

# REVISED AGENDA

## CABINET AGENDA



**Monday 11 February 2008**

**at 9.00 am**

**in**

**in the Avondale Centre, Dyke House School, 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 4 February 2008  
(previously circulated)

**4. BUDGET AND POLICY FRAMEWORK**

4.1 Medium Term Financial Strategy 2008/2009 to 2010/2011 – Area Based Grant –  
*Corporate Management Team*

**5. KEY DECISIONS**

5.1 The Way Forward – Business Transformation Programme – *Chief Executive*

# 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

No items

## 8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

### 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

## 9. MATTERS ARISING FROM THE MINUTES

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

## 10. KEY DECISIONS

No items

# CABINET REPORT

11<sup>th</sup> February, 2008



**Report of:** Corporate Management Team

**Subject:** Medium Term Financial Strategy 2008/2009 to 2010/2011 – Area Based Grant

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## SUMMARY

### 1. PURPOSE OF REPORT

1.1 To enable Members to finalise proposals for passporting the Area Based Grant (ABG), further to the decision on 21<sup>st</sup> December 2007.

### 2. SUMMARY OF CONTENTS

2.1 The report provides detailed proposals for allocating the ABG for Cabinet's consideration and inclusion in the MTFS.

### 3. RELEVANCE TO CABINET

3.1 To enable Cabinet to finalise proposals it wishes to put forward to Council.

### 4. TYPE OF DECISION

4.1 Budget and Policy Framework.

### 5. DECISION MAKING ROUTE

5.1 Cabinet 11<sup>th</sup> February, 2008 and Council 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 – AREA BASED  
GRANT

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**1. PURPOSE OF REPORT**

1.1 To enable Members to finalise proposals for passporting the Area Based Grant (ABG), further to the decision on 21<sup>st</sup> December 2007.

**2. CONSIDERATION OF ISSUES**

2.1 At your meeting on 21<sup>st</sup> December, 2008, Members considered the MTFS, including the proposed departmental allocation of the Area Based Grant (ABG). Members determined to passport the ABG Allocations as the inclusion of these grants in the ABG is effectively the same as a grant being mainstreamed.

2.2 The report indicated that further details would be reported back to Cabinet. This report now provides these details and considers the ABG in two parts:

- Other ABG Allocation – 2008/2009 allocation £6.007m. These are the specific grants which have been included in the ABG. Detailed proposal for using this element of the ABG are now detailed at Appendix A
- Working Neighbourhoods Fund – 2008/2009 allocation £4.502m. This replaces the NRF

2.3 It was previously reported that further work was needed in relation to the Working Neighbourhoods Fund (WNF) to determine the impact of this grant on existing programmes and to determine if there are any uncommitted resources. This work has now been complete and detailed proposals for allocating this amount are detailed in Appendix B and summarised below:

**£'000**

Continuation of Existing Programmes 3,573

When developing the MTFS no provision was made to cover the ending of NRF funding as it was anticipated these schemes would be a first call on the replacement grant regime.

Funding of Other Terminating Grant Regimes 549

A number of existing NRF schemes also received funding from other sources which will terminate at 31<sup>st</sup> March, 2008. It is therefore suggested that these resources be replaced with WNF as these schemes meet the WNF criteria.

Unallocated WNF 380

See paragraph 2.4.

4,502

- 2.4 At the time the report was prepared CLG provided late clarification of the grants included in the WNF. CLG had originally indicated that the DAF (Deprived Areas Fund) was not included in the WNF. In the current year expenditure from these projects is £0.371m (£0.38m at 2008/2009 prices). They have now indicated that this grant is within the WNF. As a result of this late notification further investigation of this issue is needed, including whether the DAF projects need to continue. If these projects do need to continue this will utilise the whole of the uncommitted WNF resources. It is hoped to provide further details at your meeting.

### **3. RECOMMENDATION**

- 3.1 It is recommended that Cabinet approve the proposals for using the ABG as detailed in Appendix A and B and refer these items to Council on 14<sup>th</sup> February, 2008.

**Scheduled of Other Grants included in the Area Based Grant**

	<b>2008/09 Proposed Allocation</b>
	<b>£'000</b>
<b><u>Adult &amp; Community Services</u></b>	
Adult Social Care Workforce (formerly HRDS and NTS)	281
Carers - split 80% Adult & 20% Children's	384
Child and Adolescent Mental Health Services	214
Learning & Disability Development Fund (via PCT in 2007/8)	105
Local Involvement Networks	99
Mental Capacity Act and Independent Mental Capacity Advocate Service	52
Mental Health	336
Preserved Rights	314
Supporting People Administration	145
<b>Adult &amp; Community Services - sub total</b>	<b>1,930</b>
<b><u>Childrens Services</u></b>	
14-19 Flexible Funding Pot	31
Care Matters White Paper	69
Carers - split 80% Adult & 20% Children's	96
Child Death Review Processes	17
Children's Social Care Workforce (formerly HRDS and NTS)	42
Children's Fund	395
Choice Advisers	25
Connexions	1,114
Education Health Partnerships	43
Extended Rights to Free Transport	18
Extended Schools Start Up Costs	265
Positive Activities for Young People (LAA)	332
Secondary National Strategy - Behaviour and Attendance (LAA)	68
Secondary National Strategy - Central Co-ordination (LAA)	108
Primary National Strategy - Central Co-ordination (LAA)	75
School Development Grant (Local Authority Element)	287
School Improvement Partners	42
School Intervention Grant	26
Sustainable Travel General Duty	7
Teenage Pregnancy (LAA)	144
<b>Children Services - sub total</b>	<b>3,204</b>
<b><u>Neighbourhood Services</u></b>	
Road Safety Grant	188
Rural Bus Subsidy	29
School Travel Advisers	35
<b>Neighbourhood Services - sub total</b>	<b>252</b>
<b><u>Regeneration</u></b>	
Cohesion	26
Stronger Safer Communities Fund (Neighbourhood Element)	413
Stronger Safer Communities Fund	182
<b>Regeneration - sub total</b>	<b>621</b>
<b><u>Total Area Based Grant</u></b>	<b>6,007</b>

**Analysis of Working Neighbourhoods Fund**

**Table 1 - Allocated WNF**

	<b>2008/09 Proposed Allocation £'000</b>
<b><u>Adult &amp; Community Services</u></b>	
Mobile Maintenance	21
Mental Health Dev. & NRF Support Network	
MIND Manager & NDC Support Network	89
TNEY/MIND Common Needs	
Connected Care/Health Trainers	24
<b>Adult &amp; Community Services Sub Total</b>	<b>134</b>
<b><u>Childrens Services</u></b>	
Primary/Secondary Schools Direct Funding	400
Education Business Links	50
New Initiatives	40
Project Coordination	5
Hartlepool "On Track" Project	46
<b>Childrens Services Sub total</b>	<b>541</b>
<b><u>Neighbourhood Services</u></b>	
Environmental Enforcement Wardens	150
Environmental Action Team	100
Schools Environmental Action Officer	25
<b>Neighbourhood Services Sub Total</b>	<b>275</b>
<b><u>Regeneration &amp; Planning</u></b>	
Safer Streets & Homes, Target Hardening	200
Active Skills - West View Project	26
Hartlepool Deaf Centre	4
Career Coaching - HVDA	33
Level 3 Progression - HCFE	81
NRF Project Assistant	24
ASB Officer & Analyst	70
COOL Project	65
FAST	190
Administration of LLP	4
HMR- Support for Scheme Delivery	120
Landlord Accreditation Scheme	10
LIFE - Fire Brigade	33
Dordrecht Prolific Offenders Scheme	125
Community Empowerment Network Core Costs	129
Community Chest	90
NAP Residents Priorities Budget	200
Management & Consultancy	180
Women's Opportunities	63
Enhancing Employability	30

Homelessness Project	46
Carers into Training and Employment	10
Targeted Training	53
Jobs Build	81
Workroute ILM	125
Progression to Work - Assisting local people into work	86
Volunteering into Employment	81
Community Employment Outreach - Owton Fens	82
Community Employment Outreach - Wharton Annexe	50
Community Employment Outreach - West View	12
Owton Manor West Neighbourhood Watch & Resident's	24
West View Project	21
Hartlepool Worksmart - Improving the Employment Offer	46
Incubation Systems and Business Skills Training	165
Business & Tourism Marketing	26
<b>Regeneration &amp; Planning Sub Total</b>	<b>2,585</b>
<b>Job Evaluation Provision</b>	<b>38</b>
<b>Total Allocated Working Neighbourhood Fund</b>	<b>3,573</b>

**Table 2 - Funding of Other Terminating Grant Regimes**

Jobs & Economy	290
Belle Vue Sports	42
Dyke House Health Development Worker	40
Healthy Schools	95
Integrated Care Teams	40
Exercise Referral	27
Career Coaching - HVDA	3
Hartlepool "On Track" Project	4
Community Empowerment Network Core Costs	8
<b>Total Funded Terminating Grants</b>	<b>549</b>

<b>Unallocated WNF</b>	<b>380</b>
<b>Total WNF</b>	<b>4,502</b>

# CABINET REPORT

11<sup>th</sup> February 2008



**Report of:** Chief Executive

**Subject:** THE WAY FORWARD –  
BUSINESS TRANSFORMATION PROGRAMME

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## SUMMARY

### 1. PURPOSE OF REPORT

The purpose of this report is to identify the work undertaken to date to enable the authority to develop and improve services within the context of the requirement to deliver efficiencies. The report further provides a discussion and explanation of the need to embark on a more radical business transformation programme and provides, in outline, the approach for undertaking this, the resources and management arrangements for delivering this and the timescales

### 2. SUMMARY OF CONTENTS

The report identifies the requirement to embark upon a programme of business transformation which is built upon the very successful work which the authority has already undertaken to date in respect of service and infrastructure improvements. The recent financial settlement for local government has established a range of challenging savings targets for all local authorities and this programme will enable Hartlepool to manage and deliver this change.

