.3%
JE20	Number of offenders from Hartlepool being helped into employment with the assistance of HBC and being sustained in the job for a minimum of 4 weeks for a minimum of 16 hours per week.	75	3 Year cumulative	7	No	33.3%
JE21	Number of offenders that have gained basic skills at entry level 3, 2 and 1 and level 1 or level 2	79	3 Year cumulative	80	Achieved	33.3%

**Target 3 Reduce the number of young people, who as a result of under-age drinking, commit Anti-social behaviour in Hartlepool.**

Ref	Description	Target		Current Outtum	On Target	PRG Split
		Figure	Detail			
CS24	Residents stating that "Teenagers hanging around on the streets" is a problem	61%	BVPI Survey 2009/10	64%	Unsure	50%
CS25	Residents stating that "People being drunk or rowdy in public places" is a problem	52%	BVPI Survey 2009/10	36%	Yes	50%

**Target 4 Reduce the incidents of local violence (comm on assault and wounding) in Hartlepool.**

Ref	Description	Target		Current Outtum	On Target	PRG Split
		Figure	Detail			
CS9	Number of incidents of Local Vidence in Hartlepool as recorded by the Police	5300	3 Year cumulative	2620	Yes	100%

**Target 5 Reduce the incidents of domestic violence in Hartlepool.**

Ref	Description	Target		Current Outtum	On Target	PRG Split
		Figure	Detail			
CS28	Number of repeat referrals to the police for incidences of domestic violence	1531	Final Year (2008/09)	NO INFO	No Info	50%
CS29	Number of perpetrators attending a perpetrator programme not re-offending within 6 months of completing the programme	45	Final Year (2008/09)	5	Unsure	50%

**Target 6 Increasing financial resources within family environments to provide improved lifestyle opportunities**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
SC16	Number of Council Tax Disabled Reliefs	268	As at 31/3/09	238	Yes	20%
SC17	Number of Council Tax Carer Reductions	157	As at 31/3/09	72	No	60%
SC18	Number of Severely Mentally Impaired (SMI) Reductions	112	As at 31/3/09	131	Achieved	20%

**Target 7 Improving training and employment prospects for carers**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
JE17	Number of Carers completing education or training and achieving NVQ Level 2 or equivalent qualification, or higher	120	3 Year cumulative	13	No	50%
JE18	Number of Carers remaining in employment for a minimum of 16 hours per week, and for at least 32 weeks in the year	149	3 Year cumulative	14	No	50%

**Target 8 Improving Quality of Life and preventing homelessness through secure tenancies and sustainable employment**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
H10	Number of failed tenancies	183	3 Year Cumulative	NO INFO	NO INFO	50%
JE22/H9	Employment Rate (16-24)	53.8%	Final Year (2008/09)	53.5%	Yes	50%

**Target 9 To improve the health and well-being of patients referred by health practitioners via a GP referral scheme by increasing patients levels of participation in physical activities**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
HC15	Number of patients completing a 10 week programme of referred activity as a result of health practitioner recommendation	1350	3 Year Cumulative	431	No	40%
HC16	Of those completing 10 week programme, the percentage going onto mainstream activity	50% (subject to minimum of 600)	3 Year cumulative	59%	Yes	60%

**Target 10 Promoting healthy life chances through the achievement of the Healthy Schools Status across Hartlepool**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
HC21	Number of schools achieving the new Healthy Schools Status	36	As at 31/8/09	20	Yes	100%



## Neighbourhood Services Scrutiny Forum School Meals – Final Report

**CABINET**

**21 January 2008**



**Report of:** Neighbourhood Services Scrutiny Forum

**Subject:** SCHOOL MEALS – FINAL REPORT

---

**1. PURPOSE OF REPORT**

1.1 To present the findings of the Neighbourhood Services Scrutiny Forum following its investigation into School Meals.

**2. SETTING THE SCENE**

2.1 The issue of School Meals was a suggestion for this Forum's Work Programme from a meeting between the Chair of this Forum, the Mayor (as Portfolio Holder for Regeneration and Liveability) and the Portfolio Holder for Neighbourhoods and Communities.

2.2 At the meeting of this Forum on 13 June 2007 Members determined their Work Programme for the 2007/08 Municipal Year. The topic of School Meals was selected as the first Scrutiny topic for the current Municipal Year. Members suggested that, in light of other work programme priorities, this should be a short investigation and should focus, where possible, on the Neighbourhood Services Department's area of responsibility for this issue.

2.3 According to the School Food Trust the last three decades have seen a profound shift in food culture, particularly the increased consumption of highly processed and fast foods. These tend to be energy dense due to their high levels of refined carbohydrates and fats (including saturated fat) and they frequently have a high salt content and low fibre content. This is significant because children who have poor nutrition during infancy, childhood and adolescence can ultimately display poorer rates of growth and development and are more likely to have lower cognitive abilities, lethargy, reduced attention span and reduced success intellectually. It is, therefore, imperative that children receive a well balanced diet if they are to meet their full learning and development potential.

### **3. OVERALL AIM OF THE SCRUTINY INVESTIGATION**

- 3.1 To gain an understanding of school meal provision within the town and how Hartlepool compares nationally and regionally for this issue.

