REPLACEMENT AGENDA

CABINET AGENDA

HARTLEPOOL
BOROUGH COUNCIL

Monday 31st March 2008

at 9.00am

in

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

MEMBERS: CABINET:

The Mayor, Stuart Drummond

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

1. **APOLOGIES FOR ABSENCE**

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

3. **MINUTES**
    To receive the Record of Decision in respect of the meeting held on 17th March 2008 (previously circulated)

4. **BUDGET AND POLICY FRAMEWORK**
    4.1   Regional Spatial Strategy (RSS) – Further Proposed Changes by the Secretary of State – *Director of Regeneration and Planning Services*

5. **KEY DECISIONS**
    5.1   2008 – 2011 Capital Strategy and Asset Management Plan – *Director of Neighbourhood Services and Chief Financial Officer*
    5.2   Contributions towards Non-Residential Social Support – *Director of Adult and Community Services*
    5.3   A Strategy for Maximising Access to Low Level Support Services – *Director of Adult and Community Services*
    5.4   Concessionary Local Bus Travel – *Director of Neighbourhood Services*

6. OTHER ITEMS REQUIRING DECISION

6.1 Adult Drug Treatment Plan 2008/09 – *Director of Regeneration and Planning Services*

6.2 ICT Provision – Future Arrangements – *Assistant Chief Executive*

6.*3* Tees Valley Grow th Point Status Proposal – *Director of Regeneration and Planning Services*

7. ITEMS FOR DISCUSSION / INFORMATION
No items

8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS
No items

9. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

EXEMPT ITEMS

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

10. KEY DECISIONS

10.1 Single Status Agreement – *Chief Personnel Officer and Chief Financial Officer* (Para 4)

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CABINET REPORT

31st March 2008

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Report of: The Director of Regeneration and Planning Services

Subject: REGIONAL SPATIAL STRATEGY (RSS) – FURTHER PROPOSED CHANGES BY THE SECRETARY OF STATE

SUMMARY

1.   PURPOSE OF REPORT

1.1   To agree Hartlepool's response to the Secretary of State's Further Proposed Changes to the revised Regional Spatial Strategy for the North East.

2.   SUMMARY OF CONTENTS

2.1   The report summarises the main issues arising from the recently published Further Proposed Changes by the Secretary of State from a Tees Valley and Hartlepool perspective.

3.   RELEVANCE TO CABINET

3.1   The policies contained within the RSS cover a wide range of subject areas, thus the report has strategic relevance across a variety of portfolio responsibilities.

4.   TYPE OF DECISION

4.1   This is a non-key decision and forms part of the Budget and Policy Framework.

5.   DECISION MAKING ROUTE

5.1   Cabinet meeting dated the 31st March 2008.

6.   DECISION(S) REQUIRED

6.1   Cabinet is requested to agree to representations regarding the Further Proposed Changes to the Regional Spatial Strategy for the North East being made to the Secretary of State, based on the content of this report.

Report of: The Director of Regeneration and Planning Services

Subject: **REGIONAL SPATIAL STRATEGY (RSS) – FURTHER PROPOSED CHANGES BY THE SECRETARY OF STATE**

1.0   PURPOSE OF REPORT

1.1   To agree Hartlepool's response to the Secretary of State's further proposed changes to the revised Regional Spatial Strategy for the North East.

2.0   BACKGROUND

2.1   Cabinet on 24th July 2007 considered a report on the first stage of consultation on Proposed Changes to the draft revised Regional Spatial Strategy (RSS) for the North East.

2.2   The Secretary of State has now issued for consultation Further Proposed Changes to the Regional Spatial Strategy. Copies of the Further Proposed Changes report are available for public inspection at local authority offices across the region (Bryan Hanson House in Hartlepool), in local branch libraries, and the report can also be viewed and downloaded from the Government Office for the North East website - www.go-ne.gov.uk

2.3   The deadline for responses on the Further Proposed Changes is 2nd April 2008. At the conclusion of this latest consultation exercise the Secretary of State will then consider all representations before deciding on and publishing the final version of the RSS. This is unlikely to be before early summer this year.

2.4   Outlined below are the main issues from a Tees Valley and Hartlepool perspective. In overall terms a significant degree of support can be expressed for the changes to the RSS as these include changes which largely reflect representations previously made by the Joint Strategy Unit on behalf of, and in agreement with, the Tees Valley local authorities.

2.5   These representations included in particular making the case for :

- Higher net housing provision in the region as a whole based on recent population and migration changes, and economic growth;

- A net housing provision in the Tees Valley of 35,700 dwellings over the RSS period to give the local authorities more flexibility and allow progress on the housing element of major regeneration schemes;

- Recognition of the Tees Valley's role as a location for logistics investment and distribution facilities, and

- Stronger support for the future development of Teesport

2.5 From a Hartlepool perspective, as well as supporting the representations outlined above, especially in relation to housing numbers, issues were also raised about :

- The need for the retention of Wynyard in Policy 19 as a prestige employment site
- The need to ensure any onshore wind energy development at Teesside / Tees Estuary does not adversely impact upon the integrity of the Teesmouth and Cleveland Coast Special Protection Area.

3.0 FURTHER PROPOSED CHANGES (BRIEF SUMMARY)

Housing

3.1 The Tees Valley case for a sub-regional requirement of 35,700 net dwellings has been accepted. This is within the wider context of the position taken by the North East Assembly and the RSS Management Team for a total of 128,500 net housing additions in the North East region in the RSS period 2004 – 2021, of which some 70% should be in the Tees Valley and Tyne & Wear.

3.2 The Secretary of State has accepted the Assembly's view on the future housing requirement for the region. Paragraph 1.79 in the Further Proposed Changes states:

"Although there has been some variation in the projected population levels in the region, the scenario is now one of population growth. In the light of the Government's Housing Green Paper and the need to substantially increase the supply of affordable housing, the North East Assembly's recommended figures have been adopted as a Further Proposed Change for this RSS revision."

3.3 The net housing figures in the Further Proposed Changes are summarised in the tables below:

RSS Annual Net Housing Additions

	2004-11	**2011-16**	**2016-21**	**2004-21**
Darlington	525	340	265	395
Hartlepool	390	400	400	395
Middlesbrough	440	485	300	410
Redcar & Cleveland	325	365	330	340
Stockton-on-Tees	600	530	525	555

Tees Valley	**2,280**	**2,120**	**1,820**	**2,100**
Northumberland	900	895	850	885
Tyne & Wear	2,575	3,380	3,955	3,220
Co. Durham	1,670	1,330	1,035	1,385
NORTH EAST	7,425	7,725	7,660	7,580

RSS Total Net Additions

	2004-11	**2011-16**	**2016-21**	**2004-21**
Darlington	3,675	1,700	1,325	6,715
Hartlepool	2,730	2,000	2,000	6,715
Middlesbrough	3,080	2,425	1,500	6,970
Redcar & Cleveland	2,275	1,825	1,650	5,780
Stockton-on-Tees	4,200	2,650	2,625	9,435
Tees Valley	**15,960**	**10,600**	**9,100**	**35,700**
Northumberland	6,300	4,475	4,250	15,045
Co. Durham	11,690	6,650	5,175	23,545
Tyne & Wear	18,025	16,900	19,775	54,740
NORTH EAST	51,975	38,625	38,300	128,860

3.4 The Tees Valley authorities also proposed a distribution of the 35,700 net dwellings between the 5 local authority areas. There are some minor differences between the Further Proposed Changes and those put forward by the local authorities during the first consultation stage, but these appear to be caused principally by rounding. The housing figures in the tables above are acceptable to the Tees Valley local authorities, including Hartlepool Borough Council. They will also provide the context from which the Tees Valley Growth Point Initiative (separate agenda item refers), if approved by the Secretary of State, could be developed – in effect towards achieving increased levels of sustainable housing growth to support and encourage wider economic development.

3.5 The Further Proposed Changes also show total (gross) housing completions, replacements and demolitions. These are summarised below:

Total dwelling construction (annual gross completions)

	2004-11	**2011-16**	**2016-21**	**2004-21**
Tees Valley	2,860	2,695	2,280	2,640
NORTH EAST	9,270	9,450	9,070	9,265

Replacement and Demolition (annual levels)

		2004-11	**2011-16**	**2016-21**	**2004-21**
Tees Valley	Replacement	580	575	460	545

	Demolition	920	635	440	695

3.6   The demolition and replacement figures are based on data previously made available to the North East Assembly and Government Office.

3.7   The Further Proposed Changes make it clear that the gross and net dwelling provision in the RSS are guideline figures and do not represent a ceiling. Local Development Frameworks can make a case for higher figures if appropriate.

3.8   The Further Proposed Changes now include pitch requirements for Gypsies and Travellers, following the completion of a regional study. However specific Gypsy and Traveller requirements in the Tees Valley are being further considered in a study currently underway, commissioned by the Tees Valley local authorities and the Joint Strategy Unit.

Employment Land

3.9   Within Policy 13 in the RSS Victoria Harbour in Hartlepool, plus Middlehaven, Middlesbrough and North Shore, Stockton are effectively retained unchanged, although the original heading of this policy - "Brownfield Mixed-Use Developments" - has been amended to "Brownfield Mixed-Use Locations" to allow for the fact that some broad locations may contain more than one individual mixed use area. The policy now identifies, for example, "Central Darlington" as opposed to "Central Park, Darlington" as a location for major mixed-use regeneration projects.

3.10   The revised Policy18 has amalgamated the total area of Victoria Harbour (80ha) into the General Employment Land allocation for Hartlepool, but not all of the Victoria Harbour area will be used for employment uses, so this may need to be rectified.

3.11   Within Policy 19 in the RSS Wynyard has been effectively retained unchanged. Whilst the continued inclusion of Wynyard within this policy can be welcomed, the policy still seeks to minimise the B1 (a) potential of this site despite the currently existing planning permissions for such office uses. Consequently further representations may need to be made to ensure clarification of the current planning position at Wynyard.

3.12   The original heading of this policy – "Prestige Employment Sites" has also been amended to that of "Key Employment Locations". Also, both Heighington Lane West and Faverdale employment land allocations are now identified in the Further Proposed Changes as "key employment locations" with potential for distribution and logistics. This supports and reinforces the view of the local authorities that the Tees Valley can play an increasingly important role in this sector of the economy.

3.13   The amount of land proposed for development at NetPark (in Sedgefield Borough) has increased from 13 hectares to 25 hectares. The Tees Valley authorities had supported a figure of 13 hectares at NetPark in the first

consultation stage. The Tees Valley authorities had also supported the deletion of a reference in the RSS to the protection of land at Tursdale in Durham City as a long term potential rail-freight interchange facility. In the Further Proposed Changes the potential for a rail-freight interchange at Tursdale is only referred to in the supporting text and with the proviso that consideration would need to be given as to how it would fit with existing facilities including Teesport.

Tees Valley City Region Policy

3.14   The Tees Valley City Region policy in RSS (policy 7) remains largely as in the first set of proposed changes, and appropriately acknowledges the polycentric nature of the sub-region. Changes to the policy include:

- Reference to the logistics sector

- Stronger references to the development of Teesport

- Reference to 'Newton Aycliffe' in the context of the strategic gap between Darlington and surrounding towns and villages

3.15   The policy also retains the priority given to Hartlepool Quays and the broader Coastal Arc for appropriate development, which is to be welcomed.

3.16   It should be noted however that in the course of a currently ongoing scrutiny investigation into the Regeneration of Seaton Carew, a concern has recently been raised regarding the lack of reference within the RSS to this important Hartlepool tourism destination, with a request that this be rectified. The "officer view" in this regard is that the text of Policy 7.2 (g) under the heading Economic Prosperity - which currently reads : "concentrating major new tourism developments related to the coast in Hartlepool and Redcar" – can be interpreted to include Seaton Carew (and for that matter The Headland) by virtue of it being part of the coast within Hartlepool. This is particularly the case given the distinct, and relatively compact nature of Hartlepool and the fact that all the regeneration action zones within Hartlepool therefore are deemed to fall within the designated "Coastal Arc" spatial area which is, in its entirety, reflected as a priority for regeneration within the Tees Valley City Region Policy No. 7 (**Appendix 1** refers). Conversely, however, there is indeed a section within Policy 7 (7.1 of Appendix 1 refers) that does cite support for the regeneration and development of certain smaller settlements, e.g. including Saltburn, where it could be possible to request an amendment to allow for the inclusion of Seaton Carew. It is therefore proposed to include this suggestion within the representations submitted to the Secretary of State.

Teesport

3.17   The local authorities and PD Ports had expressed concern during consultation on the first stage of proposed changes to the weakening of references to the further development of Teesport, particularly to the statement "supporting appropriate development." This has now been amended in the Further

Proposed Changes to read "supporting and encouraging the sustainable development of Teesport."

3.18   The former RSS wording "investigating improvements" to the rail network to Teesport has now been amended to read "supporting rail gauge enhancements to Teesport."

3.19   These proposed changes are welcome.

Durham Tees Valley Airport

3.20   The RSS Further Proposed Changes continue to support the role of Durham Tees Valley Airport. The definition of 'airport-related' development remains the same as previously agreed by the airport authority, and 80 hectares of land continue to be identified for development of airport-related uses.

Urban and Rural Centres

3.21   The Further Proposed Changes now include Redcar (along with Hartlepool and   Stockton) in policy 25 as a centre with an important role in servicing its hinterland.

Transport

3.22   At the first consultation stage the Joint Strategy Unit made a number of comments and suggestions to update the transport section and reflect current investment and management priorities. All of the Further Proposed Changes in this section are consistent with the JSU comments and include:

- Further references to the proposed Tees Valley Metro

- Clarification of references to additional crossing capacity of the River Tees

- Clarification of references to the A66(T)/A19(T)/A174(T) Area Action Plan

Onshore Wind Development

3.23   The Tees Estuary is no longer listed as a preferred location for medium scale wind energy development within Policy 42, because of identified potential adverse effects upon the national nature conservation sites, but the policy still includes Teesside which relates to the area to the west of the A19.

Climate Change

3.24   The policy in relation to climate change, and the need for all strategies, plans and programmes in the Region to contribute to mitigating climate change and assisting adaptation to the impacts of a changing climate are essentially retained within the RSS other than a few minor textual alterations. There is also the intention to ensure that mechanisms are in place for co-ordinating a

programme of data collection and monitoring on climate change to enable future revisions of the RSS to take this into account – including development of a regional Climate Change Action Plan. All of which are important considerations for Hartlepool to take into account within future planning policy.

4.0   CONCLUSION

4.1   The RSS Further Proposed Changes are to be generally welcomed, both from a Tees Valley and from a Hartlepool perspective and reflect many of the representations made at the first stage consultation. There are still potentially a number of more specific outstanding issues in relation to Hartlepool – as identified within this report – which it is suggested should lead to further representation by Hartlepool for the response deadline of 2nd April 2008.

4.2   A similar report to this is also being considered by the Hartlepool Partnership at its meeting on the 17th March 2008 and if there are any significant issues arising from the Partnership deliberations, these will be reported verbally to Cabinet.

5.0   RECOMMENDATION(S)

5.1   Cabinet is requested to agree Hartlepool's response to the Secretary of State's Further Proposed Changes to the revised Regional Spatial Strategy for the North East.

4.1 APPENDIX 1

Development Principles and Locational Strategy 2

Policy 7

TEES VALLEY CITY REGION

Strategies, plans and programmes, and planning proposals, should support the polycentric development and redevelopment of the Tees Valley city region by:

FPC 41

7.1 Regeneration

  a. giving priority to the regeneration ~~core regeneration areas~~ of the Stockton-Middlesbrough Initiative area, both banks of the Tees between Stockton, Middlesbrough and Redcar; Hartlepool Quays and brownfield opportunities in Darlington;

  b. supporting the regeneration of the Coastal Arc from Hartlepool Headland to East Cleveland for appropriate development;

  c. supporting the regeneration and development of Newton Aycliffe, Spennymoor, Shildon, Bishop Auckland, Saltburn, Brotton, Skelton, and Loftus for sustainable ~~indigenous~~ growth ~~to meet local needs~~ without adversely impacting on the regeneration initiatives within the Tees Valley conurbation.

7.2. Economic Prosperity

  a. giving priority to major new heavy industrial, chemicals and port related development at Billingham, Seal Sands, South Tees, Teesport and Wilton;

  b. supporting the expansion of the renewable energy and recycling sector and their links to sustainable regeneration;

FPC 42

c. supporting the development of business and financial services and new ~~city-scale~~ leisure, cultural and retail development in Stockton and Middlesbrough;

d. developing manufacturing and logistics based accommodation in line with Policies 18 and 19;

e. supporting the appropriate development of Wynyard and NetPark as ~~Prestige Employment sites~~ Key Employment Locations as set out in Policy 19

FEBRUARY 2008 CONSULTATION DRAFT NORTH EAST OF ENGLAND REGIONAL SPATIAL STRATEGY SECRETARY OF STATE FURTHER PROPOSED CHANGES

72

2 Development Principles and Locational Strategy

e. supporting the development of Darlington and Newton Aycliffe as employment locations, particularly to take advantage of their location close to the A1, A66 and East Coast Main Line;

f. supporting the expansion of the Universities of Teesside and Durham, and the research and development capabilities of the Wilton Centre and NetPark;

g. concentrating major new tourist developments related to the coast in Hartlepool and Redcar;

h. focusing on the creation of local jobs and retraining and up-skilling of local workforces in the Other Regeneration Areas;

7.3. Sustainable Communities

a. locating the majority of new retail and leisure development in the sub-regional centres of Middlesbrough and Darlington, whilst additional development in other centres should be consistent with their scale and function to enhance their vitality and viability;

b. developing housing to support the economic growth strategies in sustainable locations, mainly on previously developed land in areas where it does not undermine existing housing markets, particularly housing market restructuring areas;

c. supporting housing market renewal programmes for the Tees Valley city region;

d. insisting on high standards of new development and redevelopment, which improve the quality of the environment and promote sustainability;

7.4 Connectivity

a. encouraging the growth of passenger and freight services from Durham Tees Valley Airport in linking the Region to international markets, and encouraging the development of 80 hectares of land for airport-related uses (as defined in this RSS), to enable Durham Tees Valley Airport's potential as an economic driver to be realised and cater for its anticipated passenger growth;

FPC 43

b. supporting and encouraging the ~~appropriate~~ sustainable development of Teesport as a northern gateway port;

c. developing a modern integrated public transport network for the Tees Valley;

d. exploring the need for sustainable transport infrastructure improvements to support regeneration initiatives;

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HARTLEPOOL
BOROUGH COUNCIL

Report of: Director of Neighbourhood Services and Chief Financial Officer

Subject: 2008 – 2011 CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

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SUMMARY

1.   PURPOSE OF REPORT

To present the 2008 -2011 Capital Strategy and Asset Management Plan for consideration and endorsement.

2.   SUMMARY OF CONTENTS

The Capital Strategy sets out the way in which the Council determines and manages the Capital Programme and the linkages between the Capital Programme, the Council's Corporate Objectives and the Community Strategy.

The Asset Management Plan is a tool and working document that highlights the main achievements in terms of the performance of the Council's land and property portfolio since the last 2006 Asset Management Plan and also outlines the proposed asset management Programmes.

3.   RELEVANCE TO CABINET

The Capital Strategy and Asset Management Planning form part of the Council's medium term financial strategy and are included in the Comprehensive Performance Assessment (CPA) Key Lines of Enquiry under the Use of Resources.

4.   TYPE OF DECISION

Key Decision Test (i) and (ii) applies

5.   DECISION MAKING ROUTE

Cabinet only.

6.   DECISION(S) REQUIRED

Consideration and endorsement of the 2008 - 2011 Capital Strategy and Asset Management Plan.

Report of: Director of Neighbourhood Services / Chief Financial
                        Officer

Subject: 2008 – 2011 CAPITAL STRATEGY AND ASSET
                        MANAGEMENT PLAN

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1.   PURPOSE OF REPORT

1.1   To present the 2008 – 2011 Capital Strategy and Asset Management Plan
        for consideration and endorsement.

2.   BACKGROUND

2.1   The Corporate Asset Management Plan (AMP) was originally produced in
        2002 in accordance with the Single Capital Pot requirements and has been
        used in conjunction with the Capital Strategy in order to secure additional
        Government funding. Whilst not a requirement for recent years due to the
        Council's "excellent" status the Asset Management Plan has been revised
        annually to highlight the importance of strategic asset management planning.

2.2   The Asset Management Plan is very much a tool to ensure the Council is
        approaching asset management in a clear, structured and inclusive way and
        it continues to develop as a working document moving away from the
        prescriptive content approach to asset management planning arrangements
        and processes previously required by Government Office and is produced and
        written to reflect the "good practice" guidance of the Royal Institution of
        Chartered Surveyors (RICS) and the Department of Communities and Local
        Government (DCLG).

2.3   The Plan has an important role to play in achieving the Council's objectives,
        priorities and service needs and highlights the main achievements in terms of
        the performance of the Council's land and property portfolio. The plan also
        outlines the asset management programmes for the future, and together with
        the Capital Strategy forms the basis for the management of the Council's
        asset base within the following parameters:-

        •   Better public services through better assets – the right assets in the right
            place can make the difference.
        •   Sustainable Communities – the contribution of land and property to
            regeneration.
        •   Property and investment planning is a key part of the Council's overall
            budget framework – contributing to the efficiency strategy and effective
            use of resources.
        •   Sharing public sector property assets – in the future integration and
            alignment of services.

2.4   The Council's property aim is:-

"to optimise the utilisation of assets in terms of service benefits, accessibility and financial return" – to the benefit of the people of Hartlepool.

The aims of the AMP are:-

- To integrate property decision making into the corporate planning process.
- To establish a corporate framework and context within which to address Council property issues.

2.5   The Capital Strategy and AMP also reflects the external influences affecting the Council's use of resources and identifies the relevant Corporate Performance Assessment (CPA) linkages, the plan is now a key document in the annual assessment of the Council's Use of Resources.

2.6   The Capital Strategy and AMP document will continue to be aligned more closely with the Capital and Revenue Medium Term Financial Plans reflecting a strategic 3 year rolling timeframe.

2.7   The AMP, in conjunction with the Councils Capital Strategy, provides information on the current condition, planned maintenance requirements and identifies the estimated cost of maintenance, to be addressed via revenue and capital funding of the Council's asset Base.

3.   **CONSIDERATIONS**

3.1   The Capital Strategy section of the document, appended as **Appendix A,** sets out the way in which the Council determines and manages the Capital Programme and covers:-

- Links with Community strategy and vision for Hartlepool
- Our priorities for Capital Expenditure
- The Council's approach to Funding Capital Investment
- The Framework for Managing and Monitoring the Capital Programme
- Capital Spending Proposals
- Links to Partners
- Links to Other Strategies and Plans
- Performance Measurement and Innovation
- Disposal Strategy and Property rationalisation

3.2   The main developments in the Asset Management Plan, appended as **Appendix B**, include :-

- Moving to a 3 year plan with the objective of putting procedures in place to mange objectives, achieve outcomes and report on progress.

- Capital Programme – Project Management, Prioritisation Process and Option Appraisal
- Improved Suitability and Sufficiency Assessment Process
- Improved Planned Maintenance Prioritisation Process and New Whole Life Costing Property Evaluation Process
- New Brownfield Sites Register and Descriptions
- Inclusion of Case Studies
- Community Asset Transfer
- New Working Practices within the Council – Accommodation Review and Rationalisation
- Environmental Sustainability
- Measurement of property performance (Public Audit Office Indicators)

3.3   The Capital Strategy / Asset Management Plan has relevance to the following asset streams:-

- Land and Property (including School buildings)
- Highways and Transportation
- Other major infrastructure e.g. Coast Protection Structure, Car Parks
- Vehicles, Plant and Equipment
- Strategic housing needs
- Regeneration schemes.

4.   CONCLUSIONS

4.1   The Capital Strategy and Asset Management Plan documents are key elements in demonstrating that the Council:-

- Has a policy led budget
- Link budgets and the capital programme to its priorities
- Effectively manages its asset base
- Has effective arrangements for reporting and monitoring performances against budgets

4.2   The Council has made provision for a capital programme as part of the medium term financial strategy in line with the principles of the Capital Strategy / AMP.

5.   RECOMMENDATIONS

5.1   That the Cabinet considers and endorses the 2008 -2011 Capital Strategy and the Asset Management Plan with the comments of Members welcomed.

Capital Strategy

2008 to 2011

A Four Star Authority – Improving well

**HARTLEPOOL BOROUGH COUNCIL
CAPITAL STRATEGY**

1   INTRODUCTION

The Council has a pivotal role in the future development of the town. We recognise the importance of working in partnership with a wide range of public, private and voluntary sector organisations to achieve this objective. A Local Strategic Partnership (the Hartlepool Partnership) has been created to bring the major partners together. The Partnership has agreed a long-term vision for Hartlepool, which is:

> **"a prosperous, caring, confident and outward looking community, realising its potential in an attractive environment".**

This vision is underpinned by seven Community Strategy themes, which the partners, including the Council, have adopted to forward plan and prioritise their actions, as follows:

- Jobs and the Economy

  Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people.

- Lifelong Learning and Skills

  Help all individuals, groups and organisations realise their full potential, ensure the highest quality opportunities in education, lifelong learning and training and raise standards of attainment.