The report identifies a range of national drivers and expectations which have been, or are being, placed upon local government and which we must be in a position to address to ensure we can continue to meet the efficiency targets which have been established and to continue to deliver high quality services.

There is a need to establish a programme which will analyse the current functional operations of the authority and, as part of this, determine a programme of transformation which we can then implement to deliver the

efficiencies required. This programme will require external expertise and the establishment of an internal project team.

**3. RELEVANCE TO CABINET**

The report considers a programme of business transformation for the whole council. The change is of strategic importance to the council and all Cabinet portfolios.

**4. TYPE OF DECISION**

Key Decision Test (i) applies

**5. DECISION MAKING ROUTE**

Cabinet 11<sup>th</sup> February 2008

**6. DECISION(S) REQUIRED**

Cabinet are recommended to

- i) agree to the programme of business transformation as outlined in this report and the indicative timescales
- ii) agree to the establishment of the governance arrangements identified in section 8.2
- iii) agree to the establishment of a budget of a maximum of £500,000 for the delivery of the programme
- iv) recommend to Council that a budget of £500,00 for the delivery of the programme be approved
- v) agree to Chief Executive appointing of external advisors on the basis of the Invitation to Tender attached as appendix 1 – Draft Invitation to tender, subject to Council approving the budget provision

**Report of:** Chief Executive

**Subject** THE WAY FORWARD –  
BUSINESS TRANSFORMATION PROGRAMME

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## **1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to identify the work undertaken to date to enable the authority to develop and improve services within the context of the requirement to deliver efficiencies. The report further provides a discussion and explanation of the need to embark on a more radical business transformation programme and provides, in outline, the approach for undertaking this, the resources and management arrangements for delivering this and the timescales.

## **2. BACKGROUND**

- 2.1 Hartlepool Borough Council has a track record of both high performance and continually striving to deliver high quality services which meet the needs of the residents and business of the town. This has been achieved on a consistent basis since the Unitary authority was created in 1996 in the face of high levels of deprivation and in the context of being the second smallest unitary council in the country.
- 2.2 The environment in which local authorities operate is constantly changing and is a reflection of the expectations placed upon them by central government. The Comprehensive spending review in 2004 placed upon local authorities the requirement to make 2 ½ % efficiency gains for each of 3 years (05/06 – 07/08), these were expected to be 50% cashable and 50% non-cashable with broad definitions provided by government of what these categories could include.
- 2.3 Hartlepool Borough Council has met all of the requirements which have been placed upon it to date in respect of efficiencies whilst still maintaining, and in some instances improving, performance levels. We have ensured, through a planned programme of work, that we have done this but due to a range of factors, sometimes out of our control, the achievement of the overall targets has not always been achieved in the manner envisaged at the outset. We have, through taking a longer term view of the issues raised as a result of the governments overall aims in respect of efficiency (which can be viewed as restrictions or reductions to either overall budget provision or the ability of local authorities to raise income themselves) delivered an ongoing programme of efficiency whilst maintaining performance

### 3. CONTEXT

- 3.1 As part of the Council's ongoing considerations and preparations to assist our ability to address these requirements we have been (and are still) undertaking considerable preparatory work for future years through the Way Forward Programme. See Figure 1 below for a summary of this.

Figure 1.

Employees	<ul style="list-style-type: none"> <li>Reorganised authority to create Adult and Community Services Department and Children's Services Department and reduced numbers of departments from six to five</li> <li>Established Hartlepool Connects and enhanced and broadened services available through this</li> <li>Introduced management and workforce development programme and enhanced member development and training programme.</li> </ul>
Supplies and services	<ul style="list-style-type: none"> <li>Undertaken detailed spend analysis to identify and rationalise spend in relation to Council budgets</li> <li>Reduction in the number of suppliers with associated reductions in bureaucracy</li> <li>Introduced and extended the use of procurement cards</li> <li>Undertaking reviews of existing contracts.</li> </ul>
Transport	<ul style="list-style-type: none"> <li>Establishing an internal and integrated transport unit to consolidate provision, improve service and reduce cost</li> </ul>
ICT	<ul style="list-style-type: none"> <li>We have introduced a number of new corporate ICT systems to support more effective working including Customer Relationship Management (CRM), Finance, Electronic Document and Record Management System (EDRMS)</li> <li>We have rationalised and introduced a managed print service</li> <li>Identifying options in relation to replacement HR/Payroll and Procurement systems.</li> </ul>

- 3.2 There are a number of constraints upon the flexibility we have locally to make changes which will enable us to better prepare for future requirements. In financial terms the level of grant provided to the authority, which significantly affects the determination of the overall budget of the Council is determined by central government. Whilst this may vary when allied with capping regulations it essentially determines a ceiling on available resources. One area of flexibility, though this is limited in terms of overall impact, is in relation to fees and charges however many of these are either statutory, are related to market forces or have been established locally and reviewed by either portfolio holders or Council.
- 3.3 The recent Comprehensive Spending Review (CSR07) has provided a budget settlement for the next three years and has also established the targets for efficiency gains. These targets are for each authority to achieve

3% efficiency gains for each of the next 3 years (08/09 – 10/11). Whereas in the previous three years there had been the ability for half of these to be determined as “non cashable” the recent settlement requires 100% of the efficiency gains to be cashable.

- 3.4 Whilst the authority has successfully managed to deliver the first three years of efficiency targets (though as stated earlier not always in exactly the manner intended) we will have great difficulty in meeting these targets in the future unless we dramatically increase the rate of our Business Transformation Programme.

#### 4. A NATIONAL PERSPECTIVE

- 4.1 To put the work of the Council to date and the requirements for the future into context the Government efficiency “workstreams” have been translated into activity-based themes by CIPFA as shown in Figure 2 below. These are essentially the mechanisms which are suggested will support the achievement of the efficiency targets.

Figure 2

Organisational Change	Redesigning, restructuring or rationalising departments or services.
Procurement	Agreeing cheaper prices for goods and services, renegotiating existing contracts or improving the management of the procurement function.
e-Procurement	Adopting IT enabled procurement techniques, such as e-market places, on-line auctions and purchasing cards.
Project Management	Improving the management of business cases, projects and programmes.
Partnerships	Implementing joint working and/or shared services involving other public sector organisations.
Customer Self Service	Allowing citizens, businesses and staff to serve themselves on-line or via an automated telephone line.
IT and e-Government	Using technology and IT systems to support new ways of working.
Flexible working	Adopting remote or home working.
Use of Private and Voluntary Sector	Partnering more closely with the private and voluntary sectors.
Vacancy Management	Reducing dependency on agency staff and not filling vacancies once existing staff leave.
Sickness Absence	Reducing the number of days staff take off sick.
Prioritising Services	Focusing resources on meeting corporate priorities and reducing spend in other areas.
Asset Use	Getting more value from existing council assets and/or selling those that are no longer required.

4.2 There has been considerable progress made in respect of a number of these issues. They have been determined and delivered to reflect need in Hartlepool. However to enable the authority to achieve the challenging efficiency targets and ensure that budgetary considerations can be addressed there is a need to significantly enhance the actions to date and to implement a structured approach analysing and costing all our activities to enable further required efficiencies to be realised.

## 5. WHAT NOW?

5.1 As has been identified considerable progress has been made to achieve past targets and to ensure that budget pressures can be managed. However to ensure that we can achieve future targets we will need to take a different approach to the traditional service base.

5.2 In order to make our processes as efficient and effective as possible, first of all we must analyse the Council by themes and / or activities, this approach must allow detailed examination of our processes „practices and procedures in terms of “Front and Back Office” and Commissioning and Provision.

5.3 This analysis will need to be undertaken on a departmental basis to enable a complete understanding of the numbers of staff (and associated costs) working on particular activities. Current arrangements would allow for the collation of information based upon traditional service or professional delineations but the programme of transformation requires a more radical consideration of activity based on non traditional lines.

5.4 The outcome of this analysis of all departments will be a costed model of council processes as they currently operate. This provides us with a comprehensive view of the “As Is” model based on activity analysis similar to the following:

- Commissioning and management
- Supporting democracy
- Support services
- Administration
- Community engagement
- Service delivery

5.5 The collation of the information as discussed above will provide a clear basis from which to consider current operations and the utilisation of resources. The analysis at a departmental level can be combined to provide an assessment of the authority as a whole, functional areas across departments of departments. The information shown in figure 1 below exemplifies a possible outcome of the “as is “ analysis.