### **4. TERMS OF REFERENCE FOR THE SCRUTINY INVESTIGATION**

- 4.1 The following Terms of Reference for the review were agreed by the Neighbourhood Services Scrutiny Forum on 4 July 2007:-

- (a) To gain an understanding of the Government's guidance in relation to the delivery of school meals;
- (b) To gain an understanding of how school meals are delivered locally;
- (c) To examine how, and to what standard, school meals are provided locally in comparison with national and regional standards, in particular in relation to:-
  - (i) The take-up of school meals (e.g. the average amount spent on meals, take up of free school meals, procurement arrangements and comparisons with other local authorities);
  - (ii) The standard of meals (e.g. quality, variety, choice and price, sources of food supplies etc.);
  - (iii) The school meals experience (e.g. length of break, size of dining facilities, helpfulness of staff etc.); and
  - (iv) Nutritional value of school meals.
- (d) To seek the views of people from minority communities of interest or heritage, in particular in relation to awareness around the availability and provision of school meals; and
- (e) To gain an understanding of the healthy eating agenda.

### **5. MEMBERSHIP OF THE NEIGHBOURHOOD SERVICES SCRUTINY FORUM**

- 5.1 Membership of the Neighbourhood Services Scrutiny Forum for the 2007/8 Municipal Year:-

Councillors Akers-Belcher, R W Cook, Coward, Cranney, Flintoff, Gibbon, Griffin, Henery, Richardson, Simmons, and Turner

Resident Representatives:

Ann Butterfield, Alan Lloyd and Linda Shields

## **6. METHODS OF INVESTIGATION**

- 6.1 Over the course of the investigation Members have considered evidence from a range of sources, within the tight timescales prescribed for this investigation. These included:
- (a) Hartlepool Borough Council Officers;
  - (b) The Portfolio Holder for Neighbourhoods and Communities;
  - (c) The Head Teacher from St Hilds Secondary School;
  - (d) The Head Teacher from Fens Primary School; and
  - (e) Consultation with young people through summer play schemes.
- 6.2 In addition, Members of the Forum undertook a site visit to Kingsley Primary School and English Martyrs Secondary School to witness the school meals service first hand.

## **FINDINGS**

### **7. Government Guidance**

- 7.1 Over the course of its investigation the Forum gained an understanding of the Government's guidance in relation to this issue. In particular, the changing nature of best practice and advice from the Government was explored during the early stages of the investigation.
- 7.2 In 1988, the Local Government Act introduced Compulsory Competitive Tendering (CCT), compelling all Local Authorities to put school meal services out to tender and, according to the School Food Trust, the quality of the food became subservient to cost. In 1997 Best Value was introduced to replace CCT as Central Government adopted an approach of 'what matters is what works'. In April 2001, the Government reintroduced nutritional standards into school meals, 'Education (Nutritional Standards for School Lunches) Regulations 2000'. Furthermore, the White Paper 'Choosing Health: making healthy choices easier' was published in November 2004; this was subsequently followed by 3 delivery plans.
- 7.3 In October 2005 'Turning the Tables: transforming school food' was published. This reported on the development and implementation of nutritional standards for school lunches. Subsequently, the Department for Education and Skills (DfES) introduced compulsory interim food-based standards for school lunches in September 2006. Consequently, over the past 20 years school meals have shifted from a commercial enterprise towards an area that is increasingly concerned with healthy eating and the health agenda, more generally.

- 7.4 According to the School Food Trust, the government believes that local authorities should take the lead role in the implementation of new standards into their school lunch provision. However, if the transformation is to be a successful one, a co-ordinated approach between schools, local authorities and caterers is recommended.
- 7.5 Under the current guidance the responsibility for the provision of school meals lies directly with the schools if the Local Authority has delegated the school meals budget, which this Authority has done. This includes ensuring that the current food provision meets the interim food-based standards for lunch, and the forthcoming standards for, “food provision other than lunch,” and the, “food and nutrient-based standards for lunch”. In addition, Ofsted is monitoring the way schools approach healthier eating as part of its regular inspection of the school.
- 7.6 In May 2006 the Government announced new standards for school food. These have developed as outlined below:
- (a) **September 2006** - All schools to follow the “Interim food-based standards for school lunches”
  - (b) **September 2007** - All schools to implement “Food based standards for food other than lunch” (schools could choose to adopt these standards earlier it but was not compulsory)
  - (c) **September 2008** - Primary schools to implement the nutrient-based standards and the new food based standards for school lunch.
  - (d) **September 2009** - Secondary schools to implement the nutrient-based standards and the new food based standards.

## **8. Delivery of School Meals Locally.**

- 8.1 All but one of the 38 Schools in Hartlepool uses the Council’s School Meals Catering Service, which is part of the Neighbourhood Services department. Dyke House School decided to manage the catering service themselves in July 2006 and staff that were working there at the time were transferred. The Catering Service has about 250 staff.
- 8.2 Members of the Forum established that all of the primary schools follow the same menu, which was devised to ensure that the Governments guidelines were being met. The menu consists of a traditional meat or poultry dish, a fish dish, a vegetarian dish and either a full salad bar or sandwiches and salad bowls. As well as the main items the children are offered a choice of three potato dishes (chips are available only once a week) and three vegetables, along with salad bowls. A choice of two traditional puddings, fresh fruit, fruit salad, yoghurt and cheese and biscuits are also available. This selection ensures that most tastes, dietary and ethnic diversity needs, can be accommodated without making too many alterations to the original

menu. The current cost of a primary meal is £1.55 having risen by 5p September 2007.