- Health and Care

  Ensure access to the highest quality health, social care and support services and improve the health, life expectancy and wellbeing of the community.

- Community Safety

  Make Hartlepool a safer place by reducing crime, disorder and fear of crime.

- Environment and Housing

  Secure a more attractive and sustainable environment that is safe, clean and tidy; a good infrastructure; and access to good quality and affordable housing.

- Culture and Leisure

  Ensure a wide range of good quality, affordable and accessible leisure and cultural opportunities.

- Strengthening Communities

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

The Council has adopted these Community Strategy themes as our own priorities, to help us develop detailed strategies and achieve our overall Council aim, which is:

"To take direct action and work in partnership with others, to continue the revitalisation of Hartlepool life and secure a better future for Hartlepool people".

The Capital Strategy Plan outlines how our capital investment will contribute towards the achievement of this objective. In addition Council has capital spending needs in relation to the condition of its assets. These requirements are set out in the Asset Management Plan which when linked to the Capital Strategy forms an integrated tool for investment and management of the Council's assets.

The effective management of capital assets is key to the delivery of the Council's priorities and this document sets out how capital resources are allocated to meet Council priorities.

2   HISTORY – WHERE HAVE WE STARTED FROM?

The Capital Strategy outlines the Council's vision for the future, which needs to build upon the work which has already been completed. During the 1990's the Council, together with its various partners, implemented major capital investment to improve the quality of life for Hartlepool residents, to create a sustainable economic base for Hartlepool and to transform the image of Hartlepool. This investment included:

- the development of Hartlepool Marina
- the refurbishment of the Town Centre, including the redevelopment of the main Shopping Centre following its sale by the Council to a private developer;
- major private sector housing development, following the sale of surplus Council land;
- the refurbishment of residential homes for older people following their transfer to a not for profit organisation.

Hartlepool has been successfully revitalised as a result of this significant investment via the public and private sector. It now has a vibrant environment which is attractive to those who live, work and visit the town.

This strategy outlines how the Council, in conjunction with its partners, will continue the development of the town.

3 VISION – OUR PRIORITIES FOR CAPITAL EXPENDITURE

There are a number of key priorities for capital expenditure within the Authority, namely:

School and college facilities

Education is acknowledged as a high priority for the Council. The Council has successfully replaced one of its six secondary schools through a partnership with the Church of England.   The Council has secured funding of £91 million from the Government's Building Schools for the Future Programme which will be used to improve and address the suitability, sufficiency and sustainability of the secondary school estate. This investment will cover the replacement, or refurbishment , of four secondary school buildings to provide modern facilities which will facilitate the "education experience". In addition, the programme will include significant investment in school's IT facilities and infrastructure to provide state of the art facilities. The Council will close one of its existing secondary schools as the town's future secondary education needs can be met from a reduced number of schools. These works are scheduled to be begin in Spring 2010 and to be completed by the end of 2012.

The Council has also secured funding from the Government's Primary Capital Programme initiative to address the capital investments needs of its Primary Schools. The Council has secured an initial allocation of £8.4 million for 2009/10 and 2010/11 which will enable the Council to begin to address the highest priority capital investment needs in its primary schools. Further funding will be required to complete this programme and it is anticipated that additional funding of £27 million will be provided through the Primary Capital Programme from 2011/12 onwards.

The Council is also working in partnership with Hartlepool College of Further Education to secure the development of new college facilities in the town centre. The College have secured funding of £50m from the Learning and Skills Council to fund this development. To facilitate this development the Council will sell the car park site adjacent to the existing college. This will enable the college to remain within the town centre and thereby benefit from existing transport links and the improvements in transport links which will flow from the completion of the "Transport Interchange". The central location of the college will also play a key role in the sustainability of the town centre and the shopping centre, as it will help secure the continued use of these facilities by students.

Adult Social Services

The Council has entered into long-term service agreements with the private and voluntary sectors for the provision of Adult Social Services. Under these arrangements the Council's Social Services property portfolio has transferred to the private or voluntary sector who have then funded investment to improve existing facilities.

The Council recognises that demand for Adult Social Services will continue to increase. Therefore, we entered into an innovative partnership with the Joseph Rowntree Housing Trust, Hartlepool Primary Care Trust and North Tees and

Hartlepool NHS Trust to develop a retirement village. The scheme will provide supported living for approximately 400 residents, which will provide people with a better quality of life and avoid more expensive residential placements. The £34m scheme will feature 240 apartments and bungalows that will be for rent, shared ownership and sale. The development will also include a Healthy Living suite, shop, activity room, hairdressing salon and lounges for residents. This scheme is currently progressing and the first residents have now moved in.

Environment

The Council has key role in improving and maintaining the local environment to ensure the town is an attractive place to live, work and visit the town. The proposed improvements to schools, housing, transport and leisure will make a key contribution to improving the town's environment. The Council will also pursue other initiatives, such as securing grant funding to address land contamination issues and the provision of additional ongoing revenue funding to maintain coast protection structures and public access to the towns promenades and beaches.

Housing

The Council has successfully facilitated the diversification of private sector housing within the town and addressed the demand for more 'executive' type housing. These developments helped stabilise the town's population and economic sustainability. The Council recognises that these benefits have not been shared by all of the town's residents and there are significant housing problems in relation to traditional town centre terraced housing in some areas. The Council is targeting its available housing resources to address this issue to ensure that intervention is effective in dealing with poor housing conditions and the regeneration of deprived communities. This intervention will involve a package of measures including improvements of existing houses, the development of community/neighbourhood parks, the demolition of existing houses and the development of new private sector housing; where necessary the Council is using compulsory purchase powers in this regard. To achieve these objectives the Council is working with key partners, including the other Tees Valley Authorities and the Regional Housing Board.

The Council previously completed a detailed appraisal of the options for improving the Authority's own housing stock. As a result of this review the Council determined to transfer its housing stock in April, 2004 to Housing Hartlepool, a new Registered Social Landlord.

Housing Hartlepool is part way through a major capital investment programme, which will invest around £98 million to improve former Council houses to ensure the Government's decent home standards are achieved. The Council will continue to work closely with Housing Hartlepool to help regenerate communities and to ensure that intervention in specific neighbourhoods, where there is a mixture of private and Housing Hartlepool properties is co-ordinated.

The Council will also use its available land to help Housing Associations, undertake housing developments which addressed specific housing needs.

Transport

The Council has recently completed and submitted its third Local Transport Plan which describes how it and its partners intend to build a high quality, integrated and safe transport system that supports Hartlepool's continued economic growth and regeneration over the next five years. During this period the Council will work in partnership with other organisations and agencies to deliver a wide range of local transport schemes and policy measures to address the identified problems. These improvements represent a step-change in the delivery of a long-term transport strategy that will contribute towards delivering the shared central-local government priorities and achieving the long-term vision for Hartlepool. In delivering our first LTP a wide range of schemes and initiatives have been delivered to achieve targets, contribute towards the aims and objectives and address the identified problems. These successes have built a strong foundation on which the Council's new long term transport strategy and second LTP have been built.

The Council are currently in the process of developing a Transport Asset Management Plan (TAMP) which will set out how we will maintain the highway network to satisfy the demands placed on it. The plan will be used to develop long-term programmes of preventative maintenance and replacement and to determine the correct levels of budget required for each highway asset each year, ensuring that the network asset is maintained in the best condition that the available funding allows.

Leisure

The Council recognise that the provision of good quality, affordable and accessible leisure facilities has an important part to play in achieving a number of Community Strategy themes, including Culture and Leisure, Lifelong Learning and Skills and Health and Care. The town's main swimming pool is nearing the end of its operational life. Therefore, the Council has taken action in exploring the development of an "H2O centre", within the Victoria Harbour development. The Council has set aside £3m towards this development and is working to attract private developers to take this project forward. A link is being made with our Indoor Sports Strategy, identified future needs and Building Schools for the Future, so that resources are optimised across the Borough.

Jobs and the Economy

Hartlepool's largest-ever physical regeneration project is the remodelling of Victoria Harbour, a 133 ha dockland site. The Council is working with the landowners, PD Ports and with Tees Valley Regeneration to bring forward proposals for a mixed use development, including 57,000 sq. m. office/industrial floorspace, 3,500 dwellings, shops, leisure and community facilities, expected to extend over the next 20 years. The proposals, which have been granted outline planning permission subject to a legal agreement, include sites for the H20 Centre (referred to previously) and a primary school, with a pedestrian/cycle bridge over the harbour entrance linking the site to the Headland.

The Council has also been addressing workspace supply issues for small businesses, with the development of a comprehensive business incubation system. The Brougham Enterprise Centre, Council-owned managed workspace, has recently been refurbished to provide improved business start up facilities. The Council has also worked closely with UK Steel Enterprise to secure funding for the development of UKSE's Innovation Centre at Queens Meadow, completed in December 2005 and providing purpose-designed office and workshop accommodation and support facilities. The Council has also undertaken improvements to enhance the lettability of the Newburn Bridge Industrial units, which provide valuable move-on accommodation.

Transformational Services and New Ways of Working

We understand the national and local context of integrated and shared service provision across the public sector and increased neighbourhood working. We are transforming our own services to provide an effective and efficient framework to meet these demands. The Council is committed to improving customer services and has invested resources to develop a corporate contact centre. The Council has invested in mobile technology to enable services to be delivered in people's own homes or other locations away from the main administrative offices. In addition, the Council has invested in a new Financial Management System which has enabled ongoing revenue efficiencies to be achieved through invoice centralisation and facilitated the introduction of revised procurement arrangements, which have also achieved ongoing revenue efficiencies. The Council recognises that further investment will be needed over the next two years to achieve further efficiencies from Business Process Re-engineering.

Property Portfolio

The Council has produced a "vision" for future accommodation requirements taking into account new ways of working and this forms part of the Asset Management Plan.

The Council is developing a "working from home" strategy which will be a further driver to rationalise office accommodation and achieve efficiencies.

This approach links into our maintenance strategy and the Council has allocated £3.7 million to address backlog of repairs and maintenance within the Civic Centre funded from prudential borrowing.

Community Asset Transfer

The Council have responded to the Government's Agenda (QUIRK Review) to transfer assets to the community. We have worked with two community groups in submitting bids to the Community Asset Fund in respect of premises at Havelock Centre and People Centre.

4   THE COUNCIL'S APPROACH TO FUNDING CAPITAL INVESTMENT

The Council will fund its capital investment from a variety of sources.

The availability of funding from these different sources has a major impact on which projects are implemented as a very large proportion of funding is provided for specific schemes. In the majority of cases these resources fund projects which are high Council priorities. However, this means that local projects are given a lower priority as funding is not available for such items, although innovative approaches are used e.g. £150k is allocated to Neighbourhood Forums each year to address local priorities.

External Grants and Contributions

A significant number of capital projects are financed from external grants and contributions which are provided for the specific project and cannot be used for other purposes. For example, grants from Central Government, National Lottery funds and the European Union.

This is a valuable source of funding and has enabled the Council to undertake a number of developments that would not otherwise have been progressed. Carnegie Building – the revitalisation of a former library. Grayfields Sports Pavilion – new build facilities. Brougham Enterprise Centre – accommodation for small businesses. Coast protection Works – via DEFRA funding. The Council has previously been very active in pursuing such funding. However, given the increasing pressure on the revenue budget the Council is becoming more selective in the capital grant regimes it pursues. This will ensure developments are affordable in the medium term and make a specific contribution to the achievement of the Community Strategy themes.

Borrowing

A large proportion of the Council's capital investment is funded from Government supported borrowing. This funding is provided by Government departments on the basis of services bids submitted by the Council, for example Housing Bids, Local Transport Plan and Education Asset Management Plan. Where a Government department agree to provide supported borrowing for the Council's bid this will usually be provided as a Single Capital Pot allocation. In theory the Council is free to use this allocation to support its own priorities. However, the individual Government departments expect the Council to achieve relevant targets and priorities for which the resources are provided. Therefore, it is the Council's practice to passport these resources to meet the needs identified in the relevant service bids and to hopefully ensure future bids are successful.

The Council can also take on unsupported borrowing, that is borrowing which does not attract Government support. This borrowing needs to be prudent and affordable as the repayment costs must be funded from the Council's revenue budget. This freedom gives the Council an opportunity to use borrowing to fund local priorities which are not eligible for national support. The Council has taken a prudent approach to using this freedom.

A business case approach for each proposal to use this source of funding has been adopted. This source of funding has therefore been restricted to fund investments which will either:-

- lever in significant external grant funding, for example the development of Grayfields sports facility and redevelopment of Headland Town Square; or
- produce a revenue saving greater than the loan repayment costs, for example investment in IT, or the scheme to improve Public Conveniences across the town, which will be funded from the existing revenue budget for this service by rationalising operational arrangements; or
- address a backlog of repairs and maintenance, for example, repairs to the Civic Centre; or
- address minor local priorities which address Community Strategy themes and could not otherwise be funded, for example, Community Safety initiatives and Disabled Access adaptations; or
- enable the Council to address a particular policy priority, for example the extension of recycling initiatives through the implementation of new refuse collection arrangements.

The Council also determined to undertake £3.6 million of unsupported borrowing to address priorities which cannot be funded from other sources, or where existing funding allocations are insufficient to meet local needs. Provision has been made within the Council's Medium Term Financial Strategy to meet the resulting repayment costs associated with this unsupported borrowing.   This funding will be used over the three years 2007/08 to 2009/10 and proposals for using these resources will be recommended by the Council's Strategic Capital Resources and Asset Programme Team (SCRAPT) on the basis of robust project appraisal procedures. The Council will consider whether this programme continues beyond 2009/10 when the Medium Term Financial Strategy is rolled forward.   Projects which have been funded from this resource include Coast Protection works, Highways maintenance schemes, Disabled Facilities grants, Economic Development schemes and Regeneration match funding.

Leasing Arrangements

The Council continues, where appropriate, to use leasing arrangements to acquire vehicles and equipment for the provision of key services such as refuse collection and grounds maintenance. The decision to use leasing arrangements is based on a detailed financial appraisal to determine the most cost effective option for financing the replacement of operational equipment. The Council uses an external consultant to assist with this financial evaluation and to provide market intelligence on available leasing options.

Capital Receipts and Revenue Funding Sources

The Council now has limited surplus assets which can be disposed of. Therefore, this source of funding is limited. In some instances it may be more beneficial for the Council to use its land as the Council's contribution to developments with Housing Association where this levers in significant housing investment from other sources. The Council will therefore consider each disposal on a case by case basis to maximise contribution to the Council's overall objectives.

Future capital receipts will be dependent upon the rationalisation of the Council's property portfolio. The Council undertook a study into the potential latent value of its property in 2004. This was undertaken by Consultant DTZ. One of The Council's remaining valuable assets is its minority interest in the Shopping Centre, which currently provides a significant income stream for the Council. The Council has considered disposing of this interest, however, the capital receipt would not be sufficient to replace the existing income stream. Therefore, it is not currently in the Council's interest to pursue this option. A similar exercise is being undertaken on the Council's interest in the Victoria Park Football Ground and there may be some potential in this option.

The Council has determined that capital receipts from the sale of income generating assets should in the first instance be earmarked to either replace the assets, or to repay debt, to ensure the sale does not have an adverse impact on the revenue budget. In accordance with this policy any uncommitted capital receipts will be available to support new capital investment.

The Council can also use revenue resources to fund capital projects e.g. use of car parking income. However, as revenue budgets are under increasing pressure the Council's ability to make revenue contributions to capital is restricted. There are no proposals to make significant revenue contributions in the corporate budget strategy, although individual service departments may make small contribution for specific priorities.

"The Future of Transport" White Paper (July 2004) sets out the Government's intention to establish a Transport Innovation Fund (TIF) to give incentives to develop and deploy smarter, innovative, local and regional transport strategies. The fund will support the costs of smarter, innovative local transport packages that combine demand management measures such as road pricing with modal shift and better bus services. It will also support innovative mechanisms which raise new funds locally and the funding of regional and local schemes that are beneficial to national productivity. The paper sets out the approach to taking forward the first of the objectives, including the criteria intended to be used to provide pump-priming funding in support of scheme development. The Council are working with their partners in the Tees Valley region, through the Joint Strategy Unit, towards developing a bid for this funding.

As part of the Medium Term Financial Strategy for 2007/2008 to 2009/10 the Council determined to make provision within the revenue budget for unsupported borrowing of £3.6 million to address local priorities over this period. Proposals for using these resources are recommended by the Council's SCRAPT team on the basis of robust project appraisal procedures. The Council will consider whether this programme continues beyond 2009/10 when the Medium Term Financial Strategy is rolled forward.

Other Sources of Capital Funding

The Council recognises that the above sources of funding are not suitable for all capital projects. Therefore, the Council will continue to examine the potential for resolving the shortfall in available capital funding through the use of alternative funding sources. Initiatives already taken include the transfer of the Council's

housing stock to a registered social landlord and outsourcing of services to enable the private sector to fund capital investment.

The Council has worked in partnership with the Hartlepool Primary Care Trust on the relocation of Health and Social Services into accommodation to be provided under the NHS LIFT partnership and works have now begun on site. In relation to Housing the Council will continue to work with a range of partners, including English Partnerships, Housing Associations and the private sector to secure affordable housing and to tackle housing market failure.

5 THE FRAMEWORK FOR MANAGING AND MONITORING THE CAPITAL PROGRAMME

Project Prioritisation and Option Appraisals

It is inevitable that demands for capital investment will exceed resources available to the Council. It is therefore essential that the Council has robust criteria for allocating resources. These procedures need to reflect the Council's overall priorities, recognise the requirements of external funders and maximise the sustainability of Government funding allocated through the Single Capital Pot. The Council has determined that the best way to achieve these objectives is to passport Single Capital Pot resources to meet the relevant service bids. The downside to this policy is that it reduces the resources which the Council can allocate to its own local priorities. However, the policy does ensure resources are targeted at issues which have a high priority to both the Government and the Council. The policy also maximises the resources which the Council will secure for future capital investment.

In practice, the above policy and the limited level of capital receipts and revenue contributions to capital, means the Council has limited uncommitted resources. Therefore, existing project prioritisation and option appraisal arrangements concentrate on the revenue implications of proposed capital projects.

The Council, like most local authorities, faces a challenging revenue budget position in the next few years as the Council will need to achieve annual efficiencies of 3% and address increasing demands on services. The Council's Cabinet has therefore determined to implement procedures for evaluating potential capital bids which include the establishment of the lifetime revenue implication of capital projects.

As part of the procedures projects will only be approved if it can be demonstrated that these costs can be funded, either:

- from savings which will arise from the investment; or
- the sponsoring department can identify alternative revenue savings/income, which do not have an adverse impact on the delivery of the Council's corporate priorities; or
- the Council's Cabinet determine to identify corporate savings as part of the overall revenue budget process.

Managing the Capital Programme

The Council will continue to maintain robust and comprehensive procedures to ensure the delivery of capital projects on time and to budget. These procedures are particularly critical given the dependency of the Capital Programme on external grants as the Council needs to ensure grant conditions are met. Regular capital monitoring reports are considered by the Corporate Management Team and Cabinet. The Council's Strategic Capital Resources and Asset Programme Team will co-ordinate the development of the Capital Programme.

Grant funded schemes, such as the New Deal for Communities Programme, are subject to the funders Specific Performance Monitoring regimes. In most cases these monitoring arrangements review progress on a quarterly and annual basis against agreed financial and non financial targets. Failure to delivery against these targets can result in the loss of future grant allocations, or in extreme cases the claw back of monies already provided. The Council has an excellent track record of delivering against these milestones.

Procurement

The Council has strengthened its approach to procurement over recent years by the formation of a Corporate Procurement Team to coordinate activity and to develop a procurement strategy in line with the National Procurement Strategy. A revised 3 year Procurement Strategy (2008 – 2011) was approved by the Portfolio Holder in February 2008. The Council's Contract Procedure Rules have been amended to reflect a variety of options such as best price and quality / price tenders in addition to partnering arrangements. This allows capital projects to be delivered on a flexible manner to meet individual requirements.

The Council is an active participant in the Regional Centre of Excellence and its procurement projects e.g. Tees Valley Vehicle Procurement and Waste Management initiatives, potential for shared service provision, commodities etc. Sub regionally collaboration between the Tees Valley Authorities has increased in the sharing of the commission role for procurement exercises to achieve efficiencies. We are also part of a purchasing consortium (NEPO) across all 25 North East Councils.

We have a strategic partnership in place to deliver corporate projects (including LEA funded schoolwork) up to a value of £100k. This commenced in 2002 and has proven successful in speedy delivery of schemes. It was reviewed and renewed in 2005.

A review of Construction, Property and Highways Professional Services has been undertaken and in 2006/7 a rationalisation of current framework agreements is being pursued which will enhance capacity and skills to deliver future programmes of work such as the redevelopment of primary schools.

6   CAPITAL SPENDING PROPOSALS

The Council's Capital Programme for the three years 2007/2008 to 2010/2011 was approved in February, 2008 and over this period the Council will invest over £36m. A breakdown of the 2008/2009 Capital Programme is detailed below:

	£,'000
Children's Services – Education	5,179
Children's Services – Sure Start	668
Local Transport Plan	1,944
Housing	4,531
New Deal for Communities	1,552
Asset Management	1,593
Other	2,815
	13,751

7   LINKS TO PARTNERS

The Council has a strong track record of partnership working to maximise the impact of the Council's own capital resources and the investment undertaken by partners. Recent examples of partnership working include:

- the Council is working in partnership with Hartlepool New Deal for Communities (NDC) on a range of regeneration projects within the NDC area. One of the key projects is the Housing Renewal programme, which aims to tackle significant housing market failures and associated social problems. Over the 10 year life on Hartlepool NDC the Council will contribute £7.5m towards this initiative;
- over the last seven years the Council has worked closely with the North Central Single Regeneration Programme partnership on a range of regeneration projects within the Headland area of the town. This programme is now in its final year and the Council is providing funding to enable two key projects to be completed - £44,000 for the Restoration of the Headland War Memorial and £195,000 to the Headland Town Square Development scheme.
- the creation of a Church of England School in conjunction with Durham diocese to replace one of the town's six secondary schools;
- partnership between the Council, the Governors of another secondary school, the Sports Lottery and SRB to establish a specialist sports college.

As part of the Local Strategic Partnership the Council will continue to be involved in partnership projects across a range of service areas directly linked to the achievement of our corporate priorities, including:

Health

The Council worked with Hartlepool Primary Care Trust to develop new facilities which incorporate Health and Social Care services on the same site. The main project is the development of a new Health and Care Centre in the town centre. The

Council was heavily involved in site assembly and has now sold the site to LIFT. Works on the development of this facility have now commenced. In addition, integrated teams with shared accommodation have also progressed.

Education

The Council will continue to work with Secondary Headteachers, Governing Bodies, parents and other Education stakeholders to ensure the development vision for the Secondary Schools estate to be delivered through the Building Schools for the Future Programme is achieved. There will be a similar collaborative approach for the redevelopment of Primary Schools.

Transport

The Council will continue to work in partnership with the other four Tees Valley authorities on the development of a sustainable transport strategy for the Tees Valley. This includes an "in principle" commitment to the development of a Tees Valley metro system. At a local level the Council's own Local Transport Plan will continue to be developed in consultation with the Hartlepool Transport Group.

Housing

The Council is no longer a direct provider of rented housing. However, the Council still has strategic housing responsibilities and will work in partnership with others to ensure everyone has access to good quality and affordable housing. Over the next few years the major housing issue facing the Council is to address housing market failure within the traditional town centre terraced market. To address these issues the Council will continue to work in partnership with a range of public sector organisations, including the New Deal for Communities partnership, English Partnerships, the Housing Corporation and Housing Hartlepool, as well as private sector developers. This broad coalition will seek to regenerate these areas through a combination of refurbishing and demolishing existing houses, the development of new housing by the private sector and the development of new public open spaces.

Community Safety

The Council works in partnership with Cleveland Police and other members of Hartlepool Community Safety Panel in the delivery of the town's Community Safety Strategy. Over the next three years the Council will provide a further £0.45m of capital funding for Community Safety initiatives. In addition, the Council has agreed that the Local Public Service Agreement reward grant earned from reducing domestic burglary will be ring fenced for further Community Safety issues. This capital element of this recent grant is £106,000 and Hartlepool Community Safety Panel will determine which projects are funded using this money.

8 LINKS TO OTHER STRATEGIES AND PLANS

The Council is a key member of Hartlepool Partnership and we have adopted the Partnership's long-term visions for Hartlepool. The Council's Corporate Plan sets out how the Authority intends to delivery its part of this strategy. The Corporate Plan

provides the overall focus for the Council's activities and is supported by a variety of service specific plans, including the Capital Strategy and Asset Management Plan.

9   PERFORMANCE MEASUREMENT AND INNOVATION

As previously recommended by the ODPM the property performance indicators published by the COPROP Performance Management Initiative are being used in preference to the former ODPM Indicators as it is recognised that these definitions will improve reliability of data and the validity of inter-authority comparisons. Indicators recently published by the Public Audit Office will also be developed.

Property Performance is reported to the Performance Management Portfolio Holder annually and reported quarterly as a requirement of Corporate and Departmental Service Plans.