Figure 1

ACTIVITY	F.T.E. STAFF NUMBERS	%
SERVICE DELIVERY	1500	50
COMMUNITY ENGAGEMENT	360	12
ADMINISTRATION	240	8
SUPPORT SERVICES	300	10
SUPPORTING DEMOCRACY	390	13
COMMISSIONING AND MANAGEMENT	210	7
<b>TOTALS</b>	<b>3000</b>	<b>100</b>

Does this mean only 50% of staff directly involved in service delivery

360 staff helping local people; or 360 staff in between local people and servicing delivery?

Scattered across all departments. Can they be better organised?

How do these compare with other similar authorities?

**NB** PLEASE NOTE THE FIGURES INCLUDED IN THE TABLE ABOVE ARE ILLUSTRATIVE ONLY. THEY ARE NOT BASED ON THE CURRENT CONFIGURATION OF THE AUTHORITY. THEY ARE PROVIDED TO DEMONSTRATE THE TYPES OF QUERIES WHICH MAY BE RAISED.

- 5.6 The information collated through the activity based analysis forms a baseline from which we can assess the potential for different ways of working at a departmental, corporate and activity based level. Taking into account the information which is collated as part of this exercise we will be in a position to determine a model for future service delivery (the “To Be” model) and a business case (or business cases) and key projects to support the move to more efficient and effective ways of working in the future.

## 6. POTENTIAL BENEFITS

- 6.1 As has already been stated there has been considerable progress already made in delivering a number of the changes needed. These have been undertaken in the context of undertaking developments to fulfil an overall objective.
- 6.2 There has been much consideration given, at a national level, to the impact and benefits of programmes of business transformation. In part this is related to the impact of changing methods of delivery and access to services and the subsequent affect of such changes on the costs of delivery.
- 6.3 Some examples of the affects of such changes are shown below :
- In staff intensive services, removing non-value adding business processes can potentially free-up an estimated 30% more staff time.

**Source : National Process Improvement Project**

- Whilst up to 46% of the adult population are ready and waiting to use local authority web services, actual usage is around 12%.  
**Source: MORI poll for e-citizen national project, 2004**
- Average transaction costs for face to face delivery is estimated at £7.81, telephone at £4.00, and web at £0.17 reveals significant further scope for efficiency gains through making reductions in avoidable contact in favour of self service.  
**Source: Validated service delivery costs report, N.W. Centre of Excellence, 2006**

Such benefits, and the ability to plan for, deliver and achieve them are a significant part of the rationale for undertaking an ambitious programme of business transformation.

6.5 As part of such a programme of change it is relevant to consider, and articulate the type of organisation which we wish to be. Below is a description, taken from a national document of those factors which typify an excellent organisation. It is one which is delivering;

- High quality services which are:
  - Right first time!, with any problems put right quickly without fuss
  - Easily accessed, with a simple and logical point of contact for local people, requiring information to be provided only once.
  - Offering variety and choice to meet the needs and preferences of different users
  - Delivered 'seamlessly' with providers working together to meet users' needs
  - Responsive and adaptable to changing circumstances and preferences
  - Providing good value for money

6.6 Any business transformation project which is in place must take these criteria as part of the framework for determining a programme of action.

6.7 In the context of the potential benefits outlined above it is worthwhile stating this in the context of a range of the developments we have been implementing over the last 18 months to 2 years so we are in a better position to be an Authority which maximises service delivery to local people by minimising effort in "non-productive" areas of work. To do this it is necessary to have in place efficient and effective processes and to further :

- Maximise the benefits from integrated, state of the art, ICT systems
- Maximise the use of Hartlepool Connects
- Maximise mobile and home working
- Restructure administration and support services
- Review strategy management and commissioning processes

- Review /reduce assets – e.g. administrative buildings
- Ensure procurement systems are efficient and effective

6.8 A programme such as this offers the opportunity for the efficiency gains realised to be either redirected to service delivery or lower levels of increase in Council Tax.

6.9 Ultimately we are aiming for an organisation which can:

- Maintain and continue to improve service performance
- Make more efficient and effective use of its resources; people, buildings etc
- Deliver services in a responsive manner
- Maximise the extent to which services are delivered directly to the user and minimising the number of “transactions” or hand offs to achieve this.

## 7. HOW WILL WE ACHIEVE THIS?

7.1 The approach that we take to this major change is dependant upon the extent to which we are focussed upon achieving the outcomes in a short, yet defined period. The developments which have been undertaken to date have been managed in addition to core roles and has been dependant upon a number of factors. The developments implemented to date have tended not to be reliant on achieving a range of complex and interrelated priorities, they have often been related to an individual department or function and have taken a considerable period of time to achieve.

7.2 There are two alternative approaches to undertaking this programme

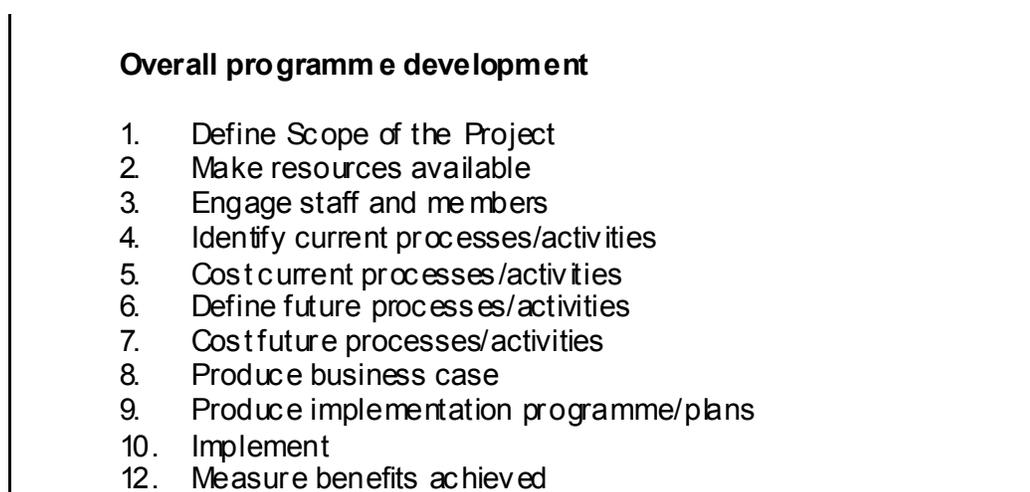
- i) Evolution –this is essentially a continuation of the current approach to change and has a number of characteristics which include:
  - It is undertaken on a shoestring with the activity being added to the ‘day job’ of a number of people
  - Process benefits not maximised
  - It will result in “Salami Slicing” of budgets and functions
  - There is greater potential for unplanned job losses and cuts in service delivery
  - It takes a significantly longer period of time to achieve the change
- ii) Revolution – whilst not fundamentally losing those factors of service delivery and development that have ensured the authority can perform at a high level and continue to improve it would be
  - Properly resourced with a dedicated corporate team and external support / benchmarking
  - Identify the baseline (‘as is’) of staff numbers and costs
  - Identify outcome (‘to be’)

- Identify implementation plan
- Implement Phase 2 within a 9 month period

7.3 The programme would combine those factors identified above with other programmes of activity which contribute to the overall change programme in the authority. These include established strategies and programmes of activity which relate to the Efficiency Strategy, Procurement Strategy, potential Centralisation projects and reviews of service provision and service standards.

7.4 In terms of an outline approach to this overall programme development this is shown in Figure 2 below

Figure 2



7.5 Ultimately we will have in place a programme which is :

- Interrelated – the programme will ensure a strategic rather than purely departmental or service focussed approach is taken and will provide the opportunity to consider and implement improvements where synergies between functions across the authority can be exploited to achieve the necessary change
- Clear and defined – providing a clearly stated and well defined set of expected outcomes and an underpinning timescale which is linked to the budget strategy.
- Underpinned by a robust business cases with clearly defined target outcomes.

7.6 The requirements of the programme identified in this report cannot be achieved using either the resources or skills we have available internally and there will be a need to :

- i) ensure that the programme is adequately resources internally if we are to achieve the overall objectives in a managed way with minimal negative impact upon service delivery.

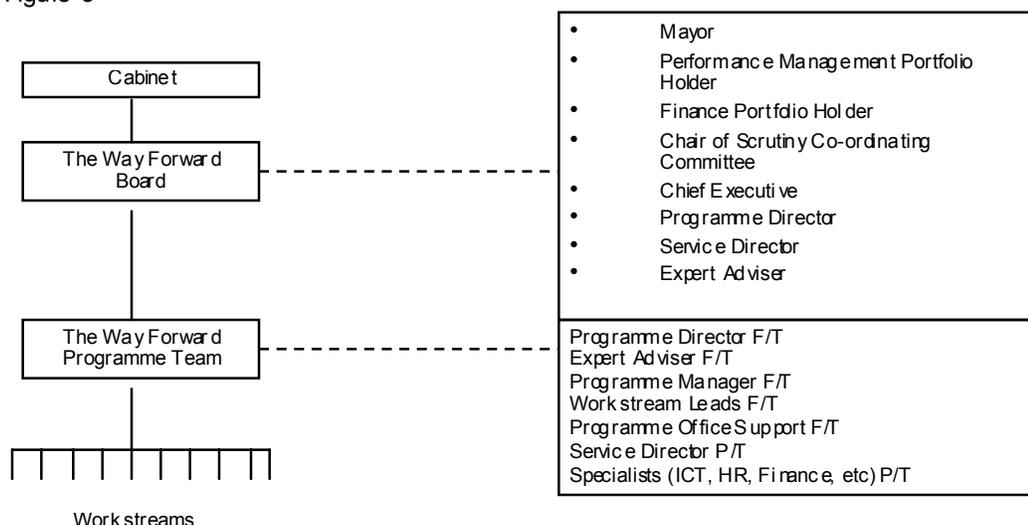
ii) Source expertise and support from an external agency to undertake the initial analysis and provide a suggested programme of activity to support this achievement.