- 8.3 The secondary schools have similar types of ‘traditional’ food options to primary schools – with the additional option of quiche. However, the students have the option of buying the main meal on its own rather than as part of a two course meal. The current cost of the two course lunch is £1.75, which like primary school meals has risen by 5p in September 2007. As well as the option of the traditional counter, students can choose from other counters within the food court, these include pasta/rice, salad, sandwich and jacket potato bars. Members who attended the site visit indicated that the choice of food available at both the primary and secondary schools they visited was very good.
- 8.4 The Service Level Agreement entered into with primary schools includes the provision of a midday meal to any pupil entitled to a free school meal. At the end of each trading period the schools are charged for any paying pupil and any adult taking a meal. The schools themselves collect the dinner money from the pupils and bank it to their own accounts. On a daily basis they inform the cook of how many pupils will take a meal. The cost of providing the food courts and the cashless systems (see paragraph 8.5) in the secondary schools has been met by Neighbourhood Services Catering Section. The schools are charged for any free meal served but unlike the primary schools the money from paid meals is collected by the catering service and banked by them.
- 8.5 Members also gained an understanding of the cashless system over the course of the investigation, which operates in secondary schools. Students use swipe cards which ensure anonymity to free meal recipients by transferring the money onto cards electronically, either by the pupil using a “reval” machine, or by parents sending in a cheque which is credited to the card. Any pupil entitled to a free meal has their card automatically credited with the free meal allowance. In all cases, no money changes hands at the till point, this speeds up the service considerably and queuing is reduced. This system has addressed the stigmatism which used to arise with free school meals. Members were extremely supportive of this system over the course of the investigation and Members who attended the site visit commented that it worked extremely effectively.
- 8.6 Members were very pleased about the price charged to young people for their school meals, noting that they were provided at well below the national average cost and that they provided good value for money. In addition, the Forum commented positively about the healthy diets provided locally and the wide range of choices available to young people.
- 8.7 However, the Forum was informed that food costs have risen substantially, due to the implementation of higher standards and an increase in food costs generally. Against these increased costs, the Catering Service has managed to remain viable by improving efficiency year on year, whilst increasing charges by only 3% per annum.

- 8.8 Nevertheless, the Forum was made aware that additional costs of providing more “healthy” food alongside restrictions limiting or banning other foods has meant that for the first time it seems likely that the school meals service may run into financial difficulties. To aid the situation and to offset some of the costs the Catering Service has agreed to provide function catering to Council departments. The service started in April 2007 and officers are receiving very good feedback from customers. Whilst this side of the business seems to be developing positively, the department is monitoring the service closely. The Forum was supportive of the efforts being made by the Catering Service to branch out into other areas to sustain the school meals service.
- 8.9 One of the main purposes of this investigation was to ensure that Hartlepool continues to provide a good local school meals service and to improve this wherever possible. However, a number of factors were outlined in the Head of Neighbourhood Management’s report from 8 August 2007, which makes this increasingly difficult:
- (a) Job evaluation;
  - (b) Increasing food costs;
  - (c) Increasing food standards;
  - (d) Healthy eating resistance; and
  - (e) School budget pressures.
- 8.10 However, according to evidence provided by the Neighbourhood Services Department, the Government have given a grant of over £100k this year, shared equally between schools and the local Children’s Service to promote healthy eating and ease school budget pressures in this regard. Nevertheless, officers argued that schools generally appear to be using their funding to ensure they balance their books rather than towards school meals.
- 8.11 Indeed, when providing evidence to the Forum the Director of Neighbourhood Services indicated that school meals were part of a bigger package in terms of health and lifestyle. Not only was this a healthy service in terms of the meals provided to young people it was a social service in terms of the jobs (and money) it provides to the local economy – particularly for low paid workers from single parent families. This view was supported by Members of the Forum. In addition, the Director of Neighbourhood Services expressed concern that the additional costs likely to be incurred through job evaluation should not be met through charges for school meals, which would have a negative impact on the take-up levels of school meals. It was argued that the Authority should seek to find additional funding to support the service in light of the enhanced pressures outlined above.

## **9. Local Standard of School Meals**

- 9.1 Over the course of the investigation the Forum explored the standard of School Meals across a number of factors. These were:-

- 1) Take-up of School Meals;
- 2) Standard of School Meals;
- 3) The School Meals experience; and
- 4) Nutritional value of School Meals.

**Take-up of School Meals**

9.2 The take-up of School Meals within the town was found to compare well with other authorities. Although the percentage take-up levels of school meals has been sustained, the Catering Service serves fewer meals year on year as there are less children on the school register. The local take-up of school meals for the January to June period for the past three years is outlined below:-

	2005	2006	2007
Primary school			
Average % take-up	60.9%	61.6%	62.3%
Daily meals served	5050	4870	4780
Secondary school			
Average % take-up	52.7%	53.9%	54.2%
Daily meals served	3520	3530	3000

- 9.3 In comparison the School Food Trust reported that in 2005/6 primary take-up was 42.3% and secondary was 42.7% nationally, and regionally primary take-up was 55.5% and secondary was 38.3%. These figures represent a drop in uptake from the previous year of 5.8% primary and 4.9% secondary.
- 9.4 The local take-up level for those entitled to free meals is also very high compared to the national average. In the primary sector we have an average of above 90% take-up and the secondary schools have above 60% take-up.
- 9.5 Evidence provided by the Head of the Fens Primary School suggests that the new nutritional standards, whilst welcomed for the positive benefits they have on young people's benefits, are not always popular with young people themselves. Members discussed the notion that the Government should allow schools to charge young people to bring packed lunches into schools. This was suggested as a means to enhance take-up of school meals. However, the Forum was generally not supportive of this view. It was argued that it was not desirable to charge young people to bring packed lunches into schools. In addition, it was argued that primary school children will require an element of supervision over lunchtime, whatever meal type they choose.