Egan Report

The Council has successfully implemented the Principles of Egan's "Rethinking Construction" by building "quality" into tender consideration. More significantly the extensive use of partnering arrangements to deliver key projects is well embedded in the procurement approach of the Council. There is also a strategic partnering arrangement in place for the provision of maintenance and other works up to a value of £100k. The partners include 2 private sector contractors and the Council's in-house team. Benefits include value engineering gained from early involvement of contractors e.g. Carlton Outdoor Centre and LEA Condition Works, Planned Maintenance Works and Minor Building Works and the realisation of savings being re-invested in projects.

10   DISPOSAL STRATEGY

As indicated earlier, the Council has previously generated significant capital resources from the sale of land and buildings. These resources have been used to fund new capital projects and to provide building land for private sector development. Over the past five years the Council generated usable capital receipts of £12.1m. However, owing to the success of previous capital receipt programmes, the Council has limited potential to generate capital receipts. The remaining disposals will be difficult to achieve and will therefore not be included in the Council's Capital Programme until the receipts are certain to be received. This prudent approach will ensure the Council does not over commit itself.

To encourage service departments to manage their land and property assets effectively, they are entitled to retain 25% of the capital receipt generated from the sale of operational assets. This money can then be invested in their remaining property assets. The remaining 75% is allocated on a corporate basis.

Efficiency Strategy

Asset Management is an important strand of the Council's Efficiency Strategy and the key ingredients will be:-

- Development of the accommodation strategy
- Rationalisation of property
- Minimising running costs e.g. energy efficiency
- Improving procurement arrangements e.g. vehicles
- Addressing environmental issues and climate change e.g. green energy.

11 SUMMARY

The Council will continue to prioritise its capital resources in line with its corporate objectives and seek alternative funding sources to achieve these objectives. It is recognised that bids for external funding need to be closely aligned to these objectives and affordable in the medium term.

It is also recognised that the continued regeneration and revitalisation of Hartlepool will only be achieved through existing and new partnerships with other public sector organisations and the private sector. The Council has a good track record in working with such bodies and has already achieved significant improvements. These developments will continue to be a major influence in the coming years and the major initiative includes the development of the retirement village and Victoria Harbour.

The Council will review its capital expenditure plans on a regular basis to reflect changing circumstances, including:

- The results of Service Reviews and Inspections (including service specific inspections and the Comprehensive Performance Assessment);
- The level and type of Central Government support for the Council's capital investment;
- Pressures and priorities set out in the Council's Medium Term Budget Strategy (including the level of Council Tax increases).

Asset Management Plan

2008 to 2011

HARTLEPOOL
BOROUGH COUNCIL

A Four Star Authority – Improving Well

Contents

9	**Asset Management Programme**	41
9.1	Capital Planned Maintenance Programme 2007/2008	41
9.2	Capital Access Programme 2007/2008	42
9.3	Revenue Planned Maintenance	42
9.4	**Implementation**	43

Appendices

1   INTRODUCTION AND CONTEXT

This Asset Management Plan focuses upon further developing the necessary processes for asset management within Hartlepool Borough Council with a greater emphasis on achievements, in terms of outputs, e.g. improved property assets, and outcomes, e.g. better achievement of corporate objectives and more efficient and effective services to the public resulting from improved property assets.

Property assets are essential to the Authority's functions and their best use and management are crucial in the delivery of efficient and effective services. Managing these assets is a structured process that seeks to ensure best value for money from property assets and improved performance in meeting strategic needs.

Property assets have three features that emphasise the fundamental importance of their proper management:

- they are expensive – in terms of both their capital value and annual costs of upkeep;
- they need to be carefully managed over their lives to ensure best value, e.g. use, maintenance and generation of income; and,
- it takes time to determine carefully new property needs and to procure and provide them.

This 2008 to 2011 Asset Management Plan provides a clear position statement in respect of asset management planning at Hartlepool Borough Council. It builds on agreed policies and strategies and updates the 2006 Asset Management Plan. Progress against the 2006 Plan has been updated by report to the Portfolio Holder and has addressed the delivery of the key asset management drivers, i.e. the Accommodation Strategy, Capital and Revenue Planned Maintenance Programmes, Accessibility Adaptations and Disposal Programmes.

1.1   The Council

Hartlepool Borough Council is a Unitary Authority in a coastal location upon the North East Coast and covers an area of 9,390hectares. It has a population of 90,161 (mid 2003).

1.2   Corporate Planning Framework

The Council's corporate business objective and service aspirations are derived from the Community Strategy and impact on all resources. Property is a key resource and property assets therefore play an important role in the Council's aims and objectives for front line service delivery

Hartlepool Borough Council's overall aim in terms of Asset Management is 'to optimise the utilisation of property assets in terms of service benefits, accessibility and financial return.'

The Council has developed and fully implemented a cabinet style of local government and clear reporting lines for Asset Management have been developed. The Executive Board (Cabinet) of the Council is the executive decision making body within the Council and is therefore responsible for the majority of key decisions. The Finance and Efficiency Executive Member has the portfolio responsibility for both Asset Management and Finance and is also the Council's Procurement Champion.

The importance of co-ordinating the managing all the Council's Assets is recognised and the following workstreams and links to other Strategic Plans are identified.

Land and Property – the delivery of the Council's Medium Term Disposal Strategy and the Accommodation Strategy coming out of the Council's Way Forward Change Management Programme. Particular consideration is being given to the need to consider funding required for maintaining and enhancing its unused land and buildings where there is an impact on visual amenity.

Highways and Transportation – the preparation of a Highways Asset Management Plan, the Local Transport Plan and maintenance programmes.

Other Major Infrastructure – including the Council's responsibility for car parks, coast protection structures and war memorials, Shoreline Management Plan.

Vehicles, plant and equipment – procurement and leasing arrangements.

Housing – investment within the Council's strategic housing function

Regeneration – investment in schemes through a variety of initiatives across the Borough and linking to the Community Strategy.

Children's Services to Schools – linking with the Children's Services Asset Management Plan, the Big Plan and future investment in Building Schools For the Future.

Research and extensive consultation undertaken by the Hartlepool Local Strategic Partnership in recent years with communities, business partners and other agencies has resulted in the Community Strategy. This strategy provides a planning framework for all services and outlines the long term vision for improving services and service delivery. The Council has adopted this strategy to enable it to identify the main aims and priorities of the people of Hartlepool.

The main themes of the strategy are :-
- Jobs and the economy
- Life long learning and skills
- Health and care
- Community safety
- Environment and housing
- Culture and leisure
- Strengthening communities

1.3 Corporate Goals and Objectives

Having regard to this strategy and others such as the Tees Valley Structure Plan, the Local Transport Plan and New Deal for Communities Plan the overall aim in respect of asset management and planning is ' to optimise the utilisation of property assets in terms of service benefits, accessibility and financial return'.

1.4 Organisational Framework

The Head of Procurement and Property Services, is the designated Corporate Property Officer and has responsibility for Asset Management and reports directly to the Executive Member for Finance and Efficiency who has portfolio responsibility for Asset Management and to the Cabinet as appropriate. Issues of relevance are also referred to the Hartlepool Partnership and its sub groups.

The framework in essence comprises :-
- Strategic Capital Resource and Asset Programme Team
- Corporate Asset Management Group
- Procurement and Property Services Division
- Departmental Service Asset Management Planning

Strategic Capital Resource and Asset Programme Team
- Assistant Director Level chaired by the Director of Neighbourhood Services
- Visioning of AMP
- Identify and prioritise use of resources
- Agree the Capital Programme based upon option appraisal/business case

Meets monthly and acts as the steering group that formulates, monitors, reviews the Capital Programme.

The Team has developed and implemented a set of Criteria for the Prioritisation of Capital bids (**Appendix A**). The criteria are now embedded as a routine part of the assessment process.

The team provides the focus for long term planning and strategy for the Council's assets to ensure the needs of services are integrated into an efficient and effective approach.

Corporate Asset Management Group
- Senior Officer level covering capital and asset management streams
- Operational management
- Preparation of options
- Delivery of AMP/Capital Strategy priorities

This Group comprising officers at senior level covering capital and asset management streams supports the work of the Strategic Capital Resource and Asset Team on a day to day basis within Service Departments but with a Corporate focus.

The remit of the Group includes:
- Operational management issues
- Preparation of option appraisals
- Delivery of AMP/Capital Strategy priorities

Procurement and Property Services Division
- Incorporating the key asset management functions within the Council. The Division includes the Asset and Property Management Section which includes Estates Management, Building Surveying and Energy Management. The Section aims to deliver a seamless one-stop asset management service across the Council, by:

- Writing and implementing the Council's Asset Management Plan
- Providing a wide range of expertise on asset management and property issues and providing advice to departments
- Undertaking a rolling programme of Condition surveys of Council properties
- Supporting the delivery of capital schemes through best practice in project management
- Managing of the Council's investment properties.

Departmental Service Asset Management Plans
- Departmental Asset Management Plans provide the basis for challenging and reviewing the asset holdings of individual service areas.
- Main property owning departments are being asked to produce their own Service Asset Management Plans as part of an on going Accommodation Review and these will cover such items as :–
    - o Background to the Department including its aims and links between these aims and the Corporate Plan Objectives
    - o A summary of the departments property holdings and their condition, which identifies the key areas for investment
    - o An assessment of future pressures and opportunities that the department will face and the fit of existing properties to future need. This includes aspirations for growth to meet corporate objectives
    - o An overview of the options that are available to the department to resolve its asset management issues, including shared use of property with partners
    - o A statement of the preferred options that the department has identified
    - o The key milestones and timetables for change

Based upon the outcomes of Departmental Asset Management Plans the Asset and Property Management Group will be able to consider asset management on a corporate basis, identify cross cutting opportunities where appropriate and account for any resource implications.

The Asset and Property Management Group optimise the utilisation of assets in terms of service benefits, accessibility and financial return by:-

- Contributing to the Council's core objectives based on the Community Strategy themes.
- Ensuring property solutions appropriate to service needs.

- Maximising financial return from property.
- Minimising cost in use of property.
- Enhancing quality, sustainability and accessibility.
- Being commercially successful and promote local employment.
- Providing a cost effective, quality service which meets all contractual, statutory and customer requirements.
- Providing integrated and responsive services for the commercial success of the Department.

Departmental Service Asset Management Planning is being embedded with the Corporate initiative being included in the Service Planning process

Awareness has been raised across the Council of the significance of Asset Management. The inclusion of Asset Management within the Accommodation Module of the Be the Difference Leadership and Management Development Training Program has given the opportunity to reach a wide audience of existing and potential senior managers.

'Be The Difference' is the Council's Leadership and Management Development Programme which is designed to meet corporate needs and support the Way Forward as well as issues that are constantly arising as part of the overall local government modernisation agenda. It is built around conceptual ideas about what type of manager and leader that best fits the future vision of Hartlepool Borough Council.

The current method of Suitability Assessment of Service Property is being reviewed as a precursor to the updating of those currently held which were compiled some 3 years ago and are in need of updating. Current model attached as **Appendix B.**

Corporate Property Officer responsibilities are as follows :-

- Integrate property as a key resource with the business processes of the Council and address property implications of both corporate and service objectives and through effective asset management planning, help deliver these aims and objectives in a sustainable manner at the right time and within budget.
- Through the Strategic Capital Resource and Asset Programme Team and the Corporate Asset Management Group, identify the drivers for change and their impact on property and accommodation needs.
- Review Best Value plans and other corporate plans and determine the property implications.
- Through the Strategic Capital Resource and Asset Programme Team Corporate Asset Management Group, develop and report on national and local performance measures that are relevant to the Council's own requirements and priorities.
- In conjunction with the Chief Financial Officer and the Corporate Asset Management Group develop the Capital Programme management, monitoring and review process.
- Manage and develop the Corporate Property Database

The schools Asset Management Plan is dealt with by the Children's Services Asset Management Team as part of the DfES reporting procedures. The Head and Procurement and Property Services (aka Corporate Property Officer) and the Asset and Property Management Group are members of the Education Asset Management Group and also collect, process and input the information that informs that plan and its outcomes.

1.5   How the Council Manages its Assets

The way we manage our assets plays a key role in delivering improved services and enhanced corporate performance. Implementing new and better ways of managing assets is vital if we are to meet the local and national challenges of improving service delivery, delivering efficiency savings and attaining greater cost effectiveness. As well as helping the Authority to meet service targets, good asset management will make a significant contribution to the way our Use of Resources is assessed in our Corporate Performance Assessment (CPA).

The new 'harder' Use of Resources assessment provides stronger judgements on financial management, which includes asset management. It assesses how well the council manages and uses its financial resources/assets. There is a clear focus on the importance of having sound and strategic financial management to ensure that resources are available to support the council's priorities and improve services.

- For asset management, the Authority gained a Level 2 pass.
- To achieve a Level 3 score in this asset management we need to determine performance measures to assess how the Council's assets contribute to the delivery of strategic objectives.

The Way Forward is the Borough Council's Change Management Programme and the Accommodation Strategy is supporting its successful implementation .

The Way Forward Change Management Programme and the introduction of the latest ICT Financial Management System (Integra) will in turn provide improved value-for-money through better property utilisation and also generate surplus property and will lead to rationalisation of the accommodation property portfolio.

'Be The Difference' is the Council's Leadership and Management Development Programme which is designed to meet corporate needs and support the Way Forward as well as issues that are constantly arising as part of the overall local government modernisation agenda. It is built around conceptual ideas about what type of manager and leader best fits the future vision of Hartlepool Borough Council.

2   CORPORATE ASSET POLICY

2.1   Corporate Asset Objectives

The Council has five corporate property objectives and these are as follows :-
- Contribute to achieving the Council's core objectives resulting from the Community Strategy and other strategic plans and/or initiatives
- Ensure property solutions appropriate to service needs
- Maximise financial returns from property
- Minimise cost in use of property
- Enhance quality, sustainability and accessibility

2.1.2. Key Asset Objectives

- Optimise the contribution of property to meet Key Corporate Objectives and the Vision of the Community Plan.
- Generate capital receipts to support the Medium Term Financial Strategy.
- Deliver Gershon efficiency gains.
- Maximise the contribution of property to the continuing regeneration of Hartlepool .
- Ensure our property meets the Disability Discrimination Act.
- Facilitate alternative ways of working.
- Maximise the benefits of information and communication technology.

The Authority is using its key processes, such as the Strategic Management Framework, Service and Financial Planning, Best Value Performance Plan, Capital Strategy and AMP to deliver an integrated asset management planning process.

2.2   Headline Performance Indicators

The Comprehensive Performance Review and Reporting Framework, established in April 2004 as part of Central Government's priority improvement initiative on Performance Management (a CPA priority), ensures a systematic review of Performance Indicator target performance and key action plan progress across the Authority, at a strategic and service delivery level.

The Comprehensive Performance Assessment (CPA) was first established in 2002 and in 2005 a more stringent assessment called 'CPA - The Harder Test' was introduced. It measures how well councils are delivering services for local people and communities and aims to provide both a simply understood rating and a more complete picture of the council and how it will continue to improve.

The CPA overall rating comprises of four components namely Direction of Travel Statement, Use of Resources, Service Performance and the Corporate Assessment. All of the current scores for each component can be found on the Hartlepool Borough Council CPA Scorecard 2006. CPA is scored on a scale of zero to four stars, with Hartlepool Borough Council currently having a four star rating.

Most of the components are completed on a yearly basis but the Corporate Assessment is done every four years with Hartlepool Borough Council's last one being completed at the end of 2006. The report of this latest Corporate Assessment was released on 13th March 2007. The report says that Hartlepool Borough Council is performing well and has clear ambitions to improve the quality of life for the people of Hartlepool.

2.3   Stakeholder Views

The Council is committed to working in partnership with stakeholders. Consequently its policy direction is prepared in close collaboration with its key partners and communities, principally through the Community Strategy, but using the consultation loops in place to ensure the fullest recognition of stakeholder priorities in a fully integrated approach.

The Council has in place established consultation processes and service delivery consultation processes with service users. These are strategically linked through the Council's performance management framework to ensure key messages from stakeholders drive policy direction.

Currently stakeholder views are assessed through a selection of the following:

- Hartlepool Partnership
- Corporate Asset Management Group
- Strategic Capital Resource and Asset Programme Team
- Corporate Asset Management Group
- Viewpoint 1000 – enabling the Council to gain views of a cross section of towns people on a regular basis on a wide range of issues
- Access Forum
- Building User Groups –useful on day to day issues
- Scrutiny Forums
- Neighbourhood Forums

The Corporate Property Officer has established the following policies in relation to consultation with Members:

- a system of reports to Cabinet and delegation to appropriate officers has been established in accordance with corporate management arrangements
- a formal system of consultation with Members (and Neighbourhood Forums, when necessary) to enable property issues to be considered at Ward level
- Corporate report writing guidelines are being considered for introduction requiring that, "*Any report which proposes changes in the number or location of staff employed will have implications for office and/or other accommodation, the Head of Procurement and Property Services must be consulted on such reports to ensure that property implications of the proposal can be properly assessed and recorded in the report*". This ensures that all Cabinet reports with a property implication are reviewed and discussed with the Corporate

Property Officer before submission to Cabinet. The Corporate Property Officer will brief the Cabinet Portfolio Holder if required.

2.4   Government Policy and Statutory Responsibilities

The main statutory responsibilities of the Council include education, care and protection of vulnerable people in society, protection of the public, environment and provision of the Council's infrastructure.

There are two particular areas in which government policy influences asset decisions:

- Current Policy and Statutory Requirements which are Impacting on Assets
    o E-government
    o Disability Discrimination Act
    o Health & Safety
    o Education

- Policy and Responsibilities Directly Aimed at Assets
    o Asset Register:
    o Energy Conservation
    o RICS Guidance on Asset Management
    o Constructing Excellence
    o Hot Property
    o Community Asset Transfer

Reflecting best practice and current guidelines the Asset Management Plan's main aim is to "assist and support the continued development in local government."

2.5   The Resource Context

The Council, in managing its assets ensures that the capital programme is effective in terms of its contribution to the achievement of corporate and service objectives.

To do this, our Capital Strategy provides clear strategic guidance on capital objectives, priorities and spending plans.

A capital option appraisal and prioritisation system has been developed to ensure the capital programme is aligned to corporate and service priorities. The process is corporate, objective and transparent. The Capital Prioritisation Form is attached at **Appendix A.**

The Authority is able to harness additional resources for capital investment from new initiatives such as Local Improvement Finance Trust (LIFT), Building Schools for the Future (BSF) and Schools Primary Capital Programme.

There is the scope for further investment using prudential borrowing by creatively examining the way in which existing resources are allocated to priorities.

2.5.1 Gershon Gains

The Efficiency Technical Note (ETN) for Local Government states, "Cumulative efficiency gains are equal to the sum of recurring efficiency gains achieved to date, plus any one-off efficiency gains achieved during the year." Furthermore in the treatment of Capital Receipts, "Council's may find they obtain a lump sum value in cases where they dispose of assets, but still maintain service quality. If resources are released and the same level and quality of outputs is maintained, this represents an efficiency gain. Capital receipts utilised to reduce borrowing or attain interest payments represent an efficiency gain that can be addressed on an on-going annual basis."

3   PROPERTY IMPLICATIONS OF CHANGES IN EXTERNAL ENVIRONMENT

3.1   E-government

The Government has identified a number of key areas where services may be capable of electronic delivery and expects that authorities will move to more and more electronic delivery of its services as time goes on. The Council's eGovernment Strategy Identifies how the Council plans to deliver and secure high quality services for its communities by focusing on people's needs and providing them with a greater choice of access for those services through new technologies. This will assist to reduce the number of physical locations in terms of buildings required to provide the same outcome.

3.1.1 IEG Statement

In accordance with the Government guidelines the Council has prepared an Implementing E-Government Statement (IEG) 2004 to show how it aims to provide services, which are reliable, accessible and provide quality across the County, meeting the needs of its citizens through the use of new technologies.

3.2   The Market for Accommodation and Support Service Provision

There is a growing market of commercial providers that will provide accommodation and property services for property occupiers like Hartlepool Borough Council in return for an annual "accommodation charge" (sometimes accompanied by a "one off" capital receipt to the Council). In effect, this involves the private sector provider owning and providing the accommodation and providing the property service to manage the accommodation as part of a long term contract with the occupier, and is known in the property world as a 'sale and leaseback' transaction. This transfers the risks attached with holding freehold accommodation to the commercial provider, although in return for this, higher revenue costs may result, as the Council will be liable for the payment of rent and may be required to contribute to repairs through a service charge.

Hartlepool Borough Council has for many years operated its property services as a business unit. As a trading unit performance is measured against the open market and sustained by being able to demonstrate viability in the market place.

The current strategy is to provide all basic property services 'in-house'. This provides a benchmark standard by which external providers are measured. An increase in the demand for property services and the present buoyant construction industry presents a challenge for the current arrangements. In response to this challenge options are being explored through alternative procurement routes such as framework agreements.

In summary this raises the need for further investigations on the viability and desirability of accommodation and property services continuing to be provided by the Council.

3.3   The Market for Property Services

Procurement and Property Services (Neighbourhood Services Directorate) is responsible for the development of policy and strategy for corporate asset management, and for reviewing the use of property holdings to ensure best use of property assets, together with maintaining a disposals programme for forecasting capital receipts.

Property Services are provided through an in-house mixed approach, which includes partnering and external providers.

Procurement and Property Services should act as corporate property client for property activities best managed centrally, but more especially should lead in the development and management of the Council's increased interaction with the market place in the procurement of property delivery solutions.

Key areas for the development are:

- to support better property procurement, better forward planning of property investment should be developed;
- greater commitment should be given to advance property programme preparation;
- improve interaction with the market place through developing new and better procurement techniques, e.g. partnership working, design and build, letting programmes of work
- capital programme monitoring should focus not just on financial and input monitoring but also on the achievement of outputs and outcomes.

A 'Whole Life Costing' Property Evaluation Form has now been developed to aid decision making on all new property acquisitions. The forms are appraised using a Discounted Cash Flow alongside evidence gathered on service requirements, efficiencies and sustainability and this is used as a reporting tool to Cabinet or Portfolio Holder. The form is attached at **Appendix D**.

3.4   The Property Market

Hartlepool does not have a strong manufacturing based economy. Historically, heavy industry has been the mainstay and latterly tourism has become important as a means of diversification after the closure of many manufacturing industries. The Local Authority and all its employees, including teachers, are also a significant element of the economy with some 3000 people being in Local Authority employment.

The local property market has been "flat" in recent years, up to approximately 18 months ago when the rapid rise in the residential property market in general had a significant effect on local property prices. This rise is continuing locally, partially aided by regeneration projects in the Borough which have resulted in the clearance of some 700 homes in the last 12 months.

In terms of commercial property, this is still not a strong sector. There is little or no market for office accommodation (to buy), but the rented sector keeps fairly stable. Demand for factory units is reasonably static, but there has been recent investment in light industrial and office premises by One North East, UK Steel Enterprises and River Green within Hartlepool. These developments have set previously unprecedented industrial and office land values. Demand for shops is also fairly static in the town centre, with several major retailers having withdrawn from Hartlepool in the last 12 months, but supermarket chains continue to look for sites in the major centres and other "out of town" retailers are seeking development sites, possibly for smaller floor areas than would have considered in the past.

The asset issues that arise from the property market in Hartlepool are::

- Buoyant property market conditions cannot be relied upon to provide a major source of funding for capital expenditure.
- The residential and retail property market may provide some source of capital receipts from the disposal of surplus land

The restricted nature of the property market in Hartlepool and limited availability of flexible, easily altered properties means that greater emphasis is placed upon maximising the use of current stock of buildings, including refurbishment to enable continued support of service delivery. The Council has particular property requirements and when an accommodation issue is identified, suitable alternatives are not easily provided in the market. This is not helped by the specialist nature of some of the Council's requirements which cannot be easily satisfied within a market as small as Hartlepool.

3.5 Other

Built Environment Accessibility

Since 2001 the Council has endeavoured to make all public areas of buildings and public spaces accessible to visitors with mobility impairments and navigable by visitors with visual impairments. The majority of the Council's building and public spaces were not originally designed with the needs of people with disabilities in mind – kerbs, steps and narrow entrances to buildings – all these features create physical barriers preventing disabled people from, accessing services, advice, the arts and leisure activities.

Better access helps not only disabled people – it assists people with mobility difficulties, the elderly, and parents with small children in pushchairs amongst others.

With Service Managers the Head of Procurement and Property Services has began to eliminate non-compliance. Major barriers to access which it was considered reasonable to remove were identified.

A programme of physical remedial measures is being delivered. The Best Value Performance Indicator 156 "Access to and use of buildings," which measures and performance is reported in the Best Value Performance Plan.

Service Managers and the Head of Procurement and Property Services actively engages with stakeholders to ensure the physical remedial measures are effective and inclusive.

Climate Change

Climate change is the biggest environmental threat currently faced by the UK and cutting carbon emissions – the main cause of climate change – is a key priority for all the public sector. The easiest way to cut carbon emissions is to reduce energy use. Rising energy prices provide extra incentive, so by improving energy efficiency and reducing carbon emissions, the Authority will address climate change and save money.

As well as the environmental and cost imperatives, legislation is an additional reason for the Authority to take action – in particular the EU Energy Performance of Buildings Directive. One of the European Commission's first actions in 2003 was to publish the Energy Performance of Buildings Directive. This requires all new and existing buildings to have an accredited energy (or carbon) certificate when they are sold or let, while buildings over 1,000m² with either public sector occupiers or frequent public access, will need an accredited certificate displayed prominently.