**8. GOVERNANCE**

8.1 The Governance arrangements for the programme should align with the overall constitutional arrangements for decision making.

8.2 A suggested framework for governance is shown below in Figure 3

Figure 3



8.3 The framework is based upon a Board, underpinning Cabinet which will maintain decision making responsibilities. The Board itself will be underpinned, at an operational level by a project team which will be made up of a combination of full and part time staff taken from within the authority and with advice provided by an external technical advisor. Decisions required as part of the implementation of the programme will be undertaken in line with the principals of decision making employed by the authority.

**9. TIMESC ALE**

The timescales for implementation of the programme are driven by a number of factors including the need to ensure that the authority can continue to deliver the efficiencies required over the next 3 years, that service changes can be delivered as part of a managed programme of change and that as an authority we have the ability to continue to deliver high quality services to the people and business of the town.

The outline timescales are as follows :

Cabinet	11 <sup>th</sup> February 2008
Council	14 <sup>th</sup> February 2008

Invitations to tender 22<sup>nd</sup> February 2008  
 Returned 7<sup>th</sup> March 2008

Start Phase 1 31<sup>st</sup> March 2008  
 End Phase 1 27<sup>th</sup> June 2008

Start Phase 2 30<sup>th</sup> June 2008  
 End Phase 2 early 2009

NB Phase one is the determination of the “as is”, the “to be”, comparative and benchmarking information, outline programme and business case.

Phase 2 is the implementation of the initial programme and business case

## 10. RESOURCES

10.1 There are a number of stages to the overall transformation project. Ultimately we are aiming to determine, and deliver, an ambitious programme of transformation for the authority. There will be a significant proportion of the initial development and delivery that will need to be undertaken in the short term. It is envisaged that the baseline, “As Is”, “To be”, business case(s) and implementation plan will need to be determined within the next 3 to 4 months, with the initial phase of any programme delivered by December 2008 ( to enable it to be aligned with the budgetary and planning arrangements for 2009/10.

10.2 There are two key elements to the resourcing of the programme:

### I. Internal

As has been stated previously much of the current work that has been done in identifying and delivering on change has been undertaken as an additional function for a number of individuals over and above their standard roles. Whilst this has delivered a range of benefits to date it is not capable of being maintained in the light of a more challenging programme. There is therefore a need to ensure that a number of staff can be released to ensure they can focus their efforts on achieving the programme to be established. This will mean that there will be a number of posts operating as part of the programme team on either a full or part time basis and the posts or responsibilities of these people will need backfilling to ensure that the core work of the authority does not suffer.

### II. External

As has been stated earlier in this report external support and advice will be required to undertake a number of the initial stages of the transformation project if it is to achieve its fullest potential. The external expertise will provide additional knowledge and resource, from an organisation which will have to have a successful track record of delivering such support to other

organisations, to determine the baseline and outline programme. A copy of the proposed scope of the work for this external agency is attached as **Appendix 1 – Draft Invitation to Tender**.

## 11. FINANCE

- 11.1 For the two key elements identified in section 10 above it is anticipated that the overall budget required will be approximately £500,000 to provide for the provision of internal backfilling and external support and advice to determine the current and future shape, benchmarking, outline programme and business case.
- 11.2 As an element of the work is subject to an invitation to tender the exact costs cannot be determined at this stage. Liaison with other local authorities which have undertaken this approach has allowed an estimate to be factored into the overall cost above.
- 11.3 The balance of the budget provision identified is for backfilling of those posts which are shown in 8.2 above.

## 12. RECOMMENDATIONS

Cabinet are recommended to

- i) agree to the programme of business transformation as outlined in this report and the indicative timescales
- ii) agree to the establishment of the governance arrangements identified in section 8.2
- iii) agree to the establishment of a budget of a maximum of £500,000 for the delivery of the programme
- iv) recommend to Council that a budget of £500,00 for the delivery of the programme be approved
- v) agree to Chief Executive appointing of external advisors on the basis of the Invitation to Tender attached as appendix 1 – Draft Invitation to tender, subject to Council approving the budget provision



**THE WAY FORWARD –  
BUSINESS TRANSFORMATION  
PROGRAMME**

**INVITATION TO TENDER FOR  
ADVISORY SERVICES**

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**ADVISORY SERVICES IN RESPECT OF DETERMINING A  
BASELINE / BUSINESS CASE AS PART OF THE WAY FORWARD -  
BUSINESS TRANSFORMATION PROGRAMME FOR  
HARTLEPOOL BOROUGH COUNCIL**

**CONTENTS**

1. Introduction
2. Background to the Programme
3. Scope of Consultancy Services
4. Project Timetable
5. Approach to the Programme Process
6. Instructions to Tenderers
7. Submission and Evaluation
8. Appointment of Advisors
9. Contact for Further Information
10. Submission of Expressions of Interest

**Appendices**

- Appendix A The Way Forward Programme – Executive Summary and Objectives
- Appendix B Organisational Structure
- Appendix C Direction of Travel Self Assessment 2007
- Appendix D Project Timetable
- Appendix E Scope of Service
- Appendix F Tender Fee Submission
- Appendix G Non-Collusive Preparation of Bids for Technical Advisory Services
- Appendix H Non-Canvassing in Preparation of Bids for Technical Advisory Services
- Appendix I Invoicing & Payment

## 1.0 INTRODUCTION

- 1.1 This Invitation to Tender (ITT) is being made available by Hartlepool Borough Council (“**the Council**”) to parties who may be interested in providing technical advisory services in respect of determining the future operating model / ‘blueprint’ for the organisation by way of a detailed assessment of current activity and baseline, a model for transformation, a detailed Business Case to support this transformation and implementation plan, as part of the Council’s Business Transformation Programme.
- 1.2 By way of background information, Hartlepool Borough Council has a track record of both high performance and continually striving to deliver high quality services which meet the needs of the residents and business of the town. The environment in which local authorities operate is constantly changing and is a reflection of the expectations placed upon them by Central Government.
- 1.3 In responding to those pressures of Government bodies alongside the ever increasing efficiency targets and budgetary pressures, considerable preparatory work continues to be undertaken to radically address the future delivery of public services in Hartlepool through the Business Transformation / Way Forward Programme.
- 1.4 The aims and objectives of The Way Forward Programme together with a summary of the projects that are currently underway are set out in more detail in **Appendix A**.
- 1.5 Furthermore **Appendix B** outlines the organisational structure of the Council and **Appendix C** details the Council’s Direction of Travel Self Assessment for 2007.
- 1.6 The main objectives of the appointment of external advisers are:
- to establish a robust baseline and cost of the Council’s current key activities and processes (corporately and departmentally) in relation to front and back office and commissioning and provision of services; and
  - to provide comparison with “activity benchmarks” for similar authorities and the private sector

- to define and cost the Council's future activities and processes through the presentation of an Outline Business Case (that builds upon what has already been achieved) by setting out an agreed model, the measurable benefits and implementation programme.
- To define an implementation timetable and projects with associated cost benefits to deliver the outline business case.

1.7 Whilst an external adviser will be appointed up to the submission and consideration of the Implementation timetable, their commission for the later stages of the Business Transformation Programme is conditional upon approval of The Way Forward Project Board.

## **2.0 BACKGROUND TO THE PROGRAMME**

2.1 The Programme is being progressed by the Council's Corporate Management Team in conjunction with the work of the Way Forward Programme. The programme should be viewed in the context of an organisation which has a track record of high performance (and continually improving performance), one which has continually achieved its efficiency targets and has been rated as 4\* by the Audit Commission since the inception of CPA.

2.2 The authority has a track record of delivering identified programmes of improvement and of maintaining and improving overall performance in the light of either changing priorities or within a constrained resource base. The authority has reached the point whereby its ability internally to define a scope a resources business case to deliver transformation is restricted by resource availability (attached as appendix A is a copy of a cabinet report of XX)

2.3 There are also a range of related developments currently underway that should be taken into account as summarised below:-

- Key projects identified in the Council's Efficiency and Procurement Strategies
- A number of centralisation projects are currently being implemented or considered
  - Employee Administrative Functions

- Financial Administrative Functions
- Integrated Transport Unit
- Review of service base standards / projects

### **3.0 SCOPE OF THE TECHNICAL ADVICE SERVICES**

3.1 The Council is seeking proposals from technical advisers for Technical services. The full Scope of Service is set out at **Appendix E**.

3.2 At the end of each Work Phase the technical advisers will be required to provide a report of their work, including recommendations for future action and these reports may be included in officer's reports to Members. In addition, technical advisers will be expected to attend a separate meeting to discuss such work and progress more generally.

It is expected that the Advisors will work closely alongside the Assistant Chief Executive who will oversee the operation of the programme supported by The Way Forward Programme Team.

### **4.0 PROGRAMME TIMETABLE**

4.1 Headline dates for the Programme timetable are shown in **Appendix D**. We will expect technical advisers to adhere to the delivery timescales, including any changes to the timetable, which may be instructed during the course of the Programme.