### **Standard of School Meals**

- 9.6 The Head Teacher from St Hilds Secondary School indicated that healthy eating in schools was given a high priority, during his evidence gathering session with the Forum, and indicated that the quality of food and range of choice had improved significantly. In addition, the Head of Fens Primary Schools, in her written submission to the Forum, highlighted that the choice of food is good and the standard of the food itself is also good.
- 9.7 As part of the Forum's investigation young people were consulted through a number of playschemes during the school summer holiday period, the full questionnaire results are attached at **Appendix A**. When asked if they liked school meals 79.2% of those eating school meals said they liked them; 66.6% said that they thought they were healthy; and 60.4% said they thought there was lots of choice of food to eat.
- 9.8 During discussions with the Director of Neighbourhood Services Members commented that they felt the Authority was delivering this service at a very reasonable price and would like to congratulate the department for the standard of the service.

### **The School Meals Experience**

- 9.9 The 'School Meals Experience' relates to factors such as the length of the dinner break, the quality of the dining facilities and the helpfulness of the staff. The Forum was informed that Hartlepool had sought to be at the forefront of new developments in this regard. For example, Hartlepool was one of the first authorities to introduce food courts and cashless systems in secondary schools and to make improvements to primary kitchens and dining rooms.
- 9.10 However, it was also recognised that the schools are different in both their requirements and facilities. Some schools work very closely with the school meals service, having regular meetings and reviews, while others tend to leave the running of the service more directly to the department. The Head of Fens Primary School indicated that it is beneficial to involve catering staff in the 'life' of the schools they work in. In addition, some schools have more than adequate kitchen and dining facilities, while others are very limited, which can impact on the type of experience schools are able to provide.
- 9.11 During the investigation the Head Teacher of St Hilds School was asked if he thought the policy adopted at his school of keeping pupils on site across lunchtime could be rolled out across all schools. It was argued that some school buildings are more suitable than others for this approach and that the level of supervision would need to be increased. Whilst this approach had been a success at St Hilds, and was worthy of consideration at other schools, the Head Teacher indicated that he felt that more universal implementation of this would need to result from a national directive, rather than a local one. The Forum could see the benefits of keeping young people in schools over the lunch period. However, Members were also conscious

that it is not always practical for schools to do so, due to the variety of facilities across the schools within the town and other factors such as the weather and costs.

- 9.12 During the investigation Members discussed the involvement of the Catering Manager had, had in the development of the dining facilities at the new St Hilds School. Members regarded this as an example of good practice and expressed a desire to see this type of partnership working extended throughout the Building Schools for the Future project.
- 9.13 In response to the consultation exercise 75% of young people thought that lunchtime staff were helpful; 62.5% of young people said that lunchtime staff helped them to choose food; 79.2% thought the lunchtime break was long enough; and 77.1% thought the dining hall was big enough for everyone to eat in.

### ***Nutritional Value of School Meals***

- 9.14 Measuring the nutritional content of school meals is not legally required until 2008 and the Authority is working to ensure that a system is in place to guarantee that the Council is compliant by the due date. Members were informed that a software package has been purchased to enable the measurement of nutritional content of menus. It was highlighted to the Forum that it is increasingly difficult to reach the targets set by the School Food Trust and to provide meals that young people want to eat. For example, the levels for some nutrients, such as iron are very high and the levels of others are incredibly low, such as fat. Nevertheless, the Catering Service is seeking to increase the levels of iron, vitamins and minerals in the foods. In addition, the Catering Manager went into some detail, both during the site visit and in the Forum, over how the school meals diet was balance according to nutritional value. These comments were welcomed by the Forum.

## **10. Seek the Views of Minority Communities of Interest or Heritage**

- 10.1 Under the Equality Standards for Local Government the Council is seeking to further develop its links to minority communities of interest or heritage. As part of this process Scrutiny has been looking to build upon its approach to community engagement further by seeking to make more explicit connections to minority communities of interest. As such the views of local diversity groups were sought during the early stages of this investigation. Given the dietary requirements of different religious and ethnic communities the local 'Talking with Communities' group was consulted about their views in relation to this issue. However, no comments were received at, or following on from, the Talking with Communities meeting in late June 2007.

## **11. Healthy Eating Agenda**

- 11.1 Following a request from a Member, during discussions of the initial Scoping Report for this investigation, an additional strand was added to the terms of reference for this investigation around the healthy eating agenda.
- 11.2 To become a 'Healthy School', schools need to provide evidence of how they meet criteria in the four key themes of: 'Personal, Social and Health Education'; 'Physical Activity'; 'Emotional Health and Well-being'; and 'Healthy Eating'. The Healthy Eating theme has the most relevance to this Scrutiny Investigation. Consequently, Members focused their attention on this strand of the healthy schools agenda during their investigation.
- 11.3 The aims of the Hartlepool local strategy are to:-
- (a) Raise the standard of all school food provision throughout the extended school day;
  - (b) Support schools to use every available opportunity to promote and provide healthy, nutritious food and drink;
  - (c) Educate the whole school community with the knowledge and understanding, attitudes and values and skills necessary to make consistently healthy food choices;
  - (d) Improve the health of children and young people, in turn increasing their ability to meet their full educational potential;
  - (e) Including the uptake of school meals (including free school meals); and
  - (f) Monitor this strategy and action plan for evidence of impact.
- 11.4 Members were concerned that the healthy eating message may not always be recognised at home – it is important to educate parents as well as children. Indeed part of the local healthy schools initiative is to educate the whole school community, which includes parents. In addition, the Authority provides a town-wide initiative to supply advice to parents around what should go into healthy packed lunches. This is linked to the Authority's implementation of the Government's Healthy Eating in Schools Agenda.
- 11.5 During the evidence gathering session focused on the healthy eating agenda Members commented that there seemed to be a very positive approach to this agenda locally and credit should be given to employees involved in this. It was also evident that the Authority was forward looking and aimed to ensure that healthy eating remains high on the agenda for children across the town.