When the European Union signed up to Kyoto on behalf of its Member States, it also put forward a Climate Change Programme of additional policies – a mixture of supply and demand side measures prioritised by cost effectiveness – to deliver its commitments to reduce carbon dioxide emissions and improve the security of energy supplies.

The Energy Performance of Buildings Directive is a cornerstone of this Programme and the 'energy label' for buildings is set to be the first initiative that will have direct influence on our everyday lives.

The Authority has 60 buildings over 1,000m², from schools and offices to, sports centres. Soon, these will need to display certificates with information about the building's energy efficiency and carbon emissions. The environmental credentials of the Council will then be directly measured and accessible to public scrutiny.

Certificates for occupied 'public' buildings will need to be displayed prominently and to be ready by the time the Directive is fully implemented.

This has considerable ramifications for the Authority's energy efficiency credentials. Making a building's energy performance and carbon dioxide emissions transparent will raise the priority of energy efficiency and energy management systems. Once a meaningful energy label is on prominent display, the Council will reap significant Public Relations value from the good ratings years of investment in energy efficiencies will yield.

Energy Management is a key process we use to improve our environmental performance.

Continuous improvement in energy management is the primary tool used to attain and maintain significant savings. We use energy management performance indicator information as an every day management tool.

Successful accreditation under the Energy Efficiency Accreditation Scheme is external recognition of our achievements. The Energy Efficiency Accreditation Scheme is the UK's only independent award recognising achievements in reducing energy use by leading organisations in industry, commerce and the public sector. Independent experts, moderated by the Energy Institute carry out accreditation. Accreditation was awarded in 2006.

The Head of Procurement and Property Services is involved in developing a Carbon Management and Sustainable Energy Strategy for the Authority. This will incorporate energy in buildings policy, which will incorporate modern energy efficiency and minimising energy use methodologies and is essential to retain the Energy Efficiency Accreditation Scheme accreditation. The strategy will include:

- Energy Use in Buildings – minimisation of energy use, carbon emissions, renewable fuels, energy management systems and energy efficiency ratings.
- Street Lighting – energy procurement and equipment.
- Waste
- Transport – commuting, business travel, fleet efficiency and alternative ways of working (reduced journeys).
- Procurement – corporate strategy, green purchasing, construction design,

4.0.   SERVICE DELIVERY & ACCOMMODATION NEEDS

4.1.   Overview

The Council has a strategic need to transform itself to meet its Improvement Agenda, and the key goal to improve organisational effectiveness and performance management.

The Way Forward Change Management Programme and the Be the Difference Workforce Development Programme will transform the ways people work by providing alternative ways of working which promote work-life balance opportunities. This will improve morale, staff retention and productivity, lower stress levels and sickness by enabling people to achieve a balance between their work and their life away from work.

Implementing new flexible working practices will deliver authority-wide efficiencies and savings, endorsed by the Gershon Efficiency Review. Freeing staff from their desks, service professionals can get closer to the customer to increase service levels and efficiencies, executive staff can work together more effectively and substantial savings can be achieved from better use of office space.

Business process re-engineering will streamline the Authority's transaction processes. This is an extensive project that will impact on all areas of the Council and in turn will support planned improvements in the management of information over the forthcoming years.

The Contact Centre – Hartlepool Connect – is transforming the customer interface of the Authority. The Council recognises that accessing its services and information can be a complex process, however this being changed with the introduction of the new front office, Hartlepool Connect. This venture involves all Council Departments and is committed to improving access to information and services. Highly trained Officers will help and guide citizens with requests for information and access to services.

This Council owns or leases a significant amount of property, which is an expensive overhead, so accommodation for back of office functions is an obvious target for savings. Some of these offices are not suitable and sufficient for modern service delivery due to location, internal layout, DDA accessibility and expensive running/maintenance costs.

The current analysis of the used space in administrative offices shows there is some overall spare space capacity which averaged out at about 9% over the 12 principal administration buildings. Much of this spare capacity is created by under utilisation of workstations because employees who spend most of their time out of the office were nonetheless allocated a dedicated desk space one obvious remedy is to implement desk sharing. Spare capacity of about 5% is generally held to be sufficient to allow some flexibility, suggesting there is some scope for the Authority to make space reductions and thus release surplus accommodation capacity for alternative use by either lease or sale. In addition the Authority has a high priority programme of reducing office documents storage capacity by means of electronic archiving and a

recently constructed purpose built archive storage facility. This process is well under way and will free up to a further 6% of office space over the next year or so.

The technology to permit office-based staff to work from home or in other locations must be more widely used in the Authority, to relieve the need for all members of staff to have their own desk. Few employees have already taken the opportunity to exploit the new flexible working arrangements. The more difficult barrier to overcome may be the perceived unpopularity of hot desking with staff. Most employees prefer to have their own workspace, but hot desking is a reality in many businesses and can have benefits for staff when linked to the freedom to work from home, reduce commuting, flexible hours etc. Hot desking is clearly not suitable for everybody, but it can be applied to individuals who spend much of their time out of the office. In a local authority context this may include social workers, building surveyors, internal auditors.

To make the changes necessary to deliver authority-wide efficiencies and savings and fully benefit from the transformation agenda the Authority must re-engineer its back office functions. As previously stated The Way Forward Change Management and the Be the Difference Programmes will provide real alternatives to the ways people work and the Technical Refresh Programme will provide people with the latest technologies to maximise their performance. What is further required is sufficient suitably located accommodation for the people and technology.

To accelerate the transformation of the Authority new high quality Accommodation is required now. It must be efficient in use, low maintenance and energy efficient - the use of sustainable construction and whole life cost appraisal are taken as fundamental components of the building's design.

4.2 Future Accommodation Strategy

The challenge is to reduce permanently the total cost of accommodating staff in offices. To achieve this, the Authority must adopt alternative ways of working that eliminate the need to provide a desk for every employee in a building owned by the Council.

Consideration of the aforementioned factors concludes that in terms of accommodation the existing requirement for administration property could be reduced significantly. Therefore the Council intends to reduce the number of principal administration buildings over the next five years this can be achieved in a number of ways listed below:

- The development and implementation of highly functional ICT could reduce staff numbers by 5% or 100 staff.
- New working practices in the home, nomadic and neighbourhood working could reduce numbers by a further 8% 100 staff.
- A flexible approach to the occupation of offices could realise a 15% overall reduction in floor area staff use
- Release of surplus property
- Partnership Working – sharing of accommodation facilities

- Rationalisation of storage requirements by electronic archiving currently underway

The Council is considering several possible accommodation options based around the newly refurbished Civic Centre, due for completion in 2009, from which all services can be delivered from modern fit for purpose high-tech accommodation.

Retained and new buildings need provide a high quality-working environment that will maximise the benefits of using new technology and more flexible ways of working. This is a key part of the plan to improve efficiency and free up resources to enable us to provide more and improved front line services.

Implementing this Strategy will free up existing offices for disposal to fund the Council's the new accommodation vision. A key assumption that underpins the Strategy funding is that the existing buildings, which become surplus as the Strategy is implemented, will be sold or leased out. Several of these key administration buildings are centrally located in the town and are therefore highly marketable for business/commercial use.

4.3.   New Working Practices within the Council

The Council has developed a range of flexible working methods such as home working, flexible hours, job swap and job share, although their suitability will vary for each employee. Home-working or working from a base closer to an employee's home could give greater flexibility to employee's working hours, reduce time and money spent on commuting to work, and could provide a more conducive working environment. This, together with the job swap scheme supports the council's environmental objectives of reducing travel, freeing up office accommodation and being a more attractive place to work.

However, the cost effectiveness of home working needs to be considered, in terms of whether there is a significant impact on freeing office space and the level of technology that is required for each employee. Another option is employees operating on a mobile basis which may result in a dedicated workstation for each employee not being required in Council accommodation, because of shorter time being spent at the office. This would involve utilising hot-desk arrangements.

When taken together with other eGovernment initiatives designed to improve the council's customer interface these will lead to opportunities to review current office accommodation.

Theses initiatives and developments are fundamental to the modernisation of the Council they will transform how:

- we deliver services;
- services are supported
- we work.

When policies supporting Workforce Development, Flexible Working Options, and Work Life Balance Initiatives are successfully combined with Modern Accommodation and effective Information Management, a range of benefits become possible:

- Improvement in service delivery by reducing costs, by enabling employees to manage their workload more effectively; and by increasing accessibility to the information and facilities they need to deliver services more effectively.
- A more motivated and productive workforce, and by being better able to recruit and retain its employees.
- Improvements in how people are managed and supported, enabling them to better balance their work life and their home life.

4.4. Other Relevant Agencies and their Possible Joint Accommodation Requirements

The Government has called upon local authorities and local health boards to jointly develop a Health, Social Care and Well-being Strategy. This is leading to the integration and sharing of office facilities and co-location of social care facilities, opportunities remain to further integrate and share property resources.

Hartlepool Borough Council encourages its links with the voluntary sector and the many community groups and associations throughout the Borough.

The Council has close links with:

- PCT
- Housing Hartlepool
- Cleveland Police
- Fire and Rescue Services
- Mind
- Job Agencies
- Hartlepool Connexions
- LSC
- Hartlepool College of Further Education

Case Study – Phoenix Centre
Close Working With Partners

When this property became vacant, the Council worked closely with the liquidators who were selling the building to ensure that it was brought back to the community as soon as possible. The Council facilitated this by purchasing the property and selling it to Housing Hartlepool, who have refurbished the property to provide community uses and training from half of the floor area.

To help keep the building viable, the Council and the Primary Care Trust have leased the other half of the building to accommodate their Integrated Care Teams. This accommodation is modern and well located for the delivery of this service, and the 24 hour a day presence by the Council and the PCT keeps the building secure.

4.5 Community Asset Transfer

4.5.1 National Policy Context

4.5.1.1 The Local Government Act 2000 introduced the power for local authorities to promote economic, social and environmental well being. This set out the role of local authorities in community leadership which in part involved integrating and joining up the work of various agencies at the local level. Building strong relationships with community groups can help local authorities to fulfil this role. The Local Government White Paper "*Strong and Prosperous Communities*", October 2006, signalled opportunities for communities to manage ad own local public buildings. It highlighted the role asset management or ownership can play in empowering communities as well as a means of securing external investment.

4.5.1.2 Subsequently the Quirk review, "*Making Assets Work"*, May 2007 , concluded that transferring public assets to communities leads to more responsive services that meet local people's priorities and creates more confident empowered communities with greater civic spirit.

4.5.1.3 Other documents such as, "together we can – the Community Development Challenge " and "Change Up" , the Governments strategy for voluntary and community section infrastructure and capacity building have encouraged local authorities to create and support community partnerships. These partnerships are intended to enable groups and communities become involved and take a more active part in community life, build social capacity, enhance the capacity of the groups to deliver services and lead to the development of sustainable property assets for communities.

4.5.1.4   In summary there is now a high level of support and recognition from the Government that the asset transfer and management of community facilities can provide more responsive services that meet local people's priorities and create more confident and empowered communities and increase the number of sustainable community/voluntary groups.

4.5.2   Local Context

4.5.2.1   The Council has and continues to establish protocols to consider the potential asset transfer of community buildings to community groups and enterprises.

4.5.2.2   The Council owns a number of buildings, some currently in community use, where there may be potential for asset transfer. The Council is developing its capacity and that of community groups and enterprises to bring forward sustainable transfers of appropriate assets. Initially pilot schemes are being developed as a means to build expertise within the Council and to develop knowledge and best practice for subsequent asset transfer activity.

4.5.2.3   A fundamental aim of the Council is to support community development and empowerment of community groups and enterprises to help them deliver their own solutions to local needs and demands for services. This will have both social and economic benefits. Encouragement and practical support will be provided to achieve this aim and the potential for transferring assets is seen as a central element in this respect. People are the strongest assets a community has and the transfer of fixed assets to well organised and supported community groups and enterprises will assist greatly in optimising community activity and responsiveness in local areas.

4.5.2.4   Interest in community groups and social enterprises that wish to take in local community assets is growing particularly as asset transfer is publicised more through national and local strategies and publications.

4.5.2.5   In order to take community asset transfer forward the intention is the development of a limited small number of pilot projects owing to the limited capacity in terms of community development resources within the Council. The lessons learned from these pilot schemes will facilitate the asset transfer approach that could be extended to cover other community buildings currently in the ownership of the Council.

5   LIKELY FUTURE REQUIREMENTS

Asset Management must reflect the Council's corporate visions and promote sustainable development.

Due regard must be given to the key priorities of regeneration and the maintenance of community assets.

The Council would like to maintain, and if possible improve access to services.

However, the Council acknowledges that it may find it increasingly difficult to sustain the current configuration of the property portfolio in the coming years for the following reasons:-

- Difficulty in funding maintenance and improvement works on land and buildings from current budgets, at the level necessary to upgrade the property portfolio to present day standards and the standards likely to be required in the future
- Increasing calls on capital and revenue to fund new initiatives
- A desire to keep Council tax rises at as low a level as possible

The Council recognises that there is a need for a more comprehensive approach to the Asset Management Process, which involves:

- Clarification of service requirements, customer relationship and access to service requirements over the forthcoming 5 to 10 years
- A clearer identification of the property and accommodation implications (in all property categories) of these requirements
- An assessment of the ongoing revenue and capital commitments that this will involve and the impact of these on these on the Council's finances
- A judgment on the relative benefits and affordability of these property and accommodation requirements (using more sophisticated appraisal techniques than hitherto)
- Strategic choices to optimise as far as possible the overall benefits to the community within the capital and revenue budgets likely to be available

The process outlined above forms the basis for the ongoing development of the Asset Management Plan over the coming years.

In considering the Council's future asset requirements, the Council will be particularly mindful of:

- Changes in government policy regarding services and the way in which the Council decides to deliver those services
- Changes in attitudes to lifelong learning (pre-school, school and adult) and the implication for schools and other buildings
- The changing role of Community Assets
- Increased burdens placed on Local Authorities requiring more staff – e.g. licensing, freedom of information etc.
- New attitudes to the increased integration of child care and education services

The nature of tourism and the provisions of tourist facilities in the future

- Culture and the nature and types of theatre and arts facilities needed -Community Halls and meeting facilities and their ongoing management and responsibilities
- eGov and the use of ICT and community access to information, for example -The development of customer access channels and their implications for property
- The physical access requirements to different types of facilities by the community
- Work style of the Council's staff and its impact on office accommodation
- The impact of Partnership arrangements with other Public Sector and Voluntary Organisations on the Council's ongoing property
- Any outsourcing of Council services or accommodation provision and the impact of this on the council's property ownership The potential for shared use by Council services and with outside public and private organisations
- The ability to access other funding streams to assist with property provision, improvement or running costs -Access to parallel funding streams – e.g. eGovernment -Shared/pooled budgets -PPP/PFI schemes -Prudential borrowing
- New financial management System (Integra)
- Business Process Reengineering
- Leadership and management Development Programme
- Succession Planning

Service Development Plans will provide a basis for officer and member consideration of the high level issues of suitability and sufficiency. Key themes will emerge in terms of delivery of core functions, attainment of standards/fitness for purpose, and orientation of the portfolio to meet user expectations.

Currently Service Asset Management Plan activity is taking place in relation to :

- Integrated Transport Unit
- Libraries
- Adult and Community Services.

The current Capital Programme has been prepared within the context of the information available to date, and is a step towards the future realignment of investment. Further work must be done to ensure that in future the Asset Management Plan forms a more robust overview to inform Capital Strategy and provide a basis for sound investment decisions. It is irresponsible to commit monies without considering the performance of, and long-term expectations for, the portfolio.

A pro-active and robust approach to identifying surplus property and the sale thereof is a key element of an effective capital strategy. The Authority has a track record of disposal, and through previous property reviews many significant sites have been, or are in the process of being, sold. The expectation is that, subject to closer review of portfolio, capital receipts of around £2 million per annum will be generated for the immediate future from non-domestic property. A prioritised list of current non-operational and surplus property is attached at **Appendix F**.

The pressures on the Council in relation to the generation and spending of Capital Receipts have already been outlined, and it is clear that if the Council is to consider renewing its stock, more innovative approaches need to be established.

Case Study – Swinburne House
An innovative approach to renewing an asset

Swinburne House is a former Elderly Person's Care Home which has latterly been used as offices for partnership working for the Council and Primary Care Trust. The offices are no fit for purpose and inadequate parking provision has caused problems with local residents.

When an alternative modern, efficient and easily adaptable property became available nearby, the Council expressed an interest but lacked the resources to purchase the asset outright. Through collaboration with Housing Hartlepool however, it was able to make an offer to purchase the property. Upon purchase of the new property, Housing Hartlepool will purchase Swinburne House and it is proposed that the site will be used for social housing which is urgently required within the Borough.

6.0. EXISTING PORTFOLIO AND ITS CURRENT PERFORMANCE

6.1. Statement of the Existing Portfolio and its Performance

At 1st April 2006, the total gross value of fixed assets owned by the Authority totalled approximately £219 million.

Gross Internal Areas:
- 148,306m2 Schools
- 80,458 m2 Corporate

6.2 Condition of Property

The condition of properties, where the Authority has a maintenance liability, is surveyed annually on a rolling programme. The priority ratings from the surveys together with suitability and sufficiency assessments enable future repairs and maintenance work to be identified, prioritised, planned and priced. They are the basis for long-term maintenance programmes and help to prepare more strategic property reviews.

The condition data collected in 2007 gives grounds for optimism insofar as 57% of our property, where we have a direct repairing liability, is in either a good or satisfactory condition; and in the proportion of required works falling under priority levels 3 (desirable) and 4 (preventative) at 43%.

6.2.1 Property Condition - Backlog and Required Maintenance

Required Maintenance has previously been designated as Backlog Maintenance and is customarily represented by a single monetary figure.

Following a reconfiguration and assessment of the condition data held on the Corporate Property Database the Maintenance Backlog for the Council's Property Portfolio excluding schools now assessed as being £4,740,000, based upon what is required to bring property condition up to and maintain it in a reasonable standard.

This is made up as follows:

- **Priority 1. £40,000**. Urgent work that will prevent immediate closure of premises and/or address an immediate risk to the health and safety of occupants and/or remedy a serious breach of legislation.

- **Priority 2. £2,500,000**. Essential works required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to health and safety of occupants and/or remedy a less serious breach of legislation.

- **Priority 3. £ £2,200,00**. Desirable work required within three to five years that will prevent deterioration of the fabric or services and/or address

a low risk to the health and safety of occupants and/or remedy a minor breach of legislation.

These figures need to be considered in the context of a five year planning period and the way to consider this information is that **Backlog Maintenance** is the **Priority 1** items currently assesses as **£40,000**.

The Priority 2 and 3 items being considered as **Required Maintenance** (i.e. required within two to five years).

Works outside the 5 year planning period are of a long term nature and not classified as backlog or required at this time. As each year passes required items will noted and planned for.

6.2.2 Backlog of Maintenance by Priority

For 2007/8 the Council has allocated an overall budget of £180,000 for the planned maintenance of operational property (excluding schools). This is largely allocated against specific properties on a 'worst first' basis using the outputs of the condition surveys.

The Authority has a £4.74million maintenance backlog based upon what is required to bring property condition up to and maintain it in a reasonable standard on operational property (excluding schools). This is a significant decrease on the £7.23million reported for the previous year. The decrease is attributable to improvement in identifying defects using professional condition surveys and a reconfiguration and assessment of the condition data held on the Corporate Property Database together with disposal of surplus properties.

Case Study – Hartlepool Enterprise Centre
Investment into the Operational Property Portfolio to aid Employment Generation

The Council has run a small portfolio of starter units from what was known as Brougham Enterprise Centre for a number of years. The property is a converted school and short term licences are granted to new businesses. The licences are subject to increasing rents to encourage the businesses to grow to alternative premises.

In 2006-7, a substantial refurbishment scheme commenced to provide state of the art facilities to businesses. The scheme, undertaken by Procurement and Property Services cost £1,052,000 and was funding using grants from Single Programme and NRF. Occupation of the Centre since the scheme was completed has risen to 90%.

6.2.3 Non-Operational Assets (General)

Rent review of investment property is carried out in accordance with the provisions stated in the lease where staffing resources permit. This is standard estate management practice and is not a strategic issue. However, the Council has determined that reviews of non-operational property will be carried out alongside the rolling programme of asset valuations with an aim of achieving a portfolio containing only property producing a satisfactory performance for the Council.

The Council's non-operational property is not solely held for their financial return. Although large assets such as the Town Centre and Victoria Park provide a significant rental stream to the Council, they are held primarily for strategic purposes so that the Council has some control over what happens within key areas of the town.

6.2.4 Non-Operational (Surplus Property)

There are two types of surplus property; those held in advance of schemes or requirements, and those declared surplus by service departments which are awaiting disposal or re-use for another purpose.

Case Study Carnegie Building
Re-Use of a Surplus Property for Alternative Council Use

Hartlepool Borough Council has restored the former Carnegie building library into office accommodation and regional contractor M&M Plasline Ltd from Bishop Auckland were awarded the contract for the works through the Council's Partnering process. The Council made a decision to revamp the Grade 2 building following a detailed feasibility study to restore the building and provide replacement offices with suitable service delivery accommodation. It was decided this building was ideal and would create a landmark listed building on the Headland once restored to its former glory.

The work was completed in October 2005 following a refurbishment programme over a ten month period.

The Carnegie Building has provided a new permanent home to two service elements of the Department of Community Services. The Library's Bibliographical and Special Services team who provide all the Servicing needs for the towns library services and secondly the Sports Development Team are now based here and provide mobile public services across the town. Their existing offices were temporary in nature and inadequate for the long term and have since been disposed of.

The scheme budget including fees was around £1.1 million.

This project was financially supported by the North Hartlepool Partnership. English Heritage and the Borough Council and brought this Grade 2 listed building back into use after standing empty and visibly deteriorating for the last 6 years, a viable new use has given all parties the confidence to invest in what is one of the Headlands gateway buildings.

The list of non-operational and surplus property attached at **Appendix F** shows these properties as well as the properties held for strategic reasons as outlined above. The list has been categorised to indicate the reasons for holding the property and the likelihood of disposal.

6.3 National Property Performance initiative

The National Property Performance initiative (NaPPMI) Property Performance Indicators are being utilised and provides a suite of national and local indicators to measure the performance of local authority assets. This initiative was endorsed by the Office of the Deputy Prime Minister (ODPM) and is now supported by the Department for Communities and Local Government (DCLG).

The initiative enables effective benchmarking between authorities through the Institute of Public Finance (IPF) Asset Management Network.

Hartlepool Borough Council has actively embraced this initiative in the past and we propose that the new performance indicators are measured from 2007/08 and where appropriate measured for 2006/07. There are some indicators where there is currently insufficient data available.

The seven property performance indicators are:
- PMI 1 A,B,C,D   National Indicator - Condition and Required Maintenance
- PMI 2 A,B,C   National Indicator - Environmental Property Issues
- PMI 3 A & B   Local Indicator - Suitability Surveys
- PMI 4 A,B,C,D   Local Indicator - Building Accessibility Surveys
- PMI 5 A &B   Local Indicator - Sufficiency
- PMI 6 A,B   Local Indicator - Spend
- PMI 7 A,B,C,D   Local Indicator - Time and Cost Predictability

The Council's property performance against all indictors for 06/07 is detailed below.

In addition there are local performance measures included in annual departmental and service plans which are monitored and reported on a quarterly basis.

Energy performance in terms of consumption and cost is measured on a regular basis.

'Egan' indicators and the Construction Best Practice Programme indicators are used at a high level for construction and design. Additional indicators are used to drive improvement in maintenance costs and in whole life costing.

The Council will continue to review and improve the information it collects and utilises for comparison and decision-making purposes, whilst recognising the importance of only collecting information which has the potential to influence improvement in performance benchmarked against against the IPF Asset Management Network.