### **5.0 APPROACH TO THE PROGRAMME PROCESS**

5.1 Draft documentation should be prepared based on PFS standard documentation and guidance, technical adviser's own precedents (where appropriate) and taking into account OGC guidance and legal and commercial issues developed in conjunction with Council officers.

5.2 Meetings with the Council and with bidders will generally take place in Hartlepool. Fee proposals should clearly set out the technical adviser's proposed approach in terms of travel and out of pocket expenses (cf. section 6.8).

5.3 In order to ensure that the service is available to Council Members and Senior Council officials who are not part of the normal Project Team,

prospective technical advisers must determine the extent to which they will be based on site to deliver the programme requirements.

5.4 The Council is currently tendering for a Technical Adviser up to the completion of the Implementation Plan. It is the Council's intention to consider securing ongoing support from an Advisor, but as noted above this will be subject to review once approval of our Implementation Plan is received.

## **6.0 INSTRUCTIONS TO TENDERERS**

Any bid submitted in response to this Invitation to Tender **must** contain the information requested below **using the headings provided.**

### **6.1 Staff Profiles**

6.1.1 Details about the key advisers who will form your team to advise the Council should be set out, including experience in Business Transformation generally, and in particular the disciplines for which staff are proposed,

6.1.2 A synopsis for each key staff member/adviser should be included in the main document with full CV's included in the appendices.

### **6.2 Management Structure**

6.2.1 Describe how the team is organised together with the approach by which their input will be marshalled and managed.

6.2.2 We would also like to see how your organisation would ensure continuity and quality of service should key staff leave the company and how the Project fits within the context of other commitments for the key staff members/advisers identified, in particular the coordination of your team who are engaged in more than one Business Transformation Programme.

### **6.3 Resource Plan**

The Tenderer should produce a detailed resource analysis for each Scope of Services set out in **Appendix E** which from your previous experience you feel would be appropriate for the key work areas (including specialist areas) to be undertaken in each Work Phase.

The resource analysis should include:

- the number of days expected to be required for each workstream;
- for each of the principal activities, which individuals will be allocated, and linked hourly rates;
- any workstreams or areas of advice not specifically set out in **Appendix E** but which the Tenderer believes would add value to the Project or wider programme. Please set these out separately as part of the resource plan, indicating the outputs expected for each such additional workstream;
- all assumptions made in respect of input from the Council and other Advisers.

#### **6.4 Methodology & Approach**

Tenderers are required to provide details of the methodology to be adopted to deliver the services set out in **Appendix E**, including:

- the Tenderer's understanding of Business Transformation in a local authority setting and the Council's requirements at each Work Phase and any additional services and deliverables which the Tenderer believes, in its experience, are likely to be required to successfully meet the Project objectives;
- A project plan identifying key tasks and activities and associated resources for delivering the Project objectives;
- Risk management proposals - what do you see as the main risks/issues facing the Council and its stakeholders in delivering the Project objectives and how would your organisation help stakeholders best manage these risks?
- How would your organisation work with the Council to implement the Outline Business Case to ensure it delivers good value and efficient procurement? In particular how would the Tenderer work with the Council to ensure that standard documentation (including financial models) developed at the national level are adapted to suit and meet local requirements without re-inventing the wheel?

- Explain how your organisation would help meet the programme timetable, as outlined in **Appendix D**, highlighting any perceived bottle necks and risks.

## 6.5 Further Requirements

6.5.1 Explanation of how you would interface with:

- the Council (and engage and implement in the transfer of key skills and knowledge to the in-house team);

## 6.6 Acceptance of Terms of Appointment

6.6.1 The Council expects to appoint Tenderers on the basis of the standard PfS Terms of Appointment.

## 6.7 Resource Pricing

6.7.1 Tenderers should provide information on a Standard bid based on a capped/fixed fee structure (but also showing the alternative of a Standard bid based on an Uncapped fee structure), by completing the following table.

Scope of Services	Capped/Fixed Bid	Uncapped Bid
Work Section	(£)	(£)

6.7.2 In setting out the **Capped/Fixed Fee** structure, you should set out the cap/fixed fee for each relevant work section (and, if applicable, how the cap works). You should specifically state any assumptions that you are making in respect of input from the Council and other advisers. Any exclusion from the caps must be clearly stated, and for those elements of the bid not capped, you should bid a schedule of hourly rates, exclusive of VAT.

6.7.3 All Capped/Fixed Fees and hourly rates are to remain valid for the

duration of the Agreement.

6.7.4 The Council would be interested to receive any alternative fee proposals that align the Technical adviser's incentives with the success of the Project, and would welcome ideas on how value for money might best be achieved in this respect. For instance, fees could be based on success of procurements (partially or fully) or on volume discounting (rates decline as level of overall fee income earned increases).

6.7.5 Any alternative fee structure proposed should be clearly marked as a Variant and include full details of the Variant proposal (for example, volume discounting proposals should include details of hourly rates (exclusive of VAT) and how these might decrease as the overall fees earned on the appointment increases, indicating the points at which total fees earned would trigger a decrease in daily rates, and the corresponding extent of reduction). Any hourly rates provided should be broken down to cover the rate(s) at which each team member is to be charged out.

## **6.8 Expenses & Overheads**

6.8.1 The technical adviser is expected to subsume their administration, overheads and all overtime within any Standard or Variant fee proposal. Fee proposals should also clearly include all travel and out of pocket expenses.

6.8.2 The technical adviser may indicate in their fee proposals those other direct items they expect to charge for separately, specifying the approximate cost of these. These should be kept at reasonable levels and may include such items as the production of marketing and consultation documents and briefs for external circulation.

6.8.3 No charge should be made for travelling unless the technical adviser is working on the Project whilst travelling.

6.8.4 If an expenditure item has not been itemised in the bid it will not generally be paid, unless it is wholly exceptional or unforeseen. In such cases expenditure must be authorised with the Council in

advance of any expense being incurred.

## **6.9 Tender Validity**

6.9.1 Technical advisers must state that Tenders remain valid for a minimum of six months from the date of submission.

## **6.10 Conflicts of Interest**

6.10.1 In the light of the information contained in and attached to this ITT, the technical adviser should confirm that they have no actual or potential conflicts of interest in respect of the services to be provided if they are offered this appointment.

6.10.2 In their proposals, technical advisers should set out their internal processes for ensuring that conflicts of interest are identified and monitored over time.

## **7.0 SUBMISSION AND EVALUATION**

### **7.1 Tender Submission**

7.1.1 All bids are to be returned by 12 noon, ?.

7.1.2 Bids must be submitted in hard and electronic formats. Five hard copies of the Tender documentation must be provided, four of which are to be bound and one unbound. The electronic copy of the Tender should be recorded on a DVD/CD (in a suitable software package i.e. Microsoft Word and/or PDF) and must accompany the hard copy.

7.1.3 All bids are to be returned, clearly marked "**Tender for Technical Advisory Services to The Way Forward - Business Transformation Programme**" to:

**Chief Executive,**

**Civic Centre**

**Victoria Road,**

**Hartlepool,**

**TS24 8AY**

7.1.4 No other external marking, such as bidder's details, are acceptable and will invalidate the tender submission.

7.1.5 Any late submissions will be rejected.

7.1.6 Regardless of the method of delivery chosen by the technical adviser, it is the technical adviser's responsibility to ensure that the Tender is returned to the correct address shown on the envelope for return, by the time and date shown above.

7.1.7 Tenders must include:

- the bid submission and fee proposals;
- evidence of the legal identity of the technical adviser together with confirmation as to their financial stability, including disclosure on any involvement of any member of the company in bankruptcy winding up or any similar proceedings;
- details and general background of the technical adviser to the extent that they are relevant for this submission, including disclosure of any involvement of any member of the company in criminal proceedings or actions for grave professional misconduct;
- 3 (three) examples including details of similar work carried out within the last 2 years accompanied by contact names and written permission for the Council to approach the organisations concerned for references;
- arrangements for the transfer of intellectual property rights of the outputs and to support this Project in the context of skills transfer and succession projects;
- signed and completed copies of the attached certificates as to non-collusion and canvassing (see draft in **Appendix G and H**);
- the general declaration completed and signed by a responsible person in connection with the Tender (see draft in **Appendix H**);
- evidence of appropriate liability insurance;
- the technical adviser's draft contract of engagement.

## **7.2 Evaluation of Proposals**

- 7.2.1 The written proposals will be evaluated for each Tender received and a shortlist confirmed of advisors who will be invited to make a verbal presentation. The presentation will also form part of the assessment.
- 7.2.2 The Council would wish to interview those individual(s) who would be assigned responsibility for the Project and who would act as the day-to-day point of contact for the Council in relation to the Project.
- 7.2.3 The Council shall not be bound to accept any proposal received or to award any contract pursuant to this Invitation to Tender and will not reimburse any costs incurred in preparing a proposal or submitting a tender.
- 7.2.4 The Selection Team for the appointment will be made up of representatives from Hartlepool Borough Council.
- 7.2.5 Proposals will be evaluated on the basis of the most economically advantageous bid, and having regard to the following additional criteria (not listed in order of importance):
- Quality and experience of staff;
  - Understanding of requirements and proposed methodologies for meeting the Council's requirements;
  - Approach to working with the Council, including key skills and knowledge transfer proposals, and experience of working with other Local Authorities with regard to Business Transformation Programmes;
  - Understanding of the Business Transformation regime based on an affordability envelope which is both challenging and risk sensitive;
  - Ability to deliver to rigorous timescales determined by the Council;
  - Availability of "activity benchmarks" for comparable local authorities and private sector companies;
  - Compliance with contractual terms;
  - Price, taking account of resources to be made available and overall fee structure;

- Presentation of the proposal and interview, and general cultural fit with The Way Forward Board.