## **12. CONCLUSIONS**

- 12.1 Over the course of this Scrutiny Investigation the Forum has reached the following general conclusions about School Meals:
- (a) The provision of school meals is set within a rapidly changing agenda that is increasingly focusing on healthy eating.

- (b) Hartlepool Borough Council and the Catering Service, in particular, has been at the forefront of developments to ensure that school meals are both accessed by large numbers of young people and provide healthy and varied choices for them.
- (c) Members concluded that the choice of foods available at schools was very good, which was supported by evidence from Head Teachers and young people.
- (d) The 'Reval' cashless system in all secondary schools was regarded as an example of extremely good practice, both in terms of the efficiency it creates in ensuring the quick service of school meals, and in the stigma it removes from young people being provided with free school meals.
- (e) Due to the relatively low number of young people responding to the consultation over the summer period Members of the Forum requested that further consultation is conducted with young people in the future in relation to the school meals service.
- (f) The costs of food are likely to increase through increased food prices (generally) and the need to provide more nutritious food through the Government's food standards (more specifically). In addition, the likely outcome of the job evaluation and 'equal pay' processes is that low paid female workers will achieve parity with their male counterparts. Whilst this parity is welcomed the additional costs for catering staff in combination with enhanced food costs could have a dramatic impact on the school meals service.
- (g) That the Authority should seek to find additional funding to meet the increased demands, through enhanced food costs and the job evaluation process, being placed on the Catering Service through other means than increased school meal charges. This is particularly significant given the benefits of healthy eating to young people's development and concerns that a combination of healthy food options and increasing prices will lead to a drop in take-up levels.
- (h) That the notion of charging young people to eat their packed lunches on school premises was discussed by the Forum, as a potential means to enhance take-up of school meals. However, this view was not supported by the Forum as a desirable approach.
- (i) That the healthy eating agenda is being taken forward proactively and positively locally and that staff should be commended for their role in this.
- (j) That further publicity around the healthy eating message, in particular around healthy packed lunches, would help to ensure this message reaches as many parents as possible across the town.

### **13. RECOMMENDATIONS**

13.1 The Neighbourhood Services Scrutiny Forum has taken evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations. The recommendations to Cabinet are outlined below:-

- (a) That the Authority congratulates the Catering Service and it is commended for the quality, variety and cost of the service it has provided over the years;
- (b) That the Authority fast-tracks the £100k grant funding (otherwise known as 'Jamie Oliver Money') it receives from the Government to support school dinners, to the Catering Service to meet the higher cost of school meals provision through means other than increased charges for school meals and that this is monitored through performance indicators;
- (c) That the Catering Manager is involved in the planning and design of any new dining facilities in schools resulting from the Building Schools for the Future programme;
- (d) That further consultation is undertaken with young people (of all school ages and during term-time) and minority communities of interest or heritage about their views on school meals; and
- (e) That the Authority further promotes the advice it provides in relation to healthy packed lunches.

### **14. ACKNOWLEDGEMENTS**

14.1 The Forum is grateful to all those who have presented evidence during the course of the Scrutiny Inquiry. We would like to place on record our appreciation for all those witnesses who attended the Forum. In particular the Forum would like to thank the following for their co-operation during the Scrutiny Investigation:-

English Martrys Secondary School

Kingsley Primary School

Andy Bayston – Head Teacher St Hild's Secondary School

Muriel Bousfield – Head Teacher Fens Primary School

Hartlepool Borough Council:

Councillor Peter Jackson – The Portfolio Holder for Neighbourhoods and Communities

Councillor Jane Shaw – Chair of the Children’s Services Scrutiny Forum (for attending the site visits)

Dave Stubbs – Director of Neighbourhood Services

Denise Ogden – Head of Neighbourhood Services

Doreen Wilkinson – Catering Manager

Shirley Hogg – Primary Catering Manager

Lynne Bell – Secondary Catering Manager

Sandra Saint – Healthy Schools Co-ordinator

Claire Watson – Community Nutritionist Project Manager

Tracy Liveras – Young People and Play Co-ordinator

**COUNCILLOR STEPHEN AKERS-BELCHER  
CHAIR OF THE NEIGHBOURHOOD SERVICES SCRUTINY FORUM**

**Contact Officer:-** Jonathan Wistow – Scrutiny Support Officer  
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**BACKGROUND PAPERS**

The following background papers were used in preparation of this report:-

- (a) Report of the Scrutiny Support Officer entitled *Scrutiny Investigation into School Meals – Scoping Report* 4.07.07
- (b) Report of the Head of Neighbourhood Management entitled *Scrutiny Investigation into School Meals* 8.08.07
- (c) Report of the Scrutiny Support Officer entitled *School Meals – Evidence from the Authority’s Portfolio Holder for Neighbourhoods and Communities* 8.08.07
- (d) Report of the Scrutiny Support Officer entitled *School Meals – Site Visit Verbal Update – Covering Report* 8.08.07