Indicator	Description	Performance 05/06	Performance 06/07
	PMI .1 A,B,C,D : Condition and Required Maintenance (**National Indicator**)		
	Objectives To measure the condition of the asset for its current use To measure changes in condition To measure the annual spend on required maintenance		
PMI 1A	% GIA in condition categories A-D	**Category Percentage** **A** 1 **B** 56 **C** 43 **D** 0	**Category Percentage** **A** 1 **B** 56 **C** 43 **D** 0
PMI 1B	Required maintenance by cost expressed as: i) a total cost in priority levels 1–3	**Corporate** P1 £310,000 P2 £3,920,000 P3 £3,000,000 **Education** P1 £397,952 P2 £6,389,217 P3 £5,814,142	**Corporate** P1 £40,000 P2 £2,500,000 P£ £2,200,000 **Education** P1 £0 P2 £6,000,000 P3 £5,800,000

	ii) as a % in priority levels 1-3 iii) overall cost per square metre GIA	£85.49	£71
PMI 1C	Annual percentage change to total required maintenance over previous year	All in 0.5% reduction	Corporate -35% Education -6%
PMI 1D	i) total spend on maintenance in previous year ii) total spend on maintenance per square metre GIA iii) Percentage split of total spend on maintenance between planned and responsive maintenance		£4M estimated £17 estimated 37% Reactive 63% Planned

	PMI 2 A,B,C : **Environmental Property** **Issues** **(National Indicator**)				
	Objective To encourage efficient use of assets over time and year-on-year improvements in energy efficiency.				
PMI 2A	Energy Costs/Consumption (gas, electricity, oil, solid fuel) by property category in £ spend per m2 GIA and by volume m3 per m2 GIA				

	Spend £	kWh	Spend £	kWh
Schools	9.50	223.70	9.44	212.92
Crematorium and Cemeteries	32.23	1,903.83	31.86	1047.59
Community Buildings	6.91	259.90	9.68	241.07
Depot	5.83	231.12	10.81	248.75
Education Non Schools	23.71	344.12	27.87	257.64
Info Centres	9.17	229.45	7.18	92.85
Libraries	10.18	269.80	14.73	245.71
Museums & Art Galleries	13.09	359.16	14.43	260.68
Administration Buildings	7.06	194.74	10.56	186.40
Parks Buildings	30.5	942.97	31.50	835.30
Public Toilets	8.02	102.18	36.29	99.76
Day Centres	6.52	289.76	8.97	219.80
Sports/Pools	19.03	680.91	18.85	518.67

PMI 2B	Water Costs/Consumption – By property category in £ spend per m2 GIA and by volume m3 per m2 GIA				
		Spend £	**Volume**	**Spend £**	**Volume**
	Schools	1.05	0.55	1.32	0.64
	Crematorium and Cemeteries	2.78	2.97	2.09	2.32
	Community Buildings	0.72	0.26	0.89	0.30
	Depot	1.01	0.52	1.5	0.72
	Education Non Schools	1.42	0.86	1.52	0.68
	Info Centres	1.86	1.00	1.60	1.11
	Libraries	1.74	0.53	1.72	0.57
	Museums & Art Galleries	1.01	0.82	1.20	0.71
	Administration Buildings	1.19	0.35	1.07	0.31
	Parks Buildings	2.50	1.90	2.00	1.38
	Public Toilets	16.22	13.41	28.82	24.17
	Day Centres	1.40	0.82	1.68	0.73
	Sports/Pools	2.49	1.65	2.30	1.40
PMI 2C	CO2 Emissions by property category in tonnes of carbon dioxide per m2 GIA				
	Schools	43.75		30.95	
	Crematorium and Cemeteries	362.38		200.28	
	Community Buildings	50.29		46.69	
	Depot	44.76		48.22	
	Education Non Schools	123.06		112.28	
	Info Centres	45.92		19.50	
	Libraries	53.20		48.49	
	Museums & Art Galleries	70.77		51.91	
	Administration Buildings	38.65		37.22	
	Parks Buildings	205.34		160.62	
	Public Toilets	21.46		20.95	
	Day Centres	55.81		42.58	
	Sports/Pools	160.89		99.51	

	PMI 3 A and B : Suitability Surveys **(Local Indicator**)		
	Objective To encourage Local Authority's to carry out Suitability Surveys enable identification of how assets support and contribute to the effectiveness of frontline service delivery i.e. are they fit for purpose.		
PMI 3A	% of Portfolio by GIA sq m for which a Suitability Survey has been undertaken in the last five years	85.19%	85.19%

PMI 3B	Number of properties , for which a Suitability Survey has been undertaken in the last five years	91%	91

	PMI 4 A,B,C,D – Building Accessible Surveys **(Local Indicator)**		
	Objective To monitor progress in providing access to buildings for people with disabilities.		
PMI 4 A	% of the portfolio for which an Access Audit has been undertaken by a competent person	100% of properties open to the public	100% of properties open to the public
PMI 4B	Number of properties, for which an Access Audit has been undertaken by a competent person	55 properties of buildings open to the public	54 properties of buildings open to the public
PMI 4C	% of portfolio by GIA sq. m for which there is an Accessibility Plan in place	74% of properties open to the public	100% of properties open to the public
PMI 4D	Number of properties for which there is an Accessibility Plan in place	55	54

	PMI.5 A & B – Sufficiency (Capacity and Utilisation) - Office Portfolio **(Local Indicator)**		
	Objective To measure the capacity and utilisation of the office portfolio. There is an implicit assumption that services should be delivered in the minimum amount of space as space is costly to own and use. For a similar reason an authority should occupy a minimum of administrative		

	accommodation.		
PMI 5 A1	a) Operational office property as a percentage of the total portfolio and b) office space per head of population all calculations of space based on GIA		74% 0.37m sq (88,000 pop)
PMI 5 A2	Office space as a percentage of total floor space in operational office buildings using NOS to NIA		8%
PMI 5 A3	a) The number of office or operational buildings shared with other public agencies. b) The percentage of office or operational buildings shared with public agencies.		12 22%
PMI 5 B1	Average office floor space per number of staff in office based teams(NIA per FTE)		13.55m sq
PMI 5 B2	Average floor space per workstation (not FTE)		6 m sq
PMI 5 B3	Annual property cost per workstation (not FTE)		Insufficient data available
Purpose	• To identify the intensity of use of space. • To assist to identify and minimise assets which are surplus or not in use. • To minimise costs of assets (or avoidance of costs from acquiring more space) through intensification of use. • To measure the level of usage.		

	PMI.6 A, B, : SPEND		
	OBJECTIVES To measure the overall property costs and		

	changes over time. Could be used as a trend indicator within authority and as a comparator with other similar authorities		
PMI 6 A	**Gross Property Costs of the operational estate as a % of the Gross Revenue Budget**		
PMI 6 B	**Gross Property Costs per m2 GIA by CIPFA Categories / Types** Schools Crematorium and Cemeteries Community Buildings Depot Education Non Schools Info Centres Libraries Museums & Art Galleries Administration Buildings Parks Buildings Public Toilets Day Centres Sports/Pools		£3,835,260 Not itemised £ 925,730 Not itemised Not itemised Not itemised £ 340,204 £ 274,401 £1,725,323 Not itemised Not itemised Not itemised
Purpose	• To relate the total cost of operating property assets to the revenue budget • To build up profiles over time • Through the background information collected it will assist in highlighting buildings that are expensive to run • The process requires considerable back up information, some of which will come from the other indicators in this suite		

	PMI 7 – A, B, C & D Time and Cost Predictability Local Indicator		
	Objective To measure time and cost predictability pre- and post-contract. To identify variability through the design and construction phases of the project, with the added flexibility of optional "local" indicators to start the measures at an earlier stage		
PMI 7A	Time Predictability, Design: The percentage of projects where the actual time between Commit to Design and Commit to Construct is within, or not more than 5% above, the time predicted at Commit to Design.		Insufficient data available
PMI 7B	Time Predictability, Post-Contract: The percentage of projects where the actual time between Commit to Construct and Available for Use is within, or not more than 5% above, the time predicted at Commit to Construct.		75%
PMI 7C	Cost Predictability, Design: The percentage of projects where the actual cost at Commit to Construct is within +/- 5% of the cost predicted at Commit to Design.		33%
PMI 7D	Cost Predictability, Post-Contract: The percentage of projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct.		69%

7   REVIEW AND CHALLENGE

Reviewing and challenging of the ongoing and future need to hold property, to optimise its use.

The need to hold operational and service property is reviewed against:
Its contribution to meeting Key Corporate Objectives;
- Alternative and innovative ways to rationalise and optimise its utilisation;
- Efficiency and energy use savings;
- Can it be shared with other agencies?

The need to hold non-operational property is scrutinised against:
- Its rate of return;
- Opportunity cost, i.e. could a capital receipt be better employed?

The ongoing review of property is fundamental to the AMP's contribution to transforming the Authority. The disposal programme is annually reviewed to identify opportunities to raise capital receipts to support the Financial Strategy.

The approach adopted is to review the need to hold property and:
- identify under-utilised, vacant and surplus property;
  - identify opportunities for rationalising property provision, improving space utilisation, optimising shared use of premises both within the Authority and with other agencies;
- identify and quantify the potential for securing capital receipts.

To undertake the review we:
- collect all relevant condition data to map the existing property;
- collate all relevant property cost and utilisation data;
- calculate suitable market values for vacant, non-operational and under-used assets;
- prioritise property and target revenue expenditure, i.e. invest to save, and particularly to property that does not contribute to meeting Key Corporate Objectives;
- assess the implications on future property requirements of other business improvement programmes;
- identify of poor performers, including the valuation of vacant and surplus premises;
- identify the feasibility of relocating some of the council's staff to new premises based on business improvement programmes, opportunities for sharing accommodation with other agencies and the availability of suitable property.

The Council is still implementing a truly corporate approach to asset management across the Authority. Considerable change has already taken place to introduce a more strategic approach to resource deployment, for example, that we are able to define the true position regarding the extent and nature of our portfolio and its condition. We are undertaking a comprehensive and rigorous assessment of the utilisation of our portfolio and how it matches our requirements both now and in the future.

These are summarised as follows:

- There is significant capital tied up in our asset base – the operational portfolio is valued at £200 million;
- There is a clear corporate strategy for property assets and corporate property management in line with AMP requirements and with clear links to the Authority's capital and business planning;
- A commitment to continuous improvement and Gershon efficiencies across the Authority, and as part of this, to ensuring that the appropriate scale and nature of accommodation is provided which meets the requirements of our service directorates, which is in satisfactory condition, and which addresses all pertinent statutory and regulatory requirements, such as:
- A resourced planned maintenance programme, with targeted spend on repairs and maintenance, has beneficially impacted upon the condition and maintenance backlog of the property portfolio;
- There is, however, currently a significant disparity between the suitability and sufficiency of our portfolio against identified requirements, and the agility of our portfolio is limited in the context of constant change.

High levels of additional investment are likely to be required to bring the existing portfolio up to the required future standards in relation to condition, suitability and sufficiency.

7.1 Asset Management Infrastructure

Aims for further development and enhancement include:

- reorganise and realign resources to create a strategic corporate property function;
- raise the profile and awareness of strategic asset management throughout the Authority with members and officers;
- continue to coordinate the authority's response to ensuring compliance with the requirements of the Disability Discrimination Act with regard to physical access to buildings;
- further develop a performance management framework for corporate property

8.0. OPTIONS APPRAISAL

Whilst options appraisal methodologies have been adopted to consider individual capital projects for inclusion within the capital programme the asset management plan needs to consider a higher strategic level of options in respect of property.

The table below sets the kinds of options considered.

Options for Appraisal		
Option	**Description**	**Commentary**
Status Quo	Continuation of existing patterns of capital and revenue expenditure, with portfolio change only taking place where specific opportunities arise and bespoke funding sources identified	Not sustainable in the long term due to the fundamental disparity between capital and revenue investment requirements, and the levels of funding available.
Reduced Portfolio	Reduction in the scale of the portfolio, to generate capital receipts and to reduce the on-going revenue liability. A rolling programme of disposals is already underway. A number of review exercises are in hand to explore opportunities for rationalisation of elements of the operational estate (e.g. Administration Buildings, Seaton Carew Asset Management). As part of the ongoing asset management planning process, it is anticipated that further opportunities to arise.	This option has the potential to reduce the Authority's asset stake. However, a more radical solution might be necessary to address the scale of the disparity we face between the Authority's investment requirements and funding availability, and to provide a longer term, sustainable solution.
Changed Portfolio	Reduction in the scale of the portfolio through a fundamental review of the way in which the Authority utilises property for both service and corporate needs. This would include more efficient utilisation of our corporate accommodation through the introduction of new ways of working; enhanced co-location of services, both internally and with a range of external partners and stakeholders;	This option appears to have the greatest potential to provide a sustainable long-term solution for the authority, whilst ensuring that frontline and support service delivery is not compromised. The challenge of implementing such a fundamentally different approach to the utilisation of assets, however, is not to be under-estimated.

	more intensive use of existing assets; changing service delivery mechanisms facilitated by e-government initiatives.	
Strategic Property Solution	Radical change in the approach to the procurement of accommodation, or to the ownership of risk. This might include the transference of ownership and/or management of the Authority's asset base to a third party, with accommodation 'bought back' by means of an annual accommodation charge.	Such an approach has the advantage of transferring risk to a third party provider, and the option can certainly not be discounted at this stage. However, the real scope and opportunity for such a solution, and the rationale for, and appetite within the authority for such a radical solution will need to be explored further.

The changed portfolio option has been adopted to date and whilst it is recognised that the options are not necessarily mutually exclusive, and a combination of approaches may need to be adopted to reflect the diverse nature and characteristics of the portfolio and of the services delivered.

9 ASSET MANAGEMENT PROGRAMME

The implementation of the maintenance strategy as set out in the Asset Management Plan is facilitated by the provision of Capital and Revenue resources.

In 2006/07 the Council allocated an additional £300,000 of Capital Funding the aim of which is to clear all Priority 1 Works, the remaining balance of which will reduce Priority 2 Works. The Funding was applied across the whole of the Corporate Property Portfolio and its expenditure focused upon the replacement of major items such as boiler and plant replacement and re-roofing.

The Strategic Capital Resource and Asset Team considered and made the recommendations relating to the included schemes.

9.1 Capital Planned Maintenance Programme 2007/08

Property	Scheme	Budget
Municipal Buildings	Boilers, heating distribution system and associated BMS controls	£151,000
Brinkburn Centre	Roof. Pool plant	£83,000
Borough Hall	Roof. Boiler Plant	£32,000
Stranton Crematorium	Roof	£34,000

For the years 2008/09 through to 2001/11 an additional £1.2m per year is being provided through Corporate Unsupported Prudential Borrowing Allocations to be applied across the whole of the Corporate Property Portfolio.

9.1.1 Capital Planned Maintenance 2008/09 to 2010/11

Project	2008/09 Allocation £'000	2009/10 Allocation £'000	2010/11 Allocation £'000
Middleton Grange Multi-storey Car Park	362		
Lynn Street Depot – Heating	60		
Burn Rd. Recycling Centre - Security Fencing	55		
Civic Centre – Concourse Access Ramp	29	151	
Civic Centre – Access Control System	72		
Municipal Buildings – Access Control System	9		
Civic Centre – Disabled Toilets	78		
Brougham Enterprise Centre – Toilet and shower facilities	40		
Highways Maintenance Schemes	40	40	
Coast Protection	100	100	
To be allocated as part of 2009/10 Budget Process		709	1,200

9.2 Capital Access Programme 2007/08

The corporate asset management strategy for meeting the requirements of the Disability Discrimination Act is backed by a £50,000 per year Capital Budget for reasonable remedial measures. The Act has significant implications on the suitability of premises, and such considerations will inevitably feature in options appraisals and heavily influence future asset management decisions. Similarly, asset management data can be used to identify priorities for capital allocation and programmes of work for health and safety (including asbestos removal).

This program has been on going since 2001 and a budget totalling £350,000 has been provided to date and improvements to properties across the portfolio have benefited from schemes including the provision of level access and accessible toilets.

In 2006/07 works were completed at :
- Seaton Park Pavilion
- Lynn Street Vehicle Testing Centre
- Headland Branch Library

In 2007/08 the following works were completed at :-

Property	Scheme
Jutland Road Community Centre	Main Entrance, internal door, accessible toilets and counter
Lynn Street Vehicle Testing Centre	External works, main entrance induction loop and counter
Burbank Community Centre	External works, main entrance internal doors, unisex toilet induction loop and counter
Civic Centre	Automation of internal doors in public areas

9.2.1 Access Adaptations 2008/09 – 2010/11

An annual budget of £50,000 is also provided for allocation in each of the years 2008/09, 2009/10, and 2010/11. This allows for longer term planning and the funding of more expensive required works over several financial years.

9.3 Revenue Planned Maintenance

As with the Capital Programme funding is being directed towards the clearing all Priority 1 Works with the remaining balance being utilised to reduce Priority 2 Works across the Corporate Property portfolio.

The additional funding has enabled a corporate approach to be taken in the determination of schemes to be included across the Council.

An annual sum of around £180,000 is available to fund Revenue Planned Maintenance works.

9.4 Implementation

The Head of Procurement and Property Services is responsible for the implementation of the Asset Management Programme .

Appendices

Capital Strategy & Asset Management Plan

Capital Bids – Criteria for Assessment

Stage 1 initial Prioritisation			
	Criteria	**Comment**	**Points**
A	There is a mandatory legal requirement to provide the service or asset that enables the service to be provided and that obligation cannot be met in any other way	Reflecting the importance of carrying out the project because the Council is under an obligation which it cannot avoid.	6
B	There is a demonstrable, priority need to extend the life/replace the asset/service on an essentially like for like basis (save for improvements in technology) as the existing asset is at the end of its useful life	Reflecting the importance of carrying out the project because the Council is under an obligation to maintain the existing asset base and hence the current level of service.	6
C	Expectation by government that Council should undertake a particular course of action although it may not be currently statutory	Reflects the need for the Council to respond to government expectations, which whilst they may not be statutory, the Council could attract criticism if those projects are not undertaken	5
D	Project meets objectives in one of the Council's approved strategy statements.	Relates to those projects which the Council may wish to undertake but for which there is neither an overriding requirement nor a need to replace the asset to maintain the service. Because there is an existing strategy for the service, there is more confidence that the project will fulfil its long term aims which have been previously approved by the Council.	3
E	Need for the project identified in the Service Plan, or has previously been approved to be put forward as a bid to members.	Relates to those projects which the Council may wish to undertake but for which there is neither an overriding requirement nor a need to replace the asset to maintain the service. Indicates a shorter term view.	2

Stage 2 Criteria - Adding/removing points.			
	Criteria	**Comment**	**Points**
F	**Jobs and the Economy** Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people. **Lifelong Learning and Skills** Help all individuals, groups and organisations realise their full potential, ensure the highest quality opportunities in education, lifelong learning and training, and raise standards of attainment **Health and Care** Ensure access to the highest quality health, social care, and support services, and improve the health, life expectancy and well-being of the community **Community Safety** Make Hartlepool a safer place by reducing crime, disorder and fear of crime. **Environment and Housing** Secure a more attractive and sustainable environment that is safe, clean and tidy, a good infrastructure, and access to good quality and affordable housing. **Culture and Leisure** To ensure a wide range of good quality, affordable and accessible leisure and cultural opportunities. **Strengthening Communities** Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives	Additional points for projects adding value to the Council's Objectives	Add I point for each

	Criteria	Comment	Points
G	Match/external Funding is available of at least 10% of the project costs	Relates to the occasions where there is significant funding available from a partner indicating a heavy commitment on the Council to proceed.	5 points if between 10 and 50% available 4 points if over 50% available.
H	Reduction in net revenue costs.	Projects resulting in a reduction in revenue (maintenance and operating) costs from the date of completion	Add 1 extra point per estimated £10,000
I	Increased net revenue costs	Projects resulting in an increase in revenue (maintenance and operating) costs from the date of completion	Deduct 1 extra point per estimated £10,000
J	Health and Safety Implications	Relating to Council property, the project is considered necessary for the health and safety of the Council's employees or the general public and has been identified as such.	Add 2 extra points
K	Partnership.	Enhancement of Council's relationship with partners and in so doing achieve council objectives.	Add 1 extra point

PRIORITISING CAPITAL PROJECTS

1   Framework of the prioritisation process

1.1   The process is numerically based by allocating points to projects dependent on the categories into which they fall. The aim is to demonstrate how the Council selects projects which will achieve its overall objectives and is not biased towards particular service interests

1.2   The process is in two parts. In stage 1, projects are allocated the appropriate points for each of the six categories that they satisfy. In stage 2 additional points may be acquired if projects satisfy one or more criteria. Equally points can be deducted if, for example, the project results in increased revenue costs.

1.3   The aggregate of these two stages will result in a list of projects in priority order.

2   Projects above £350,000 and below £10,000 are excluded .

2.1   The upper limit is because above £350,000 a project will consume such a large proportion of the likely resources available as to make the process ineffective for the remaining bids and it is recommended that bids of this order should be prioritised and considered separately.

2.2   Projects of this scale make comparison in the context of a prioritisation process very difficult. In a case where a project of such size is put forward, it could be decided that all cash available for the year should be allocated to this one project or if the project is high value and spans a number of years, the annual allocation would be top sliced prior to allocating remaining funds to projects identified through the normal prioritisation process.

2.3   The lower limit was set because bids of that magnitude are considered small enough to be met from the revenue budget. As with the large projects, it is considered that because of their low value, comparison is similarly difficult .

2.4   Projects are not included which are supported by a business case the nature of which "repays" their capital costs over a 4/5 year time frame and as such do not compete for capital programme funds in the same way as other projects.

3   How the process operates

3.1   It is intended that this process should be used first by service managers to determine an order within their service areas. This will ensure that only those projects that satisfy minimum criteria are put forward for prioritisation corporately.

3.2   Service lists would then be tested against these prioritisation criteria by the Strategic Capital Resource and Asset Programme Team (officer working group) aggregated and recommended to Members for approval.

3.3   As this is the first time the process has been used and is as such an untried process it will be piloted for the first year, reviewed and a further report will be submitted after the first years process is completed.

HARTLEPOOL BOROUGH COUNCIL

SUITABILITY SURVEY SCORING MECHANISM

UPRN   **PROPERTY:**

Section 1 - Location	A=1	B=2	C=4	D=8	N/A=1	H=3	M=2	L=1	O=0
Question 1									
Question 2									
Question 3									
Question 4									
Question 5									
Sub Total:	0	0	0	0	0	0	0	0	0

Section 2 - Accessibility	A=1	B=2	C=4	D=8	N/A=1	H=3	M=2	L=1	O=0
Question 1									
Question 2									
Question 3									
Question 4									
Question 5									
Question 6									
Sub Total:	0	0	0	0	0	0	0	0	0

Section 3 - Environment	A=1	B=2	C=4	D=8	N/A=1	H=3	M=2	L=1	O=0
Question 1									
Question 2									
Question 3									
Question 4									
Question 5									
Question 6									
Question 7									
Question 8									
Question 9									
Question 10									
Question 11									
Sub Total:	0	0	0	0	0	0	0	0	0

Section 4 - Safety & Security	A=1	B=2	C=4	D=8	N/A=1	H=3	M=2	L=1	O=0
Question 1									
Question 2									
Question 3									
Question 4									
Question 5									
Question 6									
Sub Total:	0	0	0	0	0	0	0	0	0

HARTLEPOOL BOROUGH COUNCIL

SUITABILITY SURVEY SCORING MECHANISM

UPRN **PROPERTY:**

Section 5 - Space	A=1	B=2	C=4	D=8	N/A=1	H=3	M=2	L=1	O=0
Question 1									
Question 2									
Question 3									
Question 4									
Question 5									
Question 6									
Question 7									
Question 8									
Question 9									
Sub Total:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Section 6 - Under/Over Use	YES	NO							
Question 1									
Question 2									
Sub Total:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Section7 - Fixtures & Fittings	A=1	B=2	C=4	D=8	N/A=1	H=3	M=2	L=1	O=0
Question 1									
Question 2									
Question 3									
Sub Total:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

HARTLEPOOL BOROUGH COUNCIL

SUITABILITY SURVEY SCORING MECHANISM

UPRN **LOCATION:**

Section 8 - Image	A=1	B=2	C=4	D=8	N/A=1	H=3	M=2	L=1	O=0
Question 1									
Question 2									
Question 3									
Question 4									
Question 5									
Question 6									
Question 7									
Sub Total:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total:	**#REF!**	**#REF!**	**#REF!**	**#REF!**	**#REF!**	**#REF!**	**#REF!**	**#REF!**	**#REF!**
Total (A-N/A):	**#REF!**					**Total (H-O):**		**#REF!**	

To place a property in a summarised category on the basis of points requires a reasonable mix of responses between sub categories. For some summarised property categories a response in a sub category would be overriding. The following has been adopted.

A = Suitable	must only include subcategories A, B and D (where it can be remedied) *[Loading towards category A]*
B = Not completely suitable (can be improved)	as for category A i.e. subcategories A, B and D (where it can be remedied) *[Loading towards category B]*
C = Not completely suitable (cannot be improved)	can include subcategories A, B, C, D (where it can be remedied) *[Loading towards category C]*
D = Unsuitable	can include subcategories A, B, C, D *[Loading towards category D]*

To obtain a reasonable spread of points between the 4 no. categories the following % have been adopted.

Category	%A	%B	%C	%D	Spread
Suitable	50	25	12.5	12.5	45-89
Not completely suitable (can be improved)	20	50	-	30	90-108
Not completely suitable (cannot be improved)	20	30	50	-	109-180
Unsuitable	12.5	12.5	25	50	186-192

Where a score still fails to reflect the assumed perception of the property a further test can be applied.

If there is a predominant number of 'hits' in a subcategory which is not offset by a non-remedial subcategory D item the predominant 'hits' should determine the Category.

Health & Safety

The active management of Health & Safety issues should be ongoing, the main purpose of the columns covering this aspect of the survey being to highlight the current position. Should a 'High' risk issue be identified as part of the Service's assessment it should be dealt with as a matter of urgency.

Whilst therefore H&S has an impact upon suitability the issues arising should only be short term not necessarily from the overall suitability of the property. As such it is not proposed to skew the scoring matrix to reflect H&S but have a rider covering the matter.