## **8 Appointment of Advisors**

8.1 The timescale for appointment of the Technical Advisor is:

- Invitation to Tender brief sent to technical advisers **by ?**
- **?** Invitation to tender submissions should be received by no later than **12 noon on ?**
- Short list of practices invited to interview **by ?**
- **?** Practices interviewed **on ?**
- Appointment of successful practice **by/on ?**

8.2 We would expect the successful technical adviser to commence roles and responsibilities on the Project with immediate effect- ?

## **9.0 CONTACT FOR FURTHER INFORMATION**

All enquiries should be made to:

Andrew Atkin  
Assistant Chief Executive  
Hartlepool Borough Council  
Civic Centre  
Victoria Road  
Hartlepool TS24 8AY

Tel No: 01429 **523003**

Fax No: 01429 523**???**

E-mail: [andrew.atkin@hartlepool.gov.uk](mailto:andrew.atkin@hartlepool.gov.uk)

**Appendix A**

**The Way Forward Programme – Cabinet report**

**To be inserted**

## **Appendix B**

INSERT ORGANISATIONAL STRUCTURE

## Appendix C

### Hartlepool Borough Council

#### Direction of Travel Assessment 2007

#### Audit Commission Document

##### DoT – Summary text

Hartlepool Council is improving well. Performance is improving in all priority areas, with an above average number of performance indicators within the top quartile. Employment is increasing and more hard-to-reach groups are engaged in work and decision making. Housing has improved significantly, with land made available for Housing Market Renewal and the provision of private and social housing to meet identified needs. There have been improvements in all education key stages which have caught up to or exceeded the national average. Strong partnership working is helping to improve the health and social care of local people along with environmental quality. Crime and the fear of crime are reducing.

The Council is improving value for money and high cost services reflect investment to improve priorities. Efficiency targets are being met. There are clear links between corporate, service and financial planning. Capacity to deliver plans is good, through the development of both in-house and partnership arrangements. The Council has identified areas for further organisational development and is tackling areas such as high numbers of young people not in education, employment or training.

##### DoT Report (Annual Letter text)

Hartlepool Council has continued to make strong improvements to service outcomes during 2006/07. It has further improved its comparative position, with here 45 per cent of PIs are above the best quartile breakpoint compared to the average for all single tier authorities of 29 per cent. This has been achieved during 2006/07 by improvements to 62 per cent of PIs which is in the average range for single tier authorities but is indicative of very strong improvement given the proportion of PIs already in the top quartile. The Council has established its own set of Key Performance Indicators (KPIs) to monitor performance in implementing the Community Strategy aims. Over 72 per cent of these KPIs improved in 2006/7. Almost 50 per cent have improved in each of the last two years, demonstrating a strong track record of improvement in all areas. External benchmarking shows Hartlepool to be the most improved unitary Council in 2006-07. The improvement in performance has been matched by improved satisfaction levels in most service areas when compared with satisfaction in 2003/04. In 2006/7 54% of service satisfaction measures were in the top quartile. However, during the same period satisfaction with the Council overall reduced as with all councils nationally

Improvements have been made in each of the Council's seven priority areas.

Its work with local businesses for *Jobs and the Economy* have helped to increase the number of new business start-ups, provide more training for local people and help more people into employment. More hard-to-reach groups have been targeted including drug users, long term unemployed, young people, carers and disabled people. The gap between the local and national employment rates has narrowed.

The programme for its *Lifelong Learning and Skills* priority targeted children and young people as well as adult groups. This was

recognised by JAR report, published in March 2007, as improving academic standards, increasing attendance and reducing permanent exclusions. There have been further improvements in all education key stages which have caught up to or exceeded the national average. Children's services, the education service and social care services for children have all been given a 'good' rating. Health services for children are considered to be adequate. The Council maintains its score of 3 for Children and Young people services.

During 2006/07 the Council worked effectively with its partners to improve the *Health and Care* of local adults. Improvements include increasing intermediate care and extending home care provision of Telecare. Smoking has reduced by 9 per cent. Improved independence for older people and other adults is reflected in top scores in the national performance assessment framework (PAF) indicators. Life expectancy is rising for men and women but not as quickly as the rest of the country. Improvements in the health of children include introducing the new food trust standards and helping children feel safer in school and in their local area. The Council also provides good support for children with learning difficulties and/or disabilities.

The Council is working effectively with its partners to improve *Community Safety*. Less people think that anti-social behaviour activities are a problem and there has been a significant reduction in crime overall during 2006/07.

The Council is continuing to improve its *environment and housing services* for local people by improving waste, recycling and cleansing performance. It has also made land available for the Housing Market Renewal Programme and facilitated the provision of private and social housing in accordance with local housing needs. *Culture and Leisure* services are contributing to the social regeneration of the

area including the health and well-being of local people, tourism and lifelong learning within the Borough and investments include improved sport facilities. The 2006 Maritime Festival was successful in attracting 60,000 people and which contributed to the build up and planning for the 2010 Tall Ships event.

The Council is improving access and the quality of its services to all citizens including hard to reach groups. Significant progress has been made with the '*Strengthening Communities*' priority, including the delivery of environmental services at a neighbourhood level. It has encouraged minority groups including young people and BME representatives to be involved in decision making including through the LSP. Improved information has contributed to increased satisfaction with the local area as a place to live.

The Council is improving value for money. Although the revenue spend per head is 22 per cent higher than the unitary authority average reflecting the needs in an area ranked 14<sup>th</sup> most deprived in the country, cost per user in some service areas such as education attainment is relatively low. Increases in education spending below similar councils but levels of improvement are relatively high. High costs in social services reflect an emphasis towards care in the home which is consistent with national and Council priorities; and performance is generally above average. High performance is reflected in high levels of satisfaction in most service areas. The Council is meeting its efficiency target of £2.2m per annum and the Corporate Assessment report published in March 2007 concluded that "The Council provides good value for money".

The Community Strategy sets out the overall aims and ambitions that are shared by the Council with other members of the Hartlepool Partnership. The Corporate Plan sets out plans for improvement over the coming three years; it is aligned with the Community Strategy and is agreed by

cabinet and Council after detailed consideration and review by Scrutiny. Robust plans for improvement are well established as part of the Council's corporate and service planning processes which are strong. Financial planning is informed by Council priorities and departmental service plans include the improvement priorities identified in the Corporate Plan. Ongoing review of the plans at corporate and service levels ensures that they remain robust by responding to change including the need to review performance.

There is good implementation of improvement plans. Eighty per cent of the 2006/7 Corporate Plan actions were completed and a further 9 per cent were on target to meet deadline dates. Those not completed were rescheduled after discussion with Cabinet or Portfolio holders. The Corporate Assessment recognised that the Council is performing well in this area. In 2007 the Council maintained its 'excellent' score for BFI services. It maintained a score of 4 for each of claims administration, security, resource management and improved its score for user focus from two to three.

There is strong capacity for the Council to deliver its plans through the development of both in-house and partnership arrangements. *Organisational development* priorities and plans are set out in the Corporate Plan and will continue to be delivered through the 'Way Forward' change programme. Key strategies and plans - including the Efficiency Strategy, ICT Strategy, People and Member Development Strategies, Workforce Development Plan, Procurement Strategy and diversity schemes - have been developed to provide guidance for further improvement. The application of these arrangements has helped to deliver improvements and there is a realistic programme to further improve value for money and service delivery performance.

There are no significant weaknesses in arrangements for securing continuous improvement. The Council has identified areas for further organisational development and has established work programmes for them to be addressed, such as taking further steps to address absence and increasing investment to enhance capacity to drive further improvement. It has also identified areas for further action to improve service performance such as addressing problems in relation to NEETS and high rates of teenage pregnancy.

## Appendix D

### Outline Project Timetable

Key milestones
Identification of Baseline 'As Is' - Part 1
Identification of "activity benchmarks"
Identification of Outcomes 'To Be' - Part 2
Outline Proposed Business Case
Identify programme and implementation plan

**The completion date for the elements included in the outline project timetable is**

## **Appendix E**

### **Scope of Service for Technical Advisors**

The technical adviser will be appointed by the Council.

The scope of each Work Package shall include but will not be limited to the following:

- Provision of all necessary resources;
- Administration, management and supervision of all aspects of the advisory appointment;
- Preparation of project reporting documentation, including compliance with the Council's requirements for financial control of advisory costs;
- To the extent, no standard material or documents are available, preparation and development (in conjunction with the Financial Advisers) of all necessary documentation required by the Council including all necessary studies, reports and analyses;
- Attendance at progress and consultation meetings with the Council;
- Preparation and issue of minutes of all meetings attended with any third party individual or organisation relating to the project where the Council is unable to attend, where requested by the Council;
- Provision of all such described and other necessary draft and final documentation, including reports, studies, and minutes of meetings to the Council and third parties as necessary for the successful progression of the Project in accordance with the Work Packages described below;
- Carrying out any other work scope to the extent that it is set out in the other provisions of this Invitation to Tender or can reasonably be implied by the other provisions of this Invitation and is necessary in the opinion of the Council for the successful progress of the project;
- Maintaining and managing a clear audit trail.