- (e) Report of the Scrutiny Support Officer entitled *Scrutiny Investigation into School Meals – Healthy Eating Agenda – Covering Report 19.09.07*
- (f) Report of the Scrutiny Support Officer entitled *Scrutiny Investigation into School Meals – Verbal Evidence from Head Teachers – Covering Report 19.09.07*
- (g) Report of the Scrutiny Support Officer / Young People and Play Co-ordinator entitled *Scrutiny Investigation into School Meals – Consultation Results – Feedback 19.09.07*
- (h) Minutes of the Neighbourhood Services Scrutiny Forum meetings held on 4 July 2007, 8 August 2007, and 19 September 2007

## CONSULTATION RESULTS

**Table One: Young people (aged between 5 and 11) eating School Meals**

Question	Yes	No	No Response
Do you like school meals?	38 (79.2%)	7 (14.5%)	3 (6.3%)
Do you think school meals are healthy?	32 (66.6%)	15 (31.3%)	1 (2.1%)
Do you think there is lots of choice of food to eat?	29 (60.4%)	19 (39.6%)	0 (0%)
Do you tend to eat the same as your friends?	18 (37.5%)	30 (62.5%)	0 (0%)
Are the lunchtime staff friendly & helpful?	36 (75%)	12 (25%)	0 (0%)
Do the lunchtime staff help you choose to choose healthy food?	30 (62.5%)	17 (35.4%)	1 (2.1%)
Do you tell your parents what you have had to eat at school each day?	27 (56.3%)	21 (43.7%)	0 (0%)
Is the school dinner break long enough?	38 (79.2%)	7 (14.5%)	3 (6.3%)
Is the dining hall big enough for everyone to eat in?	37 (77.1%)	11 (22.9%)	0 (0%)
Would you rather not stay for school meals?	17 (35.4%)	28 (58.3%)	3 (6.3%)
Do you think school meals are worth the money you pay?	25 (52.1%)	21 (43.7%)	2 (4.2%)

**Table Two: Young people (aged between 5 and 11) not eating School Meals**

Questions	Yes	No	No Response
Do you go home for lunch?	3 (11.5%)	23 (88.5%)	0 (0%)
Would you prefer to stop for school dinners?	8 (30.8%)	17 (65.4%)	1 (3.8%)
Do you bring a packed lunch for your dinner?	26 (100%)	0 (0%)	0 (0%)
Do you eat with everyone else for your dinner?	23 (88.5%)	3 (11.5%)	0 (0%)
Would you prefer to eat a school dinner rather than a packed lunch?	9 (34.6%)	17 (65.4%)	0 (0%)

# CABINET REPORT

4 February 2008



**Report of:** Director of Neighbourhood Services

**Subject:** SCRUTINY INVESTIGATION INTO SCHOOL MEALS  
– ACTION PLAN

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## SUMMARY

### 1. PURPOSE OF REPORT

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Neighbourhood Services Scrutiny Forum's investigation into School Meals.

### 2. SUMMARY OF CONTENTS

- 2.1 The report provides brief background information into the School Meals Scrutiny Investigation and provides a proposed Action Plan (**Appendix A**) in response to the Scrutiny Forum's recommendations.

### 3. RELEVANCE TO CABINET

- 3.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Neighbourhood Services Scrutiny Forum, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

### 4. TYPE OF DECISION

- 4.1 Non-Key.

**5. DECISION MAKING ROUTE**

- 5.1 The Action Plan and the progress of its implementation will be reported to the Scrutiny Co-ordinating Committee on 13 February 2008 (subject to availability of the appropriate Portfolio Holder(s)).

**6. DECISION REQUIRED**

- 6.1 That Members of the Cabinet approve the Action Plan (**Appendix A refers**) in response to the recommendations of the Neighbourhood Services Scrutiny Forum following its investigation into School Meals.

**Report of: Director of Neighbourhood Services**

**Subject: SCRUTINY INVESTIGATION INTO SCHOOL MEALS  
– ACTION PLAN**

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**1. PURPOSE OF REPORT**

- 1.1 To agree an Action Plan in response to the findings and proposed recommendations of the Neighbourhood Services Scrutiny Forum's investigation into School Meals.

**2. BACKGROUND INFORMATION**

- 2.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Neighbourhood Services Scrutiny Forum's investigation into School Meals, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).
- 2.2 The overall aim of the investigation was to gain an understanding of school meal provision within the town and how Hartlepool compares nationally and regionally for this issue.

**3. ACTION PLAN**

- 3.1 As a result of the Neighbourhood Services Scrutiny Forum's investigation into School Meals, the following recommendations have been made:-
- (a) That the Authority congratulates the Catering Service and it is commended for the quality, variety and cost of the service it has provided over the years;
  - (b) That the Authority fast-tracks the £100k grant funding (otherwise known as 'Jamie Oliver Money') it receives from the Government to support school dinners, to the Catering Service to meet the higher cost of school meals provision through means other than increased charges for school meals and that this is monitored through performance indicators;

- (c) That the Catering Manager is involved in the planning and design of any new dining facilities in schools resulting from the Building Schools for the Future programme;
- (d) That further consultation is undertaken with young people (of all school ages and during term-time) and minority communities of interest or heritage about their views on school meals; and
- (e) That the Authority further promotes the advice it provides in relation to healthy packed lunches.

3.2 An Action-Plan in response to these recommendations has now been produced in consultation with the appropriate Portfolio Holder(s) and is attached at **Appendix A** which is to be submitted to the Neighbourhood Services Scrutiny Forum on 13 February 2008 (subject to the availability of appropriate Portfolio Holder(s)).

#### 4. RECOMMENDATION

4.1 Cabinet is requested to approve the Action Plan attached as **Appendix A** in response to the recommendations of the Neighbourhood Services Scrutiny Forum's investigation into School Meals.

## OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN

**NAME OF FORUM:** Neighbourhood Services Scrutiny Forum

**NAME OF SCRUTINY ENQUIRY:** School Meals

**DECISION MAKING DATE OF FINAL REPORT:** Cabinet on 4 February 2008

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	LEAD OFFICER	DELIVERY TIMESCALE	
(a)	That the Authority congratulates the Catering Service and it is commended for the quality, variety and cost of the service it has provided over the years.	A letter has been sent to the Catering Manger, which will be cascaded to all Cooks and Catering Teams and the comment passed through the departments compliment system.	Denise Ogden	December 2007
(b)	That the Authority fast-tracks the £100k grant funding ( <u>otherwise known as 'Jamie Oliver Money'</u> ) it receives from the Government to support school dinners, to the Catering Service to meet the higher cost of school meals provision through means other than increased charges for school meals and that this is monitored through performance indicators.	<ul style="list-style-type: none"> <li>• Catering Service submits a bid to the Healthy Food in Schools Strategy Group in accordance with the terms and conditions of the Standards Fund grant and subsequent guidance from DCSF.</li> <li>• Catering Service works with the Schools Forum to determine on which catering functions the new School Lunch Grant (April 2008) will be used.</li> </ul>	Denise Ogden/ John Collings	January 2008
(c)	That the Catering Manager is involved in the planning and design of any new dining facilities in schools resulting from the Building Schools for the	Head of Neighbourhood Management is a member of the extended project team. Consultation mechanisms are in place to ensure the Catering Manager is fully	BSF Manager	Ongoing

## OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN

**NAME OF FORUM:** Neighbourhood Services Scrutiny Forum

**NAME OF SCRUTINY ENQUIRY:** School Meals

**DECISION MAKING DATE OF FINAL REPORT:** Cabinet on 4 February 2008

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	LEAD OFFICER	DELIVERY TIMESCALE
	Future programme.		
(d)	That further consultation is undertaken with young people (of all school ages and during term-time) and minority communities of interest or heritage about their views on school meals.	Doreen Wilkinson	Ongoing
(e)	That the Authority further promotes the advice it provides in relation to healthy packed lunches.	Claire Watson	Ongoing

# CABINET REPORT

4 February 2008



**Report of:** Scrutiny Co-ordinating Committee

**Subject:** Formal Response to the Executive's Budget and Policy Framework Proposals for 2008/09

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## SUMMARY

### 1. PURPOSE OF REPORT

1.1 To provide the formal response of the Scrutiny Co-ordinating Committee in relation to the Executive's Budget and Policy Framework Proposals for 2008/09.

### 2. SUMMARY OF CONTENTS

2.1 The report provides an overview of Scrutiny involvement in the Authority's budget setting process for 2008/09 together with their formal response to the Executive's Budget and Policy Framework Proposals.

### 3. RELEVANCE TO CABINET

3.1 Cabinet are requested to consider the formal response of the Scrutiny Co-ordinating Committee in relation to the Executive's finalised proposals, prior to the consideration of the finalised proposals at the meeting of Full Council on 14 February 2008.

### 4. TYPE OF DECISION

4.1 Not applicable in this instance.

### 5. DECISION MAKING ROUTE

5.1 Cabinet meeting of 4 February 2008 to assist the Executive in the finalisation of their Budget and Policy Framework Proposals for 2007/08 to be considered by Full Council on 14 February 2008.

**6. DECISION(S) REQUIRED**

- 6.1 It is recommended that the Cabinet considers the formal response of the Scrutiny Co-ordinating Committee as outlined in Section 3 of this report.

<p><b>CABINET</b></p> <p><b>4 February 2008</b></p>
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**Report of:** Scrutiny Co-ordinating Committee

**Subject:** FORMAL RESPONSE TO THE EXECUTIVE'S BUDGET AND POLICY FRAMEWORK PROPOSALS FOR 2008/09

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**1. PURPOSE OF THE REPORT**

1.1 To provide the formal response of the Scrutiny Co-ordinating Committee in relation to the Executive's Budget and Policy Framework Proposals for 2008/09.

**2. BACKGROUND INFORMATION**

2.1 At a meeting of the Scrutiny Co-ordinating Committee held on 2 November 2007, consideration was given to the Executive's Initial Budget and Policy Framework Consultation Proposals for 2008/09.

2.2 At this meeting it was agreed that the initial consultation proposals were to be considered on a departmental basis by the appropriate Scrutiny Forum. With any comments/observations being fed back to the meeting of the Scrutiny Co-ordinating Committee held on 23 November 2007 to assist in the formulation of this Committee's formal response, presented to the meeting of the Cabinet held on 21 December 2007.

2.3 Following the Cabinet's determination of their finalised 2008/09 Budget and Policy Framework Proposals at their meeting on 21 December 2007, further consideration was given to the finalised proposals by the Scrutiny Co-ordinating Committee at their meeting on 4 January 2008.

2.4 The Scrutiny Co-ordinating Committee and the four standing Scrutiny Forums then repeated the same process followed during the consideration of the initial budget consultation consultations during 7 January 2008 to 17 January 2008, with collective feedback being considered at this meeting to enable a formal response to be determined and presented to the Cabinet on 4 February 2008.

2.5 During the consideration of the Executive's initial and finalised Budget and Policy Framework Proposals for 2008/09, the appropriate Cabinet Members were in attendance subject to their availability.

### **3. FORMAL RESPONSE OF SCRUTINY TO THE EXECUTIVE'S INITIAL BUDGET AND POLICY FRAMEWORK CONSULTATION PROPOSALS FOR 2008/09**

3.1 As part of the Budget and Policy Framework consultation for 2008/09, Members of the Scrutiny Co-ordinating Committee and the four standing Scrutiny Forums considered the departmental pressures, contingencies, terminating grants, priorities and efficiencies for their respective departments.