Expense Head Description	Property Categories										
	Admin Buildings	Car Parks & Public Cons	Libraries	Museums	CCTV - General	Community Centres / Sports Centres	Legionella - General	Miscellaneous Sites/Land	Schools Sites	Sure Start Buildings	Totals
Cleaning of Buildings	111341		55333	22109		82616		32517	1623	42025	347563
Energy	557202	15010	64985	128591	22657	351467		231213	1289769	39396	2700290
Grounds Maintenance-Local	16141	335	1339			10652		101169	65585	3460	198682
Insurance - Buildings	61530	3919	28366	20981		35341		114976	235410	3034	503557
Rates	433763	109334	73552	44721		215808		1606143	713830	25517	3222668
Rent	41046		12671			17903		250872	29050	224	351766
Repairs & Maintenance	99897	802	1712	18124	68384	100810	30962	88647	977144	603	1387085
Security System Maint	12845		1414			10176		6114	47372	9291	87212
Water Charges	60026	20126	6448	6151		34088		33271	201171	4087	365368
Cyclical Maintenance	81119	606	10121	18183		13118		58631	3101	4239	189118
Day-Day Maintenance	233460	6294	66502	15542		17041		214521	1607	3779	558746
Purchase Fixtures & Fittings	8619		17760			677		2275	251386	30	280746
Purchase - Garden Equipment	5441							8207			13647
Purchase - Sports Equipment						32732		11485	1601		45819
Purchase - School Domestic Equip									16218		16218
Purchase - Safety Equipment	2732					3300		159611			165643
Purchase - Catering/Domestic Equip	160							1065	395	2174	3794
Totals	1725323	156427	340204	274401	91042	925730	30962	2920716	3835260	137859	10437922

Whole Life Costing Property Evaluation Form
Strategic Capital Resource and Programme Team

Please complete all Sections and return to :

Asset and Property Management Group
Procurement and Property Services
Leadbitter Buildings

Email property.services@hartlepool.gov.uk

This proforma has been developed to aid Service Departments, Property and Asset Management and Finance and Efficiency Portfolio Holder to take into account Whole Life Costing issues when making decisions regarding property acquisitions. These acquisitions result in more than just a capital cost and it is increasingly recognised that the costs over the life of the property are relevant. In addition, issues around efficiency savings and sustainability of the built environment are becoming increasingly pertinent and must also be considered before acquisitions are made.

The completed form is to be used as a reporting tool to communicate the results of every consideration. The financial information will be placed into a Discounted Cash Flow to determine the present day sum that the asset will cost over its whole life.

Procurement and Property Services can provide guidance and assistance on all of the information required within this form and should be the first point of contact when property acquisitions are being considered. For further information please contact:

Keith Lucas (Asset and Property Manager)
01429 523237

or

Emma Dixon (Estates Manager)
01429 523387.

Section 1 - Project Details

Proposed Project	
Service	
Directorate	
Service Plan Priority	
Portfolio Holder Approval Date	
Lead Officer	
Brief Description of Requirements and Reasons for Acquisition	
Proposed Location of Property (if not known, insert location requirements)	
Proposed Life of Project	**years**
Suggested Life Expectancy of Building (if Lease is proposed, insert length of lease)	**years**
Number of Staff (FTE) to be accommodated at the property	**FTE Staff**
Will the Property be Accessed by the Public?	**yes** / **no**
If Yes, has an Access Audit been undertaken?	**yes** / **no**

Section 2 - Whole Life Costing

Initial Capital Cost of Property		Proposed funding source	
Cost of initial alterations or repairs required		Proposed funding source	
Future Rent Payable (per annum)		Proposed funding source	

Running Costs: Please insert estimated annual running costs for the first 3 years	Year 1	Year 2	Year 3	Proposed funding source
Repairs and Maintenance				
Energy Costs				
Water/Sewerage Charges				
Grounds Maintenance				
Rates				
Building Cleaning				
Insurance				
Security including CCTV Costs				
Caretaking				

Legionella Testing				

Note: This information will be placed into a Discounted Cash Flow table to estimate the whole life cost of the property. Should you therefore have any information on funding for additional years, please provide this

Section 3 - Efficiency and Sustainability

		Example notes
Does the proposal result in the disposal of another Council asset? Please provide details		
What consideration has been given to alternative methods of working to reduce or eliminate accommodation requirement?		Remote working, hotdesking, home working, visiting clients in their homes, sharing building with another public sector partner
What consideration has been taken in regard to reduction of energy use over the life of the building?		Energy efficient systems, good natural light and ventilation, renewable energy sources, training on energy systerms for building users/managers
What consideration has been taken in regard to reducing expense caused by cyclical redecoration and maintenance over the life of the building?		Use of low maintenance materials, use of materials that reduce requirements of redecoration or replacement, efficient management of building systems
What consideration has been taken in regard to flexibility of use or the use of the building to provide cross-cutting services?		Increased flexibility to allow out-of-hours use, flexibility of design, ensuring full accessibility
What consideration has been taken in regard to sustainable travel to the property?		Availability/proximity to public transport, encouragement of access by pedestrians, parking provision for car sharers, cycle storage
What consideration has been taken in		Design of building, suitable lighting, anti-

relation to security of the building and reducing the fear or risk of crime?		vandal materials, use of CCTV and alarm systems, fencing, increased building occupancy
What steps have been taken to minimise the environmental impact of the building?		Reduction of energy use/CO2 emissions, re-use of existing buildings and land, use of low water volume fittings
What considerations have been taken regarding health and safety in use of the property?		Designs for easy maintenance, training in management of building, asbestos surveys, access audit
What considerations have been taken in regard to the final disposal of the building?		Future marketability, flexibility of alternative uses for the property, using materials that minimise environmental impact

LEASES OUT

uprn	Location	Lessor	Lessee (Tenant)	Purpose
23	Burbank Street Community Centre	HBC	Hartlepool Families First	Families First drop-in centre
30	174 West View Road	HBC	Cleveland Police Authority	Police Office
33	Blakelock Hostel, 63 Blakelock Gdns	HBC	Endeavour Housing Association	Hostel
45	Stranton Cemetery Lodge	HBC	Springboard Hartlepool	
85	8-9 Church Street	HBC	Cleveland Police Authority	Police Office
87	Civic Centre	HBC	SX3	Offices for IT company who provide Council with services
386	Magistrates Court, Victoria Road	HBC	Dept Constitutional Affairs	Court services
470	Probation Offices, Avenue Road	HBC	Durham Probation & After Care Committee	Probation offices
476	Charlotte Grange EPH	HBC	Community Integrated Care	Elderly Persons Care
477	Gardner House EPH	HBC	Community Integrated Care	Elderly Persons Care
478	Throston Grange EPH	HBC	Community Integrated Care	Elderly Persons Care
482	Blakelock Road Day Centre	HBC	Blakelock Elderly Co-op	Elderly Persons Care
504	65 Jutland Road - Police Office	HBC	Cleveland Police Authority	Police Office
	Burbank Community Centre	HBC	PCT	Drop-in centre and base for field agent

LEASES IN

uprn	Location	Lessor	Lessee (Tenant)	Purpose
1570	Unit 25 Usworth Road	Bizspace	HBC	Economic Development Initiative
	Room 202 at Innovation House	UK Steel Enterprises	HBC	Economic Development Initiative
	41 Park Road	McNicholas	HBC	Economic Development Initiative
310	Foreshore	Crown Estate Commissioners	HBC	Leisure Purposes - seafront
336	Middleton Grange Shopping Ctr (Car Parks)	P P G Metro 500	HBC	Car Parking
336	Middleton Grange Shopping Ctr (Former Windsor)	P P G Metro 500	HBC	Base for Human Resources
	Connexions Building, Town Street	Orderelite Limited	HBC	Connexions' service - Careers
466	Greatham Community Centre	Master Brethren of Hospital of God at Greatham	HBC	Community Centre
488	Hartlepool Day Services, Warren Road	Landmaster Properties Ltd	HBC	Day Services for patients with mental care needs
523	Carlton Outdoor Education Centre	P L Hogg & A N Jackson	HBC	Children's outdoor education centre
523	Carlton Outdoor Education Centre	A P Foster	HBC	Children's outdoor education centre
1034	Northgate No 144	Housing Hartlepool	HBC	Police Office
1123	Unit 20A, 79 Park Road	Northern General Properties Ltd	HBC	New Deal for Communities office
1123	Unit 13, 79 Park Road	Northern General Properties Ltd	HBC	New Deal for Communities office
1123	The Arches, Park Road	Northern General Properties Ltd	HBC	New Deal for Communities office
1240	Land & buildings in Lynn Street	Stanley Cohen & Susan Courts	HBC	Offices - proposed assignment to HCFE
1131	173 York Road	Hartlepool Revival Ltd	HBC	Community Safety Office
	Boy's Welfare Club	Trustees of Boy's Welfare Club		Youth Centre

BUILDINGS WHERE SERVICES ARE SHARED IN PARTNERSHIP

	Phoenix Centre	Integrated Care Team	HBC/PCT	PCT hold lease and have SLA with HBC
	Offices at Greenbank	Integrated Care Team	HBC/PCT	PCT hold lease and have SLA with HBC
	Swinburne House	Integrated Care Team	HBC/PCT	HBC own and have SLA with PCT
	173 York Road	Safer Hartlepool Partnership	HBC/NDC/Police	Memorandum of Understanding with Police and lease costs met by NDC
	Community Drug Resource Centre	Safer Hartlepool Partnership	HBC/PCT/Police	HBC own and have SLA with PCT and Police

NON OPERATIONAL AND SURPLUS PROPERTY LIST

Key to Numbering:
0 = property appeared on previous list but has now been sold
1 = sale of property currently progressing
2 = property is available for sale
3 = there are considered to be some strategic reasons for retention or complexities which would make sale difficult
4 = there are considered to be strong reasons for retention or major complexities preventing sale
5 = property is no longer non-operational or surplus

PROPERTY NAME	COMMENTS	CATEGORY
Former Police Office, Owton Manor Lane	Sold for social housing	0
Land at Earl Street (Custodian)	Sold to St. Bega's School 2006	0
Land at Greenock Road	Sold for social housing	0
Caretaker's House, Northgate Library	Residential property	0
Cromwell Street Depot	Sold for industrial workshops	0
Burn Valley Pupil Referral Unit	Sold - to be used as base for Hartlepool Access Group	0
Land at Lancaster Road (Ex Tip) (Custodian) (Retail potential	Sold to Mental Health trust	0
Land at Groves Street	Sold for doctor's surgery	0
Land at Groves Street remainder of 384 only	Land developed for Headland Sports Hall	0

Wynyard Road No.29 - Ground lease	Sold 2007	0
Wynyard Road No. 31 Ground lease	Sold 2004	0
Land at Wynyard Road former (carpark site)	Sold to PCT/ORCEL	0
Land at Kingsley Avenue (Currently restricted)	Sold to Trustees of Browning Ave Baptist Church	0
Land at Belle Vue Way	sold to leaseholder 2007	0
Church Street 67/68	Sold	0
Briarfields Lodge, House and Kitchen Garden	Sale currently progressing	1
Land at Greenock Road (Custodian)	Sale currently progressing	1
Land at Warren Road/Davison Drive	Proposed sale for social housing	1
Land at Waldon Street	Sale progressing to CP25	1
Land at Winterbottom Avenue	Let to UK Advanced Microsurgery Ltd (doctor's surgery). Could sell freehold.	1
Eldon Grove Community Sports Centre	Current negotiations progressing	1
Kilmarnock Road Day Nursery (former)	Occupied by Manor residents	2
Land at Huckelhoven Way	Interest from social housing providers	2
Park View Ind Est Unit BT97/8A	Currently let. Option to sell freehold	2
Land at Bamburgh Road	Groundlease to housing association	2
Land at Glamis Walk 1-27	Groundlease to housing association	2
Londonderry Street Garages	Garages	2
Manners Street Garages	Garages	2
Land at Bond Street (limited Comm. Potential)	Garages licences to various occupiers	2
Rockhaven 36,Victoria Road	Let to HVDA	2
The Firs	Declared surplus to requirements	2
Former Kingsley Nursery Site, Browning Avenue	Potential for social housing	2
Hartlepool Peoples Centre (Custodian) Existing use	Occupied. Future being considered	2
Slag Banks, Brenda Road (Limited Potential)	Ongoing adverse possession case	2
Land West of Brenda Road	Available	2
Land at Clarence Road (Also long term potential)	Landscaped at present	2

Appendix F AMP 2008 Non Operational and Surplus Property List

Former Fairground Site	Development being considered	2
Land at Charles Street	Current discussion around use for special needs housing	2
Land at Kipling Road	Previous interest for social housing	2
Land at Surtees Street limited future potential	Proposal for sale as car parking	2
Land at Tristram/Tennyson Avenue	Possible use for social housing development	2
Land Surtees Street (previouslyNo.63 commercial potential)	Vacant land	2
Land Rear 252/292 West View Road	Vacant land	2
Site of former Burbank Street Hostel	Vacant site	2
Wynyard Road No.39 - Ground lease	Let to E-Merce Services Limited	2
Land at Allerton Close	Ground lease	2
Land at Ellett Court	Let to Bradford & Northern HA	2
Land at Wells Avenue	Groundlease to Housing Association	2
Land at Tofts Road West	Let to Tilcon (North) Ltd	2
St Mary's Court, Northgate (Ground lease)	Let to Cecil M Yuill Ltd	2
Land at Northgate	Let to H. Alexander (Co-op)	2
Land West View Road 135, 147, 149	Groundleases - current discussions regarding sale	2
St Benedict House, 49/51 Park Road (PCT Development)	Current negotiations with CP25	2
Briarfields Field (potential site for Residential Development)	No local plan allocation but may be available in longer term	2
Land at Clavering Road	Landscaped-depends on planning position	2
Land East of Brenda Road (future commercial potential)	Used for plant training by HBC	2
West View Road Police Office	Let to Police Authority	2
Jutland Road No.65 - Police Office	Let to Police Authority	2
Land at Marlowe Road	POS with social Potential	2

Appendix F AMP 2008 Non Operational and Surplus Property List

Land at Catcote/Macaulay Road	POS with Social Potential	2
Land at Eskdale/Eaglesfield Road	POS with Dev Potential	2
Land at Coronation Drive	Land currently licenced. Possible after uses being considered – possible leisure facility.	2
Swinburne House	May soon be declared surplus to requirements	2
Blakelock Day Centre	May soon be declared surplus to requirements	2
Warren Road Day Centre	May soon be declared surplus to requirements- difficulty in sale due to restrictive user	2
Site of Lynn Street ATC	Cleared site available for sale	2
Site of Bridge Youth Centre	Soon to be cleared and available for sale	2
Rocket House	A&CS using for Lifeguards	3
Land South of Seaton Lane limited current potential	Grazing fields – on licence yr-yr	3
Land at Golden Flatts (future comm. Dev potential)	Grazing field – on licence yr-yr	3
Indoor Bowls Centre	Currently let-in strategic area	3
Hart Smallholding - Tenant Britton (Retain for future dev)	Tenant in place	3
Hart Smallholding - Tenant Watson (Retain for future dev)	Tenant in place	3
Hart Smallholding - Tenant Britton (Retain for future dev)	Tenant in place	3
Land at Brierton Lane/Scouts	Tenant in place but future development possible	3
Victoria Football Ground	In strategic location. Let to football club. Recent Cabinet decision not to sell	3
Land at Conway Walk	POS with Limited Dev. Potential	3
Land at Eaglesfield Road	POS with Limited Dev Potential	3
Land at Eaglesfield Road	POS with Limited Dev Potential	3
Land at Masefield Road/Gulliver Road	POS	3
Land at Masefield Road/Thackeray Road	POS	3

Land at Vane Street	POS Limited Social Potential	3
Land at Dickens Grove (cross ref with Kingsley site)	POS	3
Land at Queensland Road	POS possible Part Dev Potential	3
Land at Romaine Park	POS	3
Land at West View Road	POS	3
Land at West View Road	POS	3
Land at Tees Road/Golf Practice Ground(Leased to club)	Let to Seaton Carew Golf Club-protected land	4
Land at the rear of North View, Dalton Piercy	Let to Trustees of Village Hall	4
Land at the rear of North View, Dalton Piercy	Currently let-greenfield land	4
Middleton Grange Shopping Centre	Let to shopping centre. Important revenue stream to Council	4
Middleton Grange Shopping Centre Middleton Grange Office	Lease restricts assignment or subletting. Not currently surplus	4
Land at Zinc Works Road (Restricted dev only)	Open space-development restrictions	4
Land at Lynn Street/Focus DIY (long term future dev pot.)	Currently let. Scope to sell freehold but otherwise not available for 70 years	4
Land at Elizabeth Way	Let to Trustees of Seaton Carew Sports and Social Club	4
Northgate Library (Former)	Redeveloped as operational offices	5
Land at Throston Grange Lane	Recently redeveloped as car park	5

Hartlepool Brownfield Development Sites
Description and assessment of potential wildlife issues

Former Fairground Site, Seaton Carew (UPRN 700)
Area comprising mainly of small stones on sand and tarmac base.
Vegetation cover <5% and very sporadic; no blocks of vegetation cover.
Species mainly Plantago coronopus, Agrostis stolonifera, Medicago lupulina and Cerastium sp.
Two small (5-10m diameter) mounds of sand with Marram colonising.
No ornithological interest likely given the levels of disturbance from visitors.

Burbank St, land at (UPRN 487)
Area comprises amenity grassland and hard standing.
Nine trees present on site, all semi-mature: 1 Sorbus; 1Hawthorn; 2 Laburnum; 2 Ornamental Cherry; 3 Poplar.
No substantive wildlife issues on the site other than the possibility of bird's nests associated with the trees.

Albert St Car Park (UPRN 301)
Area comprises hard standing for parking.
No substantive wildlife issues.

Eden St Car Park (UPRN 307)
Area comprises hard standing for parking.
No substantive wildlife issues.

Land at Clarence Road (UPRN 338)
Land composed entirely of amenity grassland.
Several small trees, mostly in poor arboricultural condition. Two semi-mature sycamore trees are in fair/good condition.
No substantive wildlife issues on the site other than the possibility of bird's nests associated with the trees.

Land at Greenock Road (UPRN 167 & 361)
Land composed entirely of amenity grassland.
No substantive wildlife issues.

Romaine Park (UPRN 666)
Land composed entirely of amenity grassland.
No substantive wildlife issues.

Land at West View Road (UPRN 118)
Over much of the area the soil is very sandy, almost sand in places, and alkaline. In a number of areas the soil is patchily vegetated as the soil conditions make it more difficult for grass to establish a dense sward. In this respect, it resembles Spion Kop cemetery, which is a proposed Local Nature Reserve. These factors would make it suitable for growing a range of grassland plants that would be out competed by grasses in a heavier, more nutrient rich soil. Apparently there is already a patch of orchids near the entrance, even though this is one of the areas with more dense grass cover. At present there doesn't seem to be a lot of plant species diversity,

though the site was visited at the wrong time of year to assess this accurately, however this could be improved fairly rapidly with a little management. This sort of habitat should also support good numbers of butterflies. It is unlikely that ground-nesting birds such as skylark and partridge would nest there, as there would be too much disturbance.

Land at Browning Avenue (UPRN 397)
Land composed entirely of amenity grassland.
Several mature trees present
No substantive wildlife issues on the site other than the possibility of bird's nests associated with the trees.

Land at Charles St (UPRN 197)
Land composed entirely of amenity grassland. Two semi-mature trees present. No substantive wildlife issues on the site other than the possibility of bird's nests associated with the trees.

Waldon Street (UPRN 478)
Land composed mainly of amenity grassland with some hard standing. Good number of mature and semi-mature trees present and a considerable amount of mature, mixed shrubs around the perimeter.
No substantive wildlife issues on the site other than the possibility of bird's nests associated with the trees and shrubs. Given the amount of shrubs present then it is likely that several pairs of birds will be nesting in them at the appropriate times of year.

Burn Valley Centre (UPRN 456)
The building has a flat-topped roof, which has faschia boards around its perimeter. This type of building feature is often used as a roost by pipistrelle bats. The fact that the building is situated in an area which has a high level of bat usage and that it is in an open location, increases the probability of it being used by bats. I would therefore class it as being of medium risk as a bat roost and would recommend further investigation.

The surrounding area is amenity grassland and hard standing. There are several young to semi-mature trees, many self-sown and some shrubbery including a large, mature laurel. Other than the potential for roosting bats, there are no substantive wildlife issues on the site other than the possibility of bird's nests associated with the trees and shrubs

Briarfields – House (UPRN 483)
The house was surveyed for bats in 2003. No evidence was found that bats used the house therefore no further surveys would be required. The trees in the grounds of the house might support nesting birds or possibly roosting bats. No other substantive wildlife issues are anticipated.

Briarfields – field (UPRN 497)
Mainly rank, species-poor grassland, with the occasional bramble thicket; mature trees form an important feature around the perimeter. No protected species were noted on the site though there is a very high probability of

nesting birds associated with the areas of trees. The only other protected/priority species that might be expected on the site are bats which are believed to forage over this area and which may roost in the trees if there are suitable holes or crevices. The grassland area is not without biodiversity interest but this type of habitat is very easily reproduced and is of no higher value than, say a typical domestic garden.

Briarfields – allotments (UPRN 272)
Site is now entirely cultivated. No substantive wildlife issues on the site.

Warren Road/Davison Drive (UPRN 885)
Land composed entirely of amenity grassland.
Several young, heavy-standard trees present
No substantive wildlife issues on the site other than the possibility of bird's nests associated with the trees.

Brenda Rd Slag Banks (UPRN 312)
The plateau that makes up the bulk of this area is likely to be a nutrient-poor, high pH substrate, which makes it potentially very suitable for wildflowers though as yet species diversity is moderate. There are some areas of semi-mature tree planting and a substantial area that is heavily grazed.   Priority species known to be present are Skylarks and Grey Partridge associated with the grassland, though other species might be expected to be present. The grazed area is used extensively by foraging birds. No protected species are likely to be present. The site is probably not quite of sufficient value to meet criteria for designation as a Site of Nature Conservation Interest though it could potentially achieve this over time with minimal management.

Zinc Works Road (UPRN 503)
Not surveyed due to lack of access but likely to have significant ornithological and botanical interest.

Brownfield Sites	UPRN					
Location		Surveyed	Protect spp	BAP spp	Other Biodiversity	Other Issues
West View Road, land at	118	2005	No	No	some botanical interest	
Greenock Road, land at	167	19-Mar-07	No	No	No	
Greenock Road, land at	361	19-Mar-07	No	No	No	
Charles Street, land at	197	15-Mar-07	No	No	No	
Briarfields - allotments	272	13-Mar-07	No	No	No	Trees on perimeter
Albert St Car Park	301	14-Mar-07	No	No	No	
Eden St Car Park	307	19-Mar-07	No	No	No	
Brenda Rd Slag Banks	312	2006	No	Yes	Yes	
Clarence Road, land at	338	15-Mar-07	No	No	No	a few trees
Browning Ave, land at	397	21-Mar-07	No	No	No	trees
Burn Valley Centre, Elwick Road	456	21-Mar-07	Possibly	No	breeding birds in shrubs	
Waldon Street	478	21-Mar-07	No	No	breeding birds in shrubs	
Briarfields - House	483	2003	No	No	No	Trees
Burbank St, land at (former ATC)	487	14-Mar-07	No	No	No	9 semi-mature trees
Briarfields - Field	497	19-Mar-07	No	No	breeding birds in shrubs	
Zinc Works Road, land at	503	no access	Possibly	Probably	Probably	not surveyed
Romaine Park, land at	666	23-Mar-07	No	No	No	
former Fairground Site, Seaton	700	14-Mar-07	No	No	No	
Warren Rd/ Davison Drive, land at	885	23-Mar-07	No	No	No	
Maritime Way			No	No	Minor	
Autograss Site			Yes	Yes	Merits SNCI designation	potential cycle route
JCB training site			Possibly	Probably	Yes	

Appendix I

Custodian Properties

The disaggregation of Cleveland County Council in 1996 left properties which were in shared use or were surplus to requirements and Property Agreements were drawn up by the four Borough Councils (Middlesbrough, Redcar & Cleveland, Stockton and Hartlepool) to deal with the day to day management and future disposal of these properties. The agreements were as follows:

'Category 2 Surplus Property' Agreement

This agreement contains the following properties:

- **Brackenhoe School** (Release of Restrictive Covenant) - Middlesbrough (agreed and payment to be received 2008)
- **People Centre** , 21 Raby Road - Hartlepool
- **Heortnesse Nursery Site** (Landscaped) - Hartlepool
- **Land at 37 Greenock Road** (Public Open Space) - Hartlepool

'Category 3 Functional Property - User Rights - Within County Boundaries Agreement:

This agreement contains the following properties:

- **Woodlands Road Clinic -** Middlesbrough
- **Guerney House** - Middlesbrough
- **Melrose House** - Middlesbrough
- **Exchange House -** Middlesbrough
- **51A Kings Road** - Middlesbrough
- **Cargo Fleet Depot** - Middlesbrough
- **Newport Road** (Middlesbrough Test Centre) - Middlesbrough
- **Aurora Court** - Middlesbrough
- **Highforce House** - Middlesbrough

The agreement states that should Middlesbrough no longer have a use for the property, and should none of the other Boroughs require it, they should use reasonable endeavours to dispose of the property if it is reasonably practical.