## **Work Phase - Building a Baseline – Where the Council is now /**

### **Where the Council wants to be**

The key objectives of this stage are to provide:-

- A robust baseline of the current organisation by undertaking a detailed forensic analysis of the organisation specifically in relation to:-
  - staffing against key activities and processes;
  - budgets and third party spends;
  - customer service models;
  - service activity;
  - ICT Infrastructure; and
  - Current organisational design
- Identifying the key milestones and actions needed to move from the current baseline position to the agreed vision for a transformed Hartlepool.
- Assessing the existing work-streams and projects in terms of how they relate to these actions / milestones.
- Identifying any gaps in the existing programme.
- Translating these milestones and actions into clearly packaged projects.
- Identifying and providing “activity benchmarks” for similar local authorities and the private sector
- Agreeing the priority work-streams and projects from either existing or newly identified projects.

### **Work Phase - Outline Business Case**

The key objectives of this stage are to provide technical advice in relation to:-

- Developing a clear and succinct Outline Business Case for the refocused programme which set out:-

- current baseline position;
  - nature of the opportunity and case for change;
  - expected financial and non-financial benefits in measurable terms;
  - expected implementation costs;
  - key risks; and
  - any agreed assumptions on which the case is predicated.
- Undertaking a stakeholder analysis and develop a clear communications and change management plan.
  - Identifying the skills and capacity required for programme delivery including specific roles, skills, and level of input required.
  - Developing an overall implementation plan.

**Appendix F**

**Price Structure - To be completed by Advisors**

## **Appendix G**

### **Non-Collusive Preparation of Bids for Technical Advisory Services to Hartlepool Borough Council**

CERTIFICATE AS TO NON-COLLUSIVE PREPARATION OF BIDS FOR TECHNICAL ADVISORY SERVICES TO HARTLEPOOL BOROUGH COUNCIL

To: Chief Executive  
Civic Centre  
Victoria Road  
Hartlepool

The essence of competitive tendering is that Hartlepool Borough Council ("the Council") shall receive bona fide competitive tenders from all persons submitting tenders. In recognition of this principle:

I/we certify that this is a bona fide tender, intended to be competitive, and that I/we have not fixed or adjusted the amount of the tender for Technical advisory services or the rates or prices quoted by, under or in accordance with any agreement or arrangement with any other person.

I/we also certify that I/we have not done and I/we undertake that I/we will not do at any time any of the following acts:

- 1 communicate to a person other than the Council the amount or approximate amount of my/our proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations necessary for the preparation of the tender; or
- 2 enter into any agreement or arrangement with any other person that he/she shall refrain from bidding or as to the amount of any tender to be submitted by him/her; or
- 3 offer or agree to pay or give any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing of having caused to be done in

relation to this tender or any other tender or proposed tender for the said work any act of the sort described above.

In this certificate, the word "person" includes any person or any body or association, corporate or unincorporate; and "any agreement or arrangement" includes any such transaction, formal or informal, and whether legally binding or not.

Signed .....

Name .....

Status .....

For and on Behalf of .....

Date .....

**Appendix H**

**Certificate as to non-canvassing in preparation of bids for Technical Advisory Services to Hartlepool Borough Council**

CERTIFICATE AS TO NON-CANVASSING IN PREPARATION OF BIDS FOR TECHNICAL ADVISORY SERVICES TO HARTLEPOOL BOROUGH COUNCIL

To: Chief Executive  
Civic Centre  
Victoria Road  
Hartlepool

I/we certify that I/we have not canvassed or solicited any member, officer or employees of the Council ("the Council") in connection with the award of any contract pursuant to this tender or any other tender or proposed tender and that no person employed by me/us or acting on my/our behalf has done such and act.

I/we undertake that I/we will not in the future canvass or solicit any member, officer or employee of the Council in connection with the award of any contract pursuant to this tender or any other tender or proposed tender and that no person employed by me/us or acting on my/our behalf will do any such act.

Signed .....

Name .....

Status .....

For and on Behalf of .....

Date .....

GENERAL DECLARATION IN PREPARATION OF BIDS FOR TECHNICAL  
ADVISORY SERVICES TO HARTLEPOOL BOROUGH COUNCIL

To: Chief Executive  
Civic Centre  
Victoria Road  
Hartlepool

I/we certify that the information supplied in my/our firm's tender response is accurate to the best of my/our knowledge.

I/we also understand that it is a criminal offence, punishable by imprisonment, to give or offer any gift or consideration whatsoever as an inducement or reward to any servant of a public body and that any such action will empower the [Name] Council ("the Council") to exclude my/our organisation from the process.

I/we agree that the Council may, at its sole discretion, contact any referees or any third parties quoted in the tender response and may, if it so wishes, make inspections of completed projects, the details of which will be provided if required by the Council.

I/we hereby declare that I/we are authorised by the undermentioned organisation to supply the information given above and, at the date of signing, the information given is a true and accurate record.

Signed .....

Name .....

Status .....

For and on Behalf of .....

Date .....

## **APPENDIX I**

### **1. Invoicing & Payment**

1.1 The CONTRACTOR shall invoice the CUSTOMER in arrears on a quarterly basis.

1.2 All invoices shall be marked for the attention of Hartlepool Borough Council and sent to:

Andrew Atkin  
Assistant Chief Executive  
Chief Executive's Department  
Civic Centre  
Victoria Road  
Hartlepool  
TS24 8AY

1.3 Each invoice shall set out:

- a. a brief narrative on the total charges payable in respect of a particular deliverable, task or activity together with a breakdown of the hours and applicable Fee Rates against identified personnel;
- b. any associated disbursements or expenses;
- c. any applicable VAT.

1.4 Where requested by the CUSTOMER, the CONTRACTOR shall provide timesheets which shall accurately record the time on the CUSTOMER's legal matters on a daily basis, together with any additional documentary evidence relating to associated disbursements or expenses.

1.5 The CUSTOMER shall settle invoices within 30 days of receipt by BACS transfer into the bank account specified at paragraph 1.6 below.

- 1.6 The CONTRACTOR's bank details are: [ ].
- 1.7 Where the CUSTOMER disputes any amount of any invoice in good faith, the CONTRACTOR shall re-invoice the CUSTOMER for the undisputed amount and invoice the balance at such a time when the disputed amount is agreed or determined.

## **2 Complaints Procedure**

- 2.1 If the CUSTOMER (acting for itself or on behalf of any Third Party) has any queries about the conduct of any matter, or is dissatisfied with any aspect of the Service provided by the CONTRACTOR and wishes to speak with a senior partner of the CONTRACTOR who is unconnected with the Services, they shall contact [(TECHNICAL ADVISER to provide details)] (the "Complaints Officer").
- 2.2 The Complaints Officer will investigate the matter and notify the CONTRACTOR of any action taken.
- 2.3 If the CUSTOMER (acting for itself or on behalf of any Third Party) remains unhappy about the outcome, they shall be entitled to refer the complaint to [(TECHNICAL ADVISER to provide details)].

**CABINET REPORT**  
11 February 2008



**Report of:** Director of Neighbourhood Services and Director of Regeneration and Planning Services

**Subject:** LAND AT SURTEES STREET, HARTLEPOOL

---

**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 and the Chief Solicitor to complete the transfer of the land to Three Rivers Housing Association.