3.2 Members were largely supportive of the identified departmental pressures, contingencies, terminating grants, priorities and efficiencies and were keen to see last year's budgetary 'cuts' from the Adult and Community Services Department and the Children's Services Department reinstated, if feasible, in light of this year's financial settlement from Central Government. However, a number of concerns/comments were made, as outlined below:-

3.3 Adult and Community Services Department – Members supported all the efficiencies for the Adult and Community Services departmental budget for 2008/09. The Forum, however, disagreed with the Cabinet over the items that Cabinet felt they did not wish to support and felt that support should continue for the following:-

- (a) Public Health/Participation - Members agreed that although the free swim initiative was not sustainable, there should be some support towards this priority. Members hoped that the PCT might be able to find some funding to support this activity.
- (b) Home Library Service - Members felt that due to the social interaction aspect and the increase in users of this service, this terminating grant should be supported.

3.4 Chief Executive's Department – Members supported the Chief Executive's departmental budget for 2008/09, although Members were of the view that the actual set-up costs of the Financial Inclusion Development Scheme with the National Credit Union were far greater than the costs and contributions proposed.

3.5 In addition to the above, Members unanimously agreed that there was justification in the separation of the Adult and Community Services and Health Scrutiny Forum into two separate Scrutiny Forums for 2008/09 for the following reasons:-

- (a) That it was generally felt that the current remit of the Adult and Community Services and Health Scrutiny Forum was too large in comparison to that of the four standing Scrutiny Forums;

- (b) That as a result of past and future substantial changes taking place in health, there had been very little scrutiny of the Adult and Community Services Department in recent years by the Adult and Community Services and Health Scrutiny Forum; and
  - (c) That it was very clear that over the coming years the workload in relation to 'Adult and Community Services' and 'Health' would increase:
    - (i) via the statutory health scrutiny powers and as a result of the major health changes facing the town; and
    - (ii) the key issues facing the Adults and Community Services Department such as the Tall Ships Race in 2010.
- 3.6 The creation of an additional Health Scrutiny Forum would clearly create an increased burden on Elected Members time, hence it is necessary to reduce the number of Elected Members serving on each Scrutiny Forum from eleven to nine and the membership of the Scrutiny Co-ordinating Committee would remain unchanged ;
- 3.7 In doing so, the Committee acknowledged the impact this would have, particularly with the Scrutiny Support Team who are currently operating at optimum capacity. As such the Committee propose that an additional full-time Scrutiny Support Officer post is created through the budget setting process for 2008/09 at cost of £28,919 (plus 19.5% on-costs) and specific reference is made regarding this budget pressure within this Committee's formal response.
- 3.8 Children's Services Department – Members supported the proposed Children's Services departmental budget for 2008/09. Whilst discussions ensued on the operation of the Authority's Summer Play Schemes, the use of Carlton Outdoor Centre, the maintenance of the School Improvement Partnerships together with the increasing Foster Care costs, particular concern was expressed with regard to the additional travel costs to be incurred by the Authority as a result of the proposed closure of Brierton School.
- 3.9 Neighbourhood Services Department - Members supported the Neighbourhood Services departmental Budget for 2008/09. The Forum did, however, want it to be noted that Members were disappointed over the Cabinet's decision not to support hanging baskets, which was felt gave a positive image of Hartlepool to both residents and visitors.
- 3.10 Regeneration and Planning Services Department – Members supported the Regeneration and Planning Services departmental Budget for 2008/09. Whilst discussions ensued on the replacement of the Neighbourhood Renewal Fund with the Working Neighbourhoods Fund and the need to consider exploring alternative specialist line providers for CCTV camera signal transmissions.

#### 4. RECOMMENDATIONS

4.1 It is recommended that the Cabinet:-

- (a) considers the formal response of the Scrutiny Co-ordinating Committee, as outlined in Section 3 of this report;
- (b) reinstates last year's budgetary 'cuts' from the Adult and Community Services Department and the Children's Services Department, if feasible, in light of this year's financial settlement from Central Government;
- (c) notes that the Scrutiny Co-ordinating Committee has agreed not to formally comment on the setting of the Authority's Council Tax until the appropriate meeting of Council; and
- (d) approves the inclusion of the proposed budget pressure for Scrutiny Support within its finalised budget proposals for 2008/09 for consideration by Full Council on 14 February 2008, supported unanimously by Non-Executive Members, as outlined in paragraphs 3.5 to 3.7 of this report.

**COUNCILLOR MARJORIE JAMES  
CHAIR OF THE SCRUTINY CO-ORDINATING COMMITTEE**

January 2008

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#### BACKGROUND PAPERS

The following background papers were used in the preparation of this report:-

- (i) Report of the Scrutiny Manager entitled '2008/09 Budget and Policy Framework Proposals' presented to the Scrutiny Co-ordinating Committee held on 4 January 2008;
- (ii) Minutes of the Scrutiny Co-ordinating Committee held on 4 and 18 January 2008;
- (iii) Minutes of the Children's Services Scrutiny Forum held on 7 January 2008;

- (iv) Minutes of the Neighbourhood Services Scrutiny Forum held on 9 January 2008;
- (v) Minutes of the Adult and Community Services and Health Scrutiny Forum held on 10 January 2008; and
- (vi) Minutes of the Regeneration and Planning Services Scrutiny Forum held on 17 January 2008.