'Category 3 Functional Property - User Rights - Out of County Agreement:

This agreement contains the following properties:

Lanehead, Coniston - Middlesbrough
Stainsacre Hall, Whitby - Middlesbrough

The agreements cater for the sharing out of capital receipts should the properties be dispose of Hartlepool Borough Council receives 16% of the net capital sums realised.

Appendix I

These are the remaining Custodian properties in Hartlepool ownership:

People Centre
21 Raby Road, Hartlepool   0.826 hectares   Used by Community Group

Heortnesse Nursery Site
Vincent Street,Hartlepool   0.1461 hectares   Landscaped

Vacant Land
at 37 Greenock Road   0.1434 hectares   Public open space

The land at Greenock Road is in the process of being sold.

Negotiations are in hand regarding the sale of the People Centre.

The other area of land has limited potential in my opinion and may be classed by the planners as Public Open Space.

Appendix I AMP 2008 Custodian Properties

CABINET REPORT

31st March 2008

Report of: Director of Adult and Community Services

Subject: CONTRIBUTIONS TOWARDS NON-
RESIDENTIAL SOCIAL SUPPORT

SUMMARY

1.   PURPOSE OF REPORT

Changes are proposed in contributions towards support in the community. This report provides the results of the consultation on the changes.

To confirm the updated contributions policy

2.   SUMMARY OF CONTENTS

Cabinet have previously agreed in principle to changes in the way that service users contribute towards the cost of the support they receive (Cabinet 10th December 2007), subject to consultation on points of detail. The report includes a summary of the consultation exercise undertaken, and the results obtained.

Also attached is the updated contributions policy, which takes on board comments made in consultation. It includes an exemption for carers receiving services, a maximum charge, and a means of sharing costs between the individual and the Council.

3.   RELEVANCE TO CABINET

Non-residential care services support many vulnerable people at home, and it is important that their financial contributions are calculated on a consistent and flexible basis.

4.   TYPE OF DECISION

Key (Test i applies)

5.   DECISION MAKING ROUTE

Cabinet 31ˢᵗ March 2008

6.   DECISIONS REQUIRED

That the updated contributions policy be confirmed

Report of: Director of Adult and Community Services

Subject: CONTRIBUTIONS TOWARDS NON-RESIDENTIAL SOCIAL SUPPORT

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1. PURPOSE OF REPORT

1.1 Changes are proposed in contributions towards support in the community. This report provides the results of the consultation on the changes.

1.2 To confirm the updated contributions policy.

2. BACKGROUND

2.1 Users of home care and other non-residential services are charged under the Council's 'Fairer Charging' Policy. The Policy was set in 2002, in line with government guidance, and has been reviewed and updated at regular intervals since. However, it has become increasingly evident that it is necessary to make service user contributions more consistent and equitable, and also more flexible.

2.2 On 10ᵗʰ December 2007 Cabinet agreed in principle to replace the existing charges for individual non-residential services with a unified contribution towards care funding, regardless of what type of support is purchased. It was also agreed to consult with service users and other key groups on aspects of how the proposed contributions might be calculated.

2.3 The consultation has now closed and the final proposals are brought for confirmation.

3. CONSULTATION

3.1 Early in February letters were sent to those who had received services, or had a social care assessment over the previous year. The letters included a number to ring for queries, a questionnaire to return, and an invitation to two consultation meetings. Of the 3292 questionnaires issued 387 were returned. Similar letters were sent to appropriate agencies and local groups. The two meetings were subsequently attended by 45 service users and carers, which was very valuable in firming up on the proposals.

3.2　　　Adult and Community Services and Health Scrutiny Forum also discussed the issues on 4th March and responded to the consultation questions. The overall results from the consultation are shown on the attached **Appendix 1**, and are summarised below:

3.3　　　The first question asked whether when carers receive a service to help them continue to care, it should be free. Most respondents felt that carers are already performing a socially and economically vital task, and should not also be made to share any financial burdens. This is consistent with the existing practice.

3.4　　　The second question asked if the individual contributes all they are able to then the Council pays the rest, would that be a fair way to share the costs. Most people said it would, but in the meetings we explored the issues in more detail.

3.5　　　Everyone assessed as having substantial or critical needs is now offered an indicative personal budget. If they decide not to commit all of it for their support plan it was felt that they should pay less rather than let the Council take all the benefit. However it was felt important that the Council makes sure that people still get all the support they need.

3.6　　　Furthermore there were concerns expressed that whilst the least well off would still not be expected to contribute, the effect of the changes could be to increase the burden on those who have an ability to pay, but have not previously made a contribution, or who have only contributed partially. It is therefore proposed that a subsidy be met by the Council, set initially at 25% of the assessed contribution. Also for those previously assessed under the former charging policy any increase in their contribution would be limited in the first year to a maximum of £30 per week.

3.7　　　The final question was should there be a maximum charge as well as a means test. Most people said that there should be, in order that no-one would pay more for being supported at home than they would for going into a residential home. Again, this is consistent with existing practice.

3.8　　　Taking these responses into account, the amended policy would be as attached at **Appendix 2**.

3.9　　　A Diversity Impact Assessment has been completed for the changes, which shows that there are no adverse impacts for the target groups. (**Appendix 3**).

4. FINANCIAL IMPLICATIONS

4.1 The substantial income from non-residential care helps to support expenditure budgets. Without this review the contributions would be increasingly inconsistent and at risk, particularly given people's desire to stay in the community and to access services using direct payments or self directed support which meet their needs in a more personalised way.

4.2 There is no change in the way that ability to pay is calculated - the new contributions would be based on the existing 'fairer charging' means test used for home care. Over a third of people are assessed as not having the means to pay contributions using this test.

4.3 The proposals are not designed to significantly increase income. Some may pay contributions for the first time – in particular those who have previously received day care only. However more people would receive financial assessments, which include help with maximising state benefits. Furthermore the greater flexibility available via personal budgets will offer the opportunity of better outcomes for the individual.

4.4 In the past we have re-assessed contributions each April when benefits are updated. With the new arrangements each individual's contribution would only be reviewed as and when their needs were re-assessed, unless there was a significant change in circumstances before then.

4.5 It should be noted that this policy applies to contributions towards a personal budget for social care support costs. In due course we plan to integrate other funding streams to provide a broader individual budget. At this point the policy may have to be re-visited, but at present there is no local knowledge or government guidance on what changes, if any, might be entailed.

5. IMPLEMENTATION PLANS

5.1 The new contributions would come in after April, as and when people's needs were assessed or reviewed. People would continue to pay under the existing policy till then. The hourly rates for home care would usually be increased in April, but no increase is proposed this April.

5.2 The final financial impact for individuals can only be known as their indicative personal budget, financial assessment, and support plans are completed. Similarly the impact on the Council's income levels, and the workload of the Department's Finance Section, will need to be monitored during the course of 2008/9. The results of this monitoring will be reported to Portfolio within 2008.

6.   RECOMMENDATIONS

6.1   That the updated contributions policy be confirmed

CONTACT OFFICER: Alan Dobby, Assistant Director (Support Services)

CONTRIBUTIONS POLICY
RESULTS OF THE CONSULTATION

From Letters to Service Users and potential users:

3292 sent, 387 returned (11.8%). 72% were over 65

Q1   Yes   63% i.e. in favour of free services for carers
       No   37%

Q2   Yes   79% i.e. in favour of contributing what can afford to pay
                and the Council topping up
       No   21%

Q3   Yes   83% i.e. in favour of a maximum charge
       No   17%

From Meetings with service users:

38 people at 1pm meeting, and 7 at evening meeting. Included a range of users and carers, and both older people and younger disability groups.

Q1: It was strongly felt that carers are key to enabling people to live independently at home, and they therefore make a major economic contribution. They felt that carers should continue to be exempted from contributions.

Q2: Mixed views. Understood that it would seem sensible to share the benefit of frugal support planning with the service user. However some were uneasy that users could feel pressured to accept lesser packages to help out the family budget.

Q3: Accepted that relatively few (better off) people would benefit from a maximum charge, but as a matter of principle and policy staying at home should cost no more than going into residential care. Therefore keep the cap on contributions. Also general comments to the effect that unless changes in contributions are signalled well in advance people do not have chance to change their financial plans eg by saving more or less of their income.

Also some points made about national government policy eg the denial of carers allowances to pensioners, free care in Scotland etc.

From Scrutiny Forum :

Yes to all questions, but onus remains on Council to ensure that people continue to receive the care they need, however people respond to the contributions policy.

CONTRIBUTION POLICY FOR NON-RESIDENTIAL SUPPORT

1. **INTRODUCTION**

   Section 17 of the Health and Social Services and Social Security Adjudications Act 1983 gives Councils discretionary power to require adult recipients of non-residential support to contribute to the cost of provision. This document sets out the contributions required by Hartlepool Borough Council under this power.

2. **SCOPE OF THE POLICY**

   Users of After Care provided under Section 117 of the Mental Health Act 1983 will not be required to contribute under this policy.

   Sufferers of Creuzfeldt Jacobs Disease (CJD) will not be required to contribute under this policy.

   Equipment and housing adaptations for people with a disability will not require a contribution under this policy, but those provided through Disabled Facilities Grant may currently be subject to a separate means test for that purpose.

   Carers may receive services in their own right, following a carers assessment, but they will not be expected to contribute to the cost of those services under this policy.

   No contributions will be required for short term/Intermediate Care support. If such support subsequently becomes part of a longer term package of social care, contributions will be required in the usual way.

   All other non-residential support will require a financial contribution towards the cost, subject to the recipient's ability to pay. Residential respite care will be charged in this way up to a maximum of 8 weeks per annum, rather than under the residential charging policy (CRAG).

   Contributions will be the same whether the support is directly provided by the Council, delivered on their behalf by a contracted provider, or purchased via a Direct Payment.

   Contributions towards Supporting People services will also be calculated according to this policy.

3. **CALCULATION OF ABILITY TO PAY**

   Indicative contributions will be notified at an early stage, based on a full financial assessment of the individual's ability to pay and their indicative resource allocation. The financial assessment will be based on a face-to-face interview, which the service user may ask friends or relatives to attend. If the subject is not willing to provide the necessary information for such an assessment, then their assumed means and contribution required will equal the full value of the support package.

The financial assessment of an individual's ability to pay will be based on assessable income less disregards, and allowances for home commitment and disability related expenditure. Assessable income will include care components of attendance allowance and disability living allowance, except that any amount related to night care will only be assessable if support is required at night.

Savings and capital (excluding the value of the main home) will be subject to a notional income in line with CRAG guidelines (ie, currently £1 per week for every £250 or part thereof, subject to a lower limit of £13,000). Those with savings of £21,500 or more would pay the full cost of their support package up to the weekly maximum. The savings will include a share of any savings jointly owned by the service user.

Income support, severe disability premium, incapacity benefits and occupational pensions will be included as income.

Earnings are not included as assessable income.

Disregards will include:

- Mobility Allowance
- Earnings
- Income Support (including age and disability premiums appropriate to the service user) plus 25%. This is applied whether or not the user is entitled to or in receipt of Income Support.
- Home commitments (including rent, mortgage, insurance, etc, after Housing Benefit)
- Disability related expenditure

- War Disability Pension (£10 per week disregard)

- War Widows Supplementary Pension (Full disregard)

Disability related expenditure will be composed of any accepted element of expenditure over and above the norm for those without a disability living in Hartlepool.

The financial assessment will include benefit advice, including advice on entitlement, assistance with completion of forms, and follow up action if the user wishes.

4.   **CALCULATION OF CONTRIBUTIONS**

All contributions under the policy shall be equal to the cost of the support plan, up to the amount the individual is assessed as being able to pay. Initially, however, the Council will share 25% of the assessed contribution. This figure will be subject to annual review.

For those previously financially assessed under the previous charging policy any increase in their contribution will be limited in the first year to a maximum of £30 per week.

The contribution under this policy would in all cases be no more than the individual would be charged for residential care.

Contributions will take effect for each individual as and when needs have been assessed or re-assessed, an indicative resource allocation has been notified, and a support plan agreed. Prior to this time existing service users will be expected to continue to pay charges under the previous charging policy.

5. **REVIEW OF CONTRIBUTIONS**

Ability to pay will be re-assessed when needs are reviewed (at least annually), or where there is a substantial change in financial circumstances. Re-assessment would not ordinarily be triggered by the annual benefit uplift.

If the service user does not agree with the assessment of their contribution, they may request a review of the decision through the Department's Financial Appeals Process.

6 **OTHER ISSUES**

The Council may pay support providers net of the personal contribution.

In the event that the support is paid gross and assessed contributions are not made they may be pursued as a debt, but support will not be withdrawn.

The Director of Adult and Community Services will retain the power to waive contributions in exceptional circumstances.

REVIEW OF POLICY/FUNCTION
Diversity Impact Assessment

HARTLEPOOL
BOROUGH COUNCIL

A diversity impact assessment is a thorough and systematic analysis of a policy or function. This form should be completed and passed to Service Development in the early stages of reviewing a policy or function

Policy or function being assessed:	Update to Contribution Policy for non-residential support: Adults receiving social care in their own homes contribute to the cost via individual service charges. The policy for these contributions is being updated such that there is one unified contribution towards the whole support plan. (see Cabinet report 10th Dec 07)
Department:	Adult and Community Services
Responsible Officer:	Alan Dobby
Start Date:	January 2008
Target Completion Date:	31 March 2008
Date Forwarded to Service Development:	
Date Forwarded to Diversity Officer (for consideration by Diversity Steering Group):	Referred to Diversity Steering Group representative - March 2008
Is a Diversity Impact Assessment Required?	Yes
If no, please state reasons behind this decision:	

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Process	Details	Further action
Available data & research considered **Relevant reliable and up to date information** **(E.g. Census data, Labour Force Surveys, BVPI Survey 2000, WEA research, Best Value thematic findings etc.)**	• Racial and religious groups may not be equally represented in statutory services (PAF data) • Older People consulted were concerned that the change may impact upon them as they are more likely to have day care and be able to pay more due to pensions. However. many learning disabled people also have regular day services; and some have sizeable benefits. Young disabled more likely to have earnings (which are disregarded).	• Further analysis of baseline data and evidence of whether In Control and Direct payments are likely to be more equitably distributed. • Test assumption that the new policy would indeed be more fair and consistent, as expected.

Process	Details	Further action
Assessment of impact **(e.g. Is there a differential impact on any group? Is the differential impact an adverse one? Is the policy directly or indirectly discriminatory? Is the policy intended to increase equality of opportunity by permitting positive action? Is it lawful?)**	**Does policy have negative impact on groups or individuals? (select Yes or No)** Religious belief No Racial group No Age No Disability No Gender No Sexual orientation No	

Notes

- The precise impact will be available when a round of reviews has been carried out (March 2009)
- Most people qualifying for social care support do so by virtue of age and / or disability, so the charges / contribution policy does impact differentially on them. There are more older people who are female than male, due to longer life expectancy.
- With the current charges based on services any difference in services availability or take up for minority groups could be reflected in differential financial impact. Moving to a contribution policy which is blind to service mix should remove any such differentials.
- The "ability to pay" mechanism is not felt to be discriminatory, as currently used in home care.

Process	Details	Further action
Consideration of Measures **Measures which might mitigate any adverse impact or alternative policies that might better promote equal opportunities** **(e.g. How does each option further or hinder equality of opportunity? How does each option reinforce or challenge stereotypes? What are the consequences of not adopting an option more favourable to equality of opportunity?)**	None	

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Process	Details	Further action
Consultation process (e.g. what methods of consultation will be used? Who is directly affected by the policy & how do we ensure they will be consulted? What information will be available to those consulted? What barriers exist to effective consultation and what can be done to overcome these barriers? What previous consultation exercises have been conducted and what did they reveal? What resources are needed?)	Various groups have been contacted, including 50+ Forum, Blind Welfare, Deaf Centre, All Ability Forum / Hartlepool Access Group, Local Implementation Teams etc., by letter and invitation to meetings. Mix of older and younger adults, service users and carers responded. Telephone numbers given for queries. Two people with visual impairment were visited at the Deaf Centre at their request. Scrutiny Forum, which is an open meeting, also considered the issues on 4th March Outcome was clear message on the three consultation questions, which will be reflected in final recommendations	Impact, including complaints, will be monitored for signs of inequalities

Process	Details	Further action
Decision making process & outcome **How will the decisions prior to producing final policy document be recorded? E.g. report to DSG, rationale for final policy content (e.g.who will make the decision, what information was considered, how was the decision making process structured, how will the decision making process be recorded?)**	Final decisions at Cabinet on 31 March 2008. Rationale has been greater consistency and fairness.	

Process	Details	Further action
Publishing arrangements **What are the arrangements for publishing the results of the DIA?** **e.g. will draft policy include summary of results of DIA will DIA results be sent to any particular groups/consultees.** **How will people be advised of new or changed policies? (e.g.what format will be used to ensure results are published in an accessible and comprehensive form? Will a draft report be made available first?)**	Include with report to Cabinet. Report as part of departmental Diversity Annual Report	

Where further actions have been identified, please state below how these actions will be monitored and reported on. For instance will actions be included in service plans, further reports to DSG etc.
Impact will be monitored during 2008/2009.

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CABINET REPORT

31st March 2008

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Report of: Director of Adult and Community Services

Subject: A STRATEGY FOR MAXIMISING ACCESS TO LOW LEVEL SUPPORT SERVICES

SUMMARY

1.   PURPOSE OF REPORT

To update Cabinet about the development of a low level support strategy for the citizens of Hartlepool which has been produced to help ameliorate the impact of the introduction of revised eligibility criteria following the Fair Access to Care Services consultation.

2.   SUMMARY OF CONTENTS

This report outlines the strategic approach and objectives of the strategy which aims to ensure that citizens have access to those low level support services which promote their independence, to assist with the health and social care modernisation agenda and to complement new ways of funding services such as individualised budgets.

3.   RELEVANCE TO CABINET

The strategy will have a town-wide impact.

4.   TYPE OF DECISION

Key Decision, Test (ii)

5.   DECISION MAKING ROUTE

Cabinet 31st March 2008

6.   DECISION(S) REQUIRED

Cabinet are requested to note the progress made and endorse the strategic approach.

Report of: Director of Adult and Community Services

Subject: A STRATEGY FOR MAXIMISING ACCESS TO LOW
                        LEVEL SUPPORT SERVICES

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1.   PURPOSE OF REPORT

1.1   To update Cabinet about work undertaken in relation to the development of a
        low level support strategy for the citizens of Hartlepool and to seek
        endorsement about the strategic approach and objectives.

2.   BACKGROUND

2.1   The policy agenda for people requiring support from social care services is
        increasingly focusing on promoting independence and supporting people to
        exercise choice and control over their own lives. In relation to this direction of
        travel there is an acknowledgement that it is important to value people as
        contributors, partners and citizens and not just service recipients.

2.2   Throughout the country statutory services are increasingly focusing their
        financial resources on people with the highest levels of need (critical or
        substantial in terms of Fair Access to Care Services FACS criteria) and it is
        recognised that as a result of this a gap may develop regarding the need to
        ensure the provision of low level support services is available to support
        those with low level needs.

2.3   Low level support services refers to a range of practical services that
        respond to people's need for general non-specialist support with daily living
        skills, practical tasks, leisure opportunities, emotional support or access to
        learning.

2.4   These services do not provide personal care for people however they can
        improve a person's quality of life, promote or maintain their independence
        and thereby help them stay independent and remain in their own homes.

2.5   The range of services is potentially vast and may include: befriending,
        shopping, decorating, gardening and small repairs.

2.6   In Hartlepool to respond to this challenge and to have a more co-ordinated
        approach to the provision of low level services, we are introducing a broad
        strategy that will enable people to access support services that enable them
        to retain choice, control and dignity in their lives.

3.   CONSULTATION

3.1   The need for low level support is something that has been recognised for sometime and is an issue that has been raised at the Hartlepool Partnership.

3.2   In 2001 the +50 Forum ran a consultation event on the availability and provision of low level support services and in 2003 a mapping exercise was undertaken looking at the availability of such services in the New Deal for Communities area and this was updated and extended to cover the whole town in 2006.

3.3   Unfortunately although this work was extremely informative and indeed helped the development of this strategy, to date there has been limited success in improving the coordination availability of low level support services. This became particularly apparent when undertaking three consultation events with people as part of the development of a housing, care and support strategy for older people.

3.4   The learning from these consultation exercises has informed the development of this strategy and this learning can be summarised as follows:

- Low level services are valued by people and they are seen to promote independence and maintain people in their own homes.
- People are looking for good quality services delivered by people whom they can trust.
- People are willing to contribute towards the cost of such services provided these costs are set at a reasonable rate.

4.   PROPOSED WAY FORWARD

4.1   The low level support strategy identifies a number of recommendations that require implementation in order to make low level support a reality, these are:

- To set up an information and advice service for people that will provide comprehensive information about the range of low level support services available and assist people to access those services.
- To ensure that services are of a high quality and people have trust in them by developing an agreed set of quality standards for low level support.
- To develop a trades' register to encourage and facilitate the use of low level support services in both voluntary and private sectors.
- To establish a brokerage and development service to develop a comprehensive range of affordable and trusted care and support services.

- To develop a mixed economy approach to funding low level services with funding from statutory services targeted on infrastructure support and key services. Funding of general low level support would be through a combination of trading income, including charges to individual customers, contributions in kind and access to other sources.

4.2 Ensuring that these recommendations are successfully implemented requires a coordinated corporate approach, with the Council working with Partners such as the PCT and Third Sector organisations to establish a programme of work that links up information development, information pathways, navigation and brokerage. Ongoing training and support for staff will be required and a lead body will need to be developed linked to the overall commissioning of services for citizens. It is proposed that the recently introduced Housing, Care and Support Strategy Steering Group be utilised in the first instance to drive this development forward and the cabinet will be informed about progress made in six months time.

5. RECOMMENDATIONS

5.1 Cabinet are requested to note the progress made to coordinate low level services and to endorse the strategic direction outlined in the low level support strategy.

CABINET REPORT

31st March 2008

Report of: Director of Neighbourhood Services

Subject: CONCESSIONARY LOCAL BUS TRAVEL

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SUMMARY

1.   PURPOSE OF REPORT

To report the proposed re-imbursement arrangements with local bus operators for concessionary fares to be implemented from the 1st April 2008 to the 31st March 2009 inclusive.

2.   SUMMARY OF CONTENTS

Background information on the current concessionary fares scheme operating within Hartlepool and costs negotiated with local bus operators.

3.   RELEVANCE TO CABINET

It is the responsibility of the Mayor and Portfolio Holder for Neighbourhood and Communities but has relevance to other portfolios.

4.   TYPE OF DECISION

This is a key decision (test ii).

5.   DECISION MAKING ROUTE

Cabinet will make the decision.

6.   DECISION(S) REQUIRED

That the Cabinet approves the reimbursement arrangements with local bus operators for the 2008/09 concessionary travel scheme contained in Table 2.

That a future report is provided outlining the proposed criteria and costs for enabling carers to travel free of charge with disabled pass holders.

Report of: Director of Neighbourhood Services

Subject: CONCESSIONARY LOCAL BUS TRAVEL

_____

1.   PURPOSE OF REPORT

1.1   To report the proposed re-imbursement arrangements with local bus operators for concessionary fares to be implemented from the 1st April 2008 to the 31st March 2009 inclusive.

2.   BACKGROUND

2.1   A report was made to Cabinet on the 18th February 2008 outlining the existing concessionary local travel scheme, details of the national travel scheme to be implemented on 1st April 2008, confirmed funding allocations, potential opportunities for local enhancement and the process for negotiating with bus operators for 2008/09

2.2   Cabinet agreed the recommendation that a report be provided on the reimbursement arrangements proposed to be implemented on 1 April 2008 and that a further report be submitted to a future meeting of Cabinet detailing the potential costs and implications for Concessionary Travel for Young People and Travel Tokens.

2.2   Following the Cabinet's recommendations of the 18th February 2008, the Council has worked in partnership with Stockton-on-Tees, Middlesbrough and Redcar & Cleveland Borough Councils to negotiate a cost for re-imbursing bus operators for the cost of travel incurred by Hartlepool residents with concessionary passes.

2.3   Each operator has provided a cost for allowing travel at all times of the day. This is over and above the statutory minimum requirement and continues the current arrangement.

2.4   Given the complex nature of negotiations with local bus operators, it has taken until mid March to finalise the proposed costs. Unfortunately this has not left time to negotiate the proposed cost or agree the practical arrangements and proposed eligibility criteria for allowing carers to travel free of charge with registered disabled pass holders.   It is anticipated that these additional negotiations will be completed by the end of April 2008, the results of which would then be brought to the Cabinet for a decision.

2.5   **Agreements with Operators**

Under the 1985 Transport Act, the Council must ensure that operators are "no better nor no worse off" than they would be if no concessionary fares scheme existed. A fixed payment method has again been negotiated with local bus operators for 2008/09. This method would secure the agreed scheme in budgetary terms and guarantee payments for both the Council and bus operators.

2.6   The bus operators' justification for the increase in payments is based on the following factors:

- A continued and significant increase in the number of concessionary journeys being made (47% increase from the 1st January to 31st December 2007 compared to the same period in 2005);
- A continued increase in operating costs (e.g. fuel, wages and insurance) being experienced by bus operators (CPT cost index = 6.8% per annum);
- A continued increase in the fare charged to passengers; and
- A significant increase in the number of eligible residents with bus passes following promotion of the new national travel scheme (an additional 4,800 passes have been issued since 1st April 2006).

2.7   Table 1 provides a summary of the agreed expenditure for the current financial year and the proposed costs for 2008/09 negotiated with local bus operators.

2.8   The proposed fixed cost for the Council to meet the new statutory minimum requirement and allow free travel during peak times (before 9:30am Monday to Friday) in 2008/09 is £1,631,159. This represents an additional cost of £236,716 compared to 2007/08.

2.9   The Government has awarded the Council additional funding totalling £333,000 to pay for the additional requirements of the national concessionary travel scheme. This provides a surplus of £96,284 in 2008/09.

Table 1: Proposed Cost for the National Concessionary Travel Scheme 2008/09

	2007/08 Agreed Cost	**2008/09 Proposed Cost**	**Change (£)**	**Change (%)**
Total	**£1,394,443**	**£1,631,159**	**+£236,716**	**+14.51%**

Table 2: Proposed Cost by Local Bus Operator is attached as Appendix 1.

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).

3. CONSULTATION

3.1 The Transport Act 2000 requires the Council to give a minimum of four months notice to bus operators of proposed changes to their reimbursement arrangements or scheme.

4. FINANCIAL IMPLICATIONS

4.1 A fixed payment method would secure the agreed scheme in budgetary terms and guarantee payments for the Council. The Government has provided the Council with additional revenue funding for the increase in payments to bus operators for concessionary bus journeys external to Hartlepool in 2008/09.

4.2 If agreement between the Council and bus operator(s) on the new concessionary fares scheme is not reached, the legislation provides that bus operators must offer the statutory minimum scheme from the 1st April 2008. The bus operator(s) would then invoice the Council for the actual cost of travel for the total number of eligible passengers carried. If the cost quoted by bus operators was considered to be unreasonable, the matter may have to be taken through a legal process.

5. RECOMMENDATIONS

5.1 That the Cabinet approves the reimbursement arrangements with local bus operators for the 2008/09 concessionary travel scheme contained in Table 2.

5.2 That a future report is provided outlining the proposed costs and eligibility criteria for enabling carers to travel free of charge with disabled pass holders.

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CABINET REPORT

31st March 2008

Report of: Director of Regeneration and Planning Services

Subject: Adult Drug Treatment Plan 2008/09

SUMMARY

1.   PURPOSE OF REPORT

This report provides information and detail on the Safer Hartlepool Partnership Adult Drug Treatment Plan 2008/09 and seeks the support of the Cabinet to the activity and performance management framework in the Plan.

2.   SUMMARY OF CONTENTS

The report outlines the requirements to produce an annual Adult Drug Treatment Plan, the financial and performance arrangements and provides details of the priorities for 2008/09 to deliver an effective treatment service. The report also highlights the change of service provider to be implemented by the PCT in early 2008/09 and the potential impact on service delivery and performance.

3.   RELEVANCE TO CABINET

Drug treatment is a community safety and health issue.

4.   TYPE OF DECISION

Non-key

5.   DECISION MAKING ROUTE

Cabinet 31st March 2008

6.   DECISION(S) REQUIRED

To support the activity and performance management framework of the Hartlepool Adult Drug Treatment Plan 2008/09.

Report of: Director of Regeneration and Planning Services

Subject: Adult Drug Treatment Plan 2008/09

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1.   PURPOSE OF REPORT

1.1   This report provides information and detail on the Safer Hartlepool Partnership Adult Drug Treatment Plan for 2008/09 and seeks the support of Cabinet to the activity and performance management framework in the Plan.

2.   BACKGROUND

2.1   On the 27th February 2008, the Government published a new 10 year drugs strategy – Drugs: Protecting Families and Communities. The new strategy aims to:

- protect communities though robust **enforcement** action to tackle drug supply, drug related crime and anti-social behaviour;
- **prevent** harm to children, young people and families affected by substance misuse;
- deliver new approaches to drug **treatment** and social reintegration and
- provide public information campaigns, **communications** and community engagement.

The Government's stated ambition is to ensure fewer and fewer people start using illegal substances. They also want those who use drugs to enter and complete treatment and lead healthy drug free lives.

2.2   Since the merger of the local Drug Action Team into the Safer Hartlepool Partnership (SHP) in 2004, the Partnership has been able to provide a strategic response to the often interlinked problems of crime, drugs, anti-social behaviour and offending. There has been a focus and introduction of initiatives dealing specially with the links between crime and drugs. The Drug Intervention Programme (DIP), Prolific and Other Priority Offender project (PPO), Restrictions on Bail (ROB) and from 2006, Tough Choices, have been successful in contact and engaging more offenders into treatment.

2.3   Finance is provided annually to implement the treatment plan and specific initiatives, from a variety of Government Departments with stringent

targets and key performance indicators. The Home Office Drug Directorate, the National Treatment Agency (NTA) and Government Office North East (GONE), all monitor, and require regular reporting, on the different aspects of the Plan.

2.4   The funding allocations advised may be subject to change. This may mean that the Plan being submitted to NTA now, may have to be modified later in the year, as happened in 2006/07 when the final budget was not confirmed until June 06, or in 2007/08, when there was a reduction in the Drug Interventions Programme element of the budget.

2.5   The Primary Care Trust (PCT) is in the process of appointing an Independent sector service provider for delivery of the drug and alcohol services in Hartlepool, as well as encouraging more GPs into the town.

It is envisaged that the new service provider will commence in April 2008, but there will inevitably be a period of "bedding in" before the service is fully functional. This may affect service delivery and performance during the early part of 2008/09.

3.   ADULT DRUG TREATMENT PLAN 2008/09

3.1   The Plan attached at **Appendix 1**, relates to adult drug treatment services only and consists of four discrete parts or sections:

(i)   Part 1 – A strategic statement of the local drug situation, priorities for current and proposed service developments and targets.

(ii)   Part 2 – A self assessment of progress against a number of areas or tiers of service, which form the national health service framework or Models of Care quality standards.

(iii)   Part 3 – Specific action planning grids detailing objectives, tasks lead agencies, timescale and finance. This grid will continue to be developed and informed by ongoing consultation.

(iv)   Part 4 – A financial and investment profile from drug specific and mainstream budgets.

3.2   The 2008/09 strategic summary in Part 1 and the needs assessment confirm that heroin continues to be the adult primary illegal drug of choice. There is an increase in use of crack and cocaine but not at a pace that other areas have experienced. Increasingly there is misuse of alcohol but only limited funding available to address alcohol related need.

3.3   There is improvement in both national and local databases, which allows more accurate analysis of the drug activity in Hartlepool. By the end of March 2008 there will be an estimated 700 drug users in treatment services, nearly 25% of whom have been engaged through the criminal justice projects

3.4   Part 2 of the Plan illustrates, through a means of traffic light assessment, the progress Hartlepool has made against service development and objectives. The NTA and GONE assess the current drug treatment performance as green.

3.5   Part 3 – Planning grids are still being developed and there are some gaps which will continue to be completed throughout March. In addition Part 4 the financial profile is also incomplete at this time but when funding is confirmed the detail will be updated and the latest copy will be available at Cabinet.

3.6   Overall priorities for 2008/09 continue to be:

(i)   the development of primary and shared care service that will release capacity in the specialist drug treatment service which is currently reaching maximum.

(ii)   availability of suitable accommodation. However, there has been a significant improvement in access to accommodation for drug users and offenders during 2007/08, since the Supported Housing Co-ordinator was appointed and the multi-agency Panel established, to oversee and agree who is most suitable for the supported accommodation. Move on for individuals to rented accommodation, with floating support, is helping to "unblock" the access to the limited number of places in supported accommodation.

(iii)   access to education, training and employment opportunities. In 2008/09 funding from the Local Public Service Agreement 2 (LPSA2), also known as Local Area Agreement (LAA) reward target, will assist the continuation of a pilot initiative to enhance opportunities for drug users and offenders to access education, training and employment. If this is successful, reward funding may enable the project to continue.

(iv)   analysis of data, particularly for the Drug Interventions Programme (DIP) shows that there are individuals, who despite being in the drug system, drop out repeatedly, continue with criminal activity or do not make life improvements. The Plan includes activity to identify and focus intensive support to these individuals to prevent offending and re-offending. This is also linked with a new performance indicator for increases in numbers in effective treatment.

(v)   development programmes to support service user, carer and family involvement in Partnership decision-making, but also in enhancing the treatment and care programmes.

3.7   An outline submission of the Plan was made to the NTA in January 2008, followed by a meeting in February. The Plan is now being refreshed in light of the NTA comments recently received, with a requirement to re-submit the document by 14th March and sign off between the Safer Hartlepool Partnership and NTA by 31st March.

4.   RECOMMENDATIONS

4.1   Members are asked to receive and confirm their support to the activity and performance management framework of the Safer Hartlepool Partnership Adult Drug Treatment Plan 2008/09.

Contact officer: Chris Hart
                        Planning and Commissioning Manager

Background Papers

National Drug Strategy
NTA Guidance for Annual Treatment Plan 2008/09
Audit and Performance detail
JCG Minutes and financial papers

Partnership name – Hartlepool

Adult Treatment Plan 2008/09

The strategic summary incorporating the findings of the needs assessment, together with local partnership ambition for effective engagement of drug users in treatment, the funding and expenditure profile and harm reduction self audit have been approved by the Partnership and represent our collective action plan.	
Signature	*Signature*
Stuart Drummond **Chair, Safer Hartlepool Partnership**	**Peter Price** **Chair Joint Commissioning Group**

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

1of 22

1. SUMMARY & KEY PRIORITIES

1.1 Building on the positive experience of partnership working and also to maximise resources Hartlepool established a model of integrated drug services and support to deliver coordinated packages of treatment.

1.2 With the majority of key performance indicators achieved and Safer Hartlepool Partnership (SHP) drug activity rated green the model is still the most appropriate mechanism for delivery. The priority will be to expand the additional health and specialist services that are needed to make further inroads into addressing the health harms associated with substance misuse. SHP in partnership with the PCT will look to maintain best practice whilst strengthening and expanding services within or alongside current activity.

1.3 As from April 08 a new organisation will be responsible for delivering the specialist drug service along with additional primary care and specialist alcohol service. The transition between current and new provider will need careful management and have some teething issues the introduction of new modalities and support will have a major benefit for the individual, their carers and the community. It will also hoped the service will be the catalyst to participation in drug treatment by other primary care providers.

1.4 In line with the strategic assessment and priority to tackle drug related crime by 'Preventing and Reducing offending, re-offending and the risk of offending'. There will be improved activity to identify and engage with drug using offenders particularly those dropping out of or revolving in the system without positive changes in their health, criminal activity or well being.

1.5 Targeted and intensive support will be delivered in both geographic areas of interest and to ensure contact and engagement as required with diverse groups. Interventions will include open access provision, consideration of different treatment regimes and options, intensive monitoring and support packages and inclusion of programmes to address specific offending behaviour.

1.6 Although there has been progress in the area of Housing and Accommodation this will be retained as a priority until it is possible to provide a wider range of secure accommodation and tenancy options.

1.7 Other areas for development include aftercare to ensure positive outcomes and increased opportunities for service users to move out of drug use. Work with the voluntary sector and within the Resource Centre may afford increased education, training, work experience and employment.

1.8 The outcome of the current project developing User and Carer involvement will need continued development into 08/09 and an emerging priority is the expansion and integration of family support building on the success of FIP, and similar Strengthening Families initiatives.

2 DEMAND

2.1. Using the Models of Care and a Treatment map there are no major gaps in modality provision that will not now be addressed through the new services expected on line from April 08. The introduction of a stimulant service in November 07, the new alcohol service due in April and the analysis of cocaine use will increase numbers into treatment this is expected to be in excess of 100 but at the moment can not be accurately forecast.

2.2 In response to a potential increase for services as well as limited financial allocations and loss of regeneration monies there has had to be reconfigurations to current contracts and delivery to make efficiencies that will then be directed to address the expected increase in numbers accessing services or addressing new issues presenting through the new service provision

2.3 The Waverly Buildings Resource Centre will become an ideal venue to engage with those that are treatment naïve allowing SHP to extend open access services and build on harm reduction initiatives. Treatment providers are already operating out of the building, which opened in December. Commissioning plans include capacity for at least, 350 places this will include individual support to drug users, parents and carers as well as group work and family therapies.

2.4 Developing Pharmacy based needle exchange and services are a priority and an outstanding item

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

2of 22

within the current Treatment Plan and raised by HCC. Until at least 8 Pharmacist have taken up the specification the mobile unit will continue with its service, supporting over 400 individuals (there were 88 new presentations in 07/08). Using snapshot exercises and interviews over 35% of those using the needle exchange may already be in treatment this raises the need for further exploration as to the effectiveness of prescribing and treatment regimes. Following take up by Pharmacists the mobile service will then deliver a wider range of HR interventions to targeted priority groups.

2.5 Supervised consumption needs to be reviewed and probably expanded to 250 places ensuring there is good geographic cover. Currently 44% of Pharmacies participate ensuring Hartlepool supervised ingestion 7 days a week with all individuals entering treatment supervised for at least the first 3 months.

2.6 Structured Treatment services will be commission to provide prescribing capacity for 600 including enhanced intensive support for up to 100 to address those revolving in the system. Day Programmes have been commissioned to offer up to 150 places at any time, with contracts for Structured Counselling ensuring 180 individuals will be able to access provision subject to review following the introduction of the alcohol service.

2.7 Historically there has been limited use made of Tier 4 services. It is difficult to determine the actual cause, limited funding, negative experiences of individuals, reluctance of individuals to leave the town and passive promotion by staff all play a part. Following the establishment of a multi agency Panel there will be need to stimulate use of this intervention. More use of Tier 4 will be considered in the context of resolving those revolving in the treatment system. Because there has not been proactive use of Tier 4 to enable accurate gauge of need there is initially a target of 12 placements spot purchased determined by an audit of case files, waiting lists and consideration with providers across the agencies.

2.8 The introduction of primary care within the drug centre and linked to another site will increase the ability to deliver quality healthcare assessment and response. Based on current performance SHP expect to achieve the 90% target set with an aspiration to increase that to 95% as new provision settles in. Primary care and associated services will need capacity to support 400 individuals including families.

2.9 Hartlepool courts favour DRR s and Hartlepool always exceeds its contribution to the Tees Probation target. Although negotiations have yet to take place it is reasonable to consider similar levels of 40 for 2008/09.

3. NEEDS ASSESSMENT

3.1 Comprehensive information has been considered within the needs assessment that has informed the 2008/09 Plan. National Drug Treatment Monitoring System data alongside, local statistics, POPPIE information, agency returns, snapshots, and questionnaires all assist in building a wider picture of drug activity and trends that will advise the development of the Treatment Plan, performance and service activity

3.2 The bulls eye is an illustrative tool used in the needs assessment that can be used to profile the needs and involvement in services of the drug using community by populating the various rings with the NDTMS data and then overlaying with additional sub-sectors of information.

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

3of 22

439 (52%) — In Treatment 31/03/07

In Treatment during financial year

110 (13%)

109 (13%) — Known to Treatment but Not In Treatment Last Year

188 (22%) — Treatment Naïve: Estimate

87 — DIP Caseload in Financial Year Not in Treatment
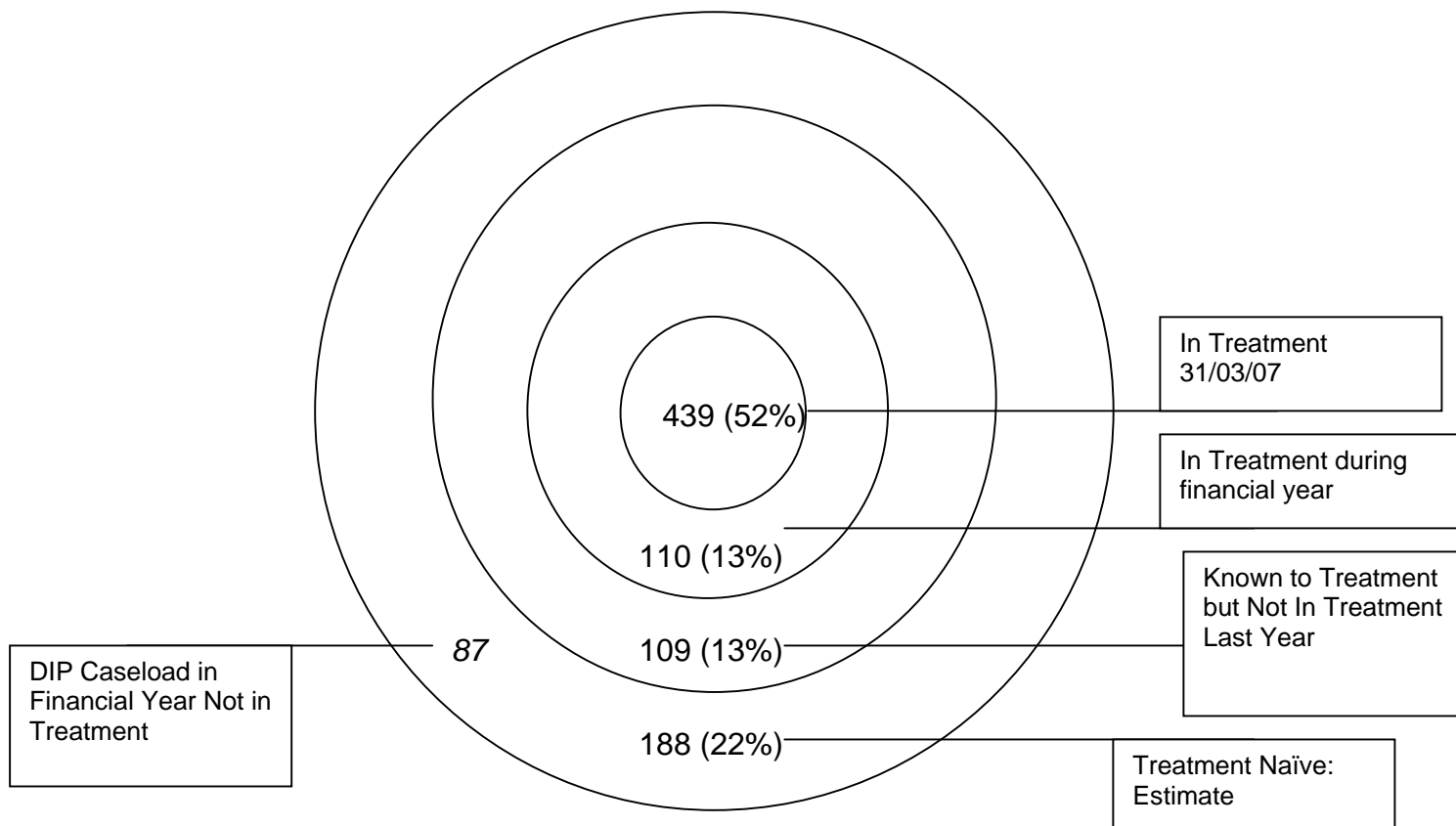
3.3 Using the Glasgow estimate of 846 pdu's in Hartlepool, and ndtms data for 2006/07 the above diagram confirms there were 439 individuals in treatment at year end, 110 had been in treatment that year but had left, another 109 have been in treatment but not in the last year leaving 188 (22%) of our estimated opiate/crack drug using population that are invisible or treatment naïve.

3.4 The Glasgow estimate of 846 has recently been modified but for the purposes of this exercise the figure is still valid.

3.5 Some of those 188 treatment naïve individuals may be involved in other less structured services for example using the needle exchange or Addvance self help group, where there is no requirement to register personal information and so cross matching is difficult and may lead to inaccurate conclusions.

3.6 There were however 87 individuals who were registered on the DIP caseload but then did not then engage - **treatment n**aïve. Addvance support 20 PDUs and there are 40 individuals active with the Stimulant team. At this point it is not possible to cross reference detail. Further consideration is required to identify what the needs or barriers are to effectively engaging these individuals in the formal treatment system

3.7 In undertaking the needs assessment it has been possible to consider comprehensive the data and extrapolate from the analysis.

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

4of 22

Male PDUs

- In Treatment 31/03/07
- In Treatment in Last Year
- Known to Treatment but Not in Treatment in Last Year
- Treatment Naïve: Estimate

154
296
75
86

Female PDUs

- In Treatment 31/03/07
- In Treatment in Last Year
- Known to Treatment but Not in Treatment in Last Year
- Treatment Naïve: Estimate

34
143
34
24

3.7 The majority of those not engaged are male (M=154:F=34), and within the 15-24 age group though more likely to be in the 18 – 24 age group as there is little sign of Class A drug use in YOS, LAC, Schools and HYPED Young People service.
(15–24years= 125.   25-34years= 44.   35-64= 19)

3.8 There appear to be more men who have entered treatment then left the service in year Male 78% : Female 22%, all 100% white. When considering drug use all are opiate users but for secondary drug use all the male cocaine users (7) dropped out of service but the women remained in. The stimulant/crack service was only introduced towards the end of 2006/07 and may have some bearing on future retention of stimulant users

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

5of 22

3.9 If 15-24 year olds enter services then there appear to be fewer proportionally leaving. (15-24years= 17%   25-34years=61%   35-64years=22%) and within the 25-34 year olds leaving they tend to have poly use of opiates and crack.

3.10 For those **known to treatment but not in service last year t**he gender profile for this group is male 69%:female 31% with 99% white. There are higher proportions of males across the drug profile known but no longer in treatment which could be linked to criminal activity. Drug use is as follows:

Opiates – M 69%:F 21%   Crack - M 79%:F 21%   Cocaine - M 86%:F 14%

Amphetamines – M 88%:F13%

3.11 In terms of age the highest proportion lost are aged 25-34 years for all drug use but use of stimulants by this age range is an indication that the stimulant /crack service is much needed.

3.12 The profile of those not known to the Tier 3 treatment system i.e. **treatment naiv**e is drawn from the general profile but also the DIP profile of their caseload who did not enter treatment.. There are likely to be more males than females (M80%:F20%), white, with more crack and cocaine than opiate users but statistically this may not be a valid conclusion.

Age	Opiate	Crack	Cocaine
18-24years	13%	24%	43%
25-34years	53%	66%	33%
35-64years	35%	10%	24%

3.13 The DIP data shows since 2004 there have been a consistent number of tests at approximately 140 per month. The number of positive results have reduced slightly and are now averaging 50/60 per month.

3.14 In terms of 'repeat' positive tests i.e. those testing positive having had a previous positive result:
- o   All drugs up from 50% to 75%.
- o   Opiates an increase from 50% - 90%
- o   Cocaine a decrease from 50% – 25%.

Since introduction of testing on arrest April 2006 the number of positive tests show for
- o   Opiate a downward trend about 25/30 per month but fluctuates
- o   Cocaine increased slightly 10/12 per month.

3.15 The majority of those coming through the custody suite using opiates/both opiates and cocaine are known and have appeared before Those that are 'new' i.e. not tested before appear to be cocaine users who *state* recreational use only. If offered treatment often they will not engage. At the moment significant numbers do not return through the system. This is being considered further.

4. PROFILE OF HARTLEPOOL PROBLEMATIC DRUG USER

4.1 There is an advantage to the insular nature of Hartlepool in that the profile of the drug user has remained fairly constant over the past years, users are not influenced quickly by other trends and there is a static population.

4.2 Using treatment data the drug using population is 68% male : 32% female, up to 100% white with 56% being in the 25-34age range.

(15-24years =20%.   25-34years =56%.   35-64years=24%)

4.3 The primary drug of use is opiate (heroin) used by 99% of those pdu in treatment. Further analysis suggests there is a lower percentage of 35years + using crack but using cocaine, a lower number of 25-34 year olds using cocaine but within the 15-24 aged group they have a higher proportion using crack and cocaine than opiates

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

6of 22

Opiates -	15-24years = 20%	25-34years =56%	35-64 years =24%
Crack –	15-24years= 28%	25-34years=57%	35-64 years=15%
Cocaine –	15-24years= 27%	25-34years=40%	35-64 years=33%

4.4 The Hartlepol injecting profile is of particular concern and will need to be addressed within the Harm Reduction Strategy. Significant improvements required include increasing testing and vaccination. Up to 68% of Hartlepool drug users are currently or have previously injected For cocaine this figure is 47%. For amphetamine use its 43%. **For those known but not in treatment**, injecting is probably higher at 75% currently or previously injected which has implications for harm reduction activity if the individuals are not in contact with services

4.5 DIP information confirms the highest number of trigger offences are for theft and burglary. Burglary drug test results show drug use as follows 20% negative, 15% opiate, 20% cocaine, 20% both. Theft (a wide classification category) drug test results show 73% opiate use.

4.6 Drug Intelligence for April – June 07 confirms that heroin is the preferred drug of choice, closely followed by crack cocaine. The market is for dealers and suppliers to sell both. The main supply comes from Middlesbrough and some from London, with dealing from residential properties, vehicles, and on the street.

4.7 Concentrations of dealing are evident in the centre of the town Stranton/Burn Valley with general activity more prolific between 6.00pm – 11pm.

4.8 During April – June 07 a total of 67 drug related offences were recorded. 82% have been detected to end of July. (Jan-March 07 = 66 offences). Within the same period there were56 arrests in relation to the drug offences and