**Report of:** Director of Neighbourhood Services and Director of Regeneration and Planning Services

**Subject:** LAND AT SURTEES STREET, HARTLEPOOL

---

## **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).**

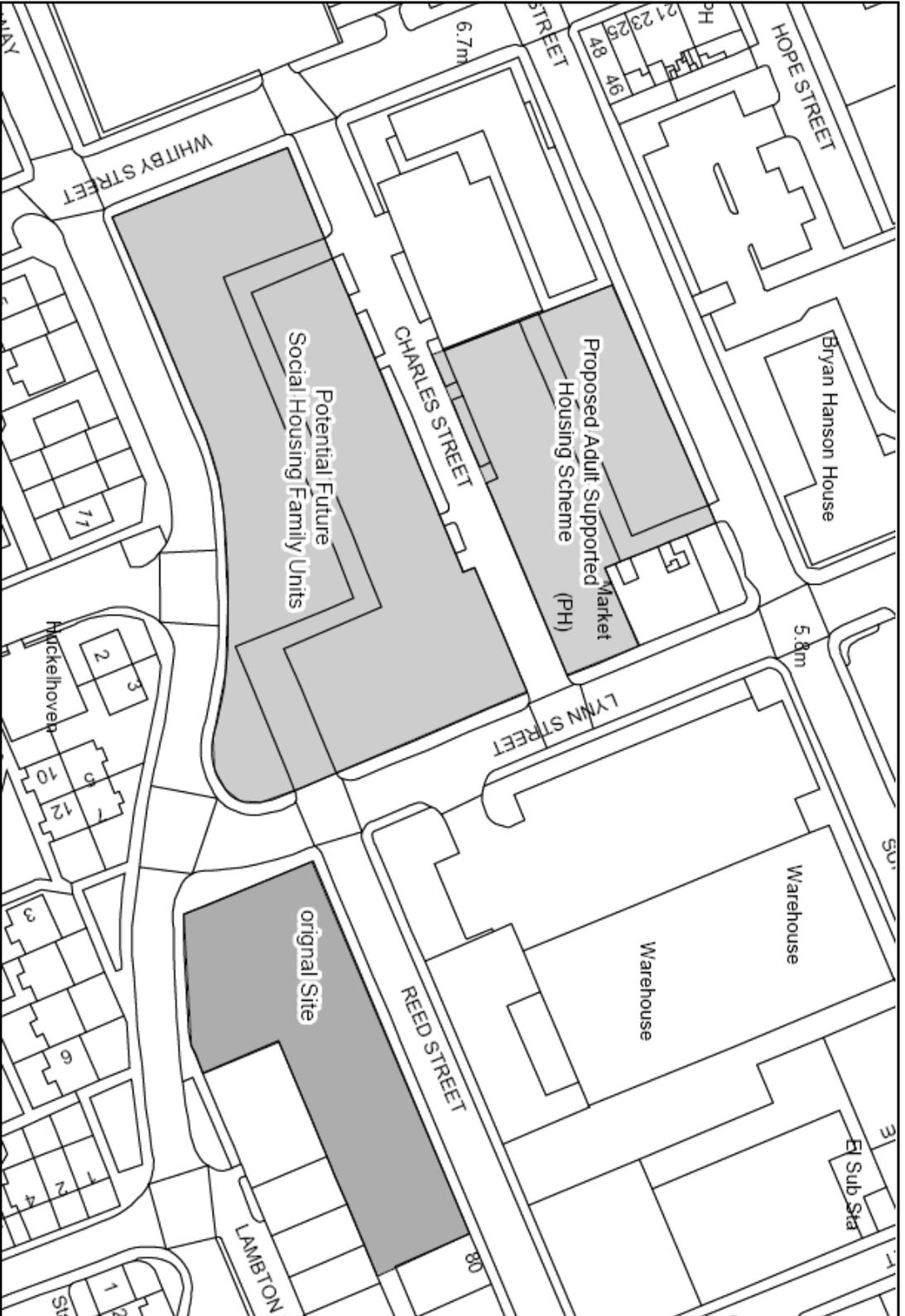
**4. RECOMMENDATIONS**

- 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 and the Chief Solicitor to complete the transfer of the land to Three Rivers Housing Association.

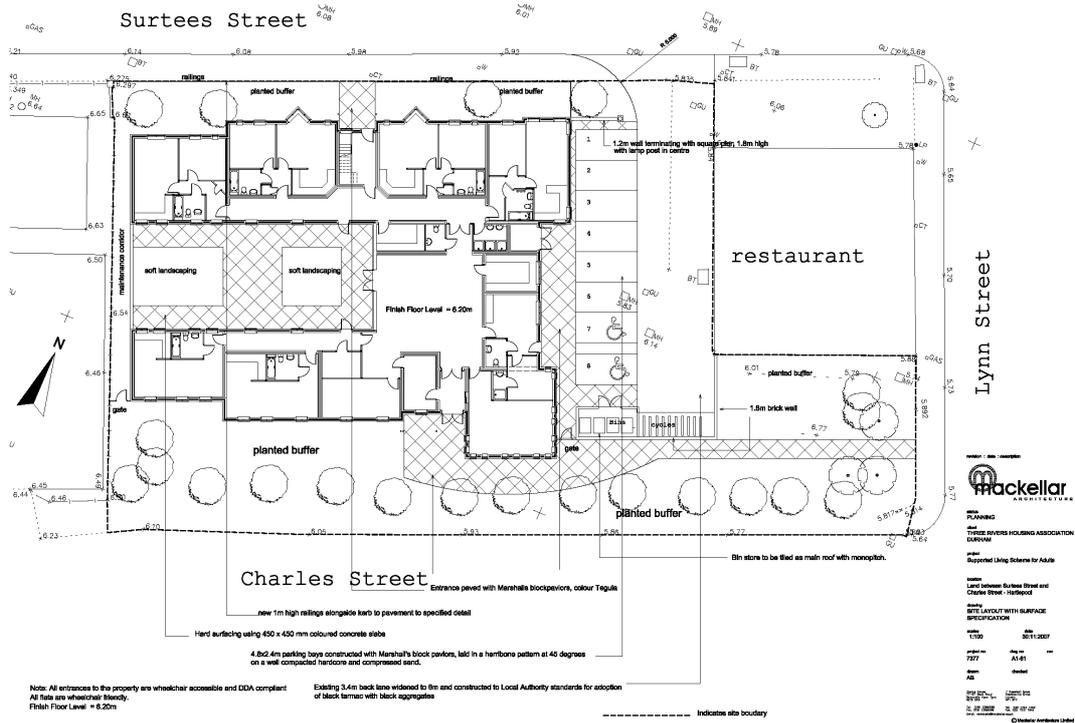


APPENDIX 1

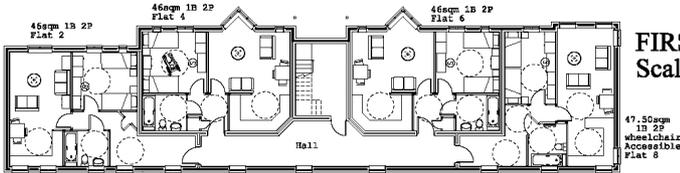


Appendix 2

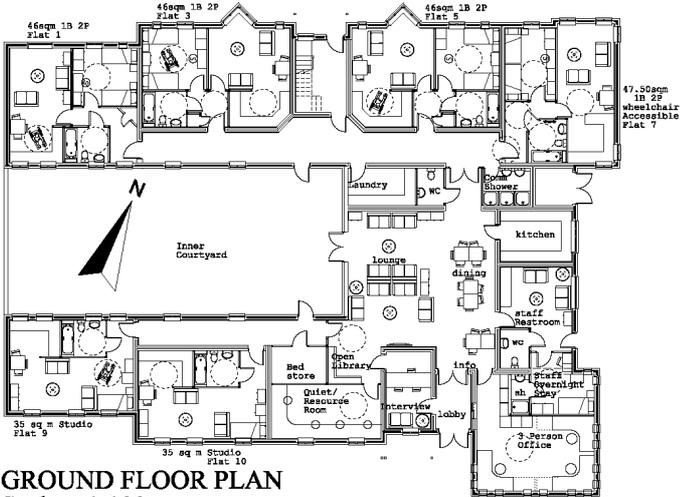
Plans Submitted as Part of Three River's Planning Application



6.1



**FIRST FLOOR PLAN**  
Scale = 1:100



**GROUND FLOOR PLAN**  
Scale = 1:100

47.50sqm  
1B 2P  
wheelchair  
Accessible  
Flat 8

47.50sqm  
1B 2P  
wheelchair  
Accessible  
Flat 7



title  
**PLANNING**

client  
THREE RIVERS HOUSING ASSOCIATION  
DURHAM

project  
Supported Living Scheme for Adults

location  
Land between Surtees Street and  
Charles Street - Hartlepool

drawing  
**PROPOSED GROUND & FIRST FLOOR PLAN  
WITH FURNITURE LAYOUT**

scale  
1:100

date  
30/11/2007

project no.  
7277

sheet no.  
AD-110

drawn  
AB

checked  
AB

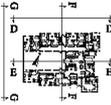
approved  
RHSB

date  
12.02.2008

scale  
1:100

date  
12.02.2008

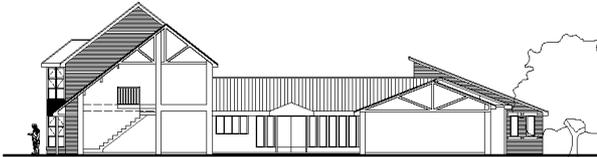
6.1



ELEVATION DD

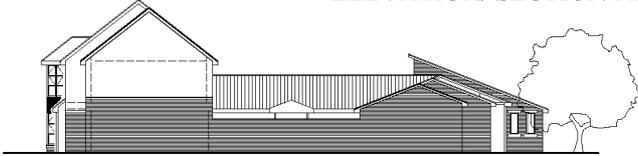


ELEVATION/ SECTION EE



Stairt- engineering bricks must be used below DPC  
 Brick colour and type to be specified, as agreed with client  
 Coloured render to be used where indicated  
 Windows and external doors to be either UPVC or  
 SW timber with hardwood sills. To be confirmed.  
 Roof to be covered with Redland Cambrian interlocking  
 slate, colour to be specified.

ELEVATION/ SECTION FF



ELEVATION GG

revision : date : description

client  
 PLANNING

site  
 THREE RIVERS HOUSING ASSOCIATION  
 DURHAM

project  
 Supported Living Scheme for Adults

location  
 Land between Surtees Street and  
 Charles Street - Hartlepool

drawing  
 ELEVATIONS DD, EE, FF & GG

scale  
 1:100

date  
 30/11/2007

project no  
 7277

drawing no  
 AD-121

drawn  
 AB

checked  
 (signature)

approved  
 (signature)

date  
 12/02/2008

scale  
 1:100

drawn  
 (signature)

checked  
 (signature)

approved  
 (signature)

Mackellar Architects Limited

**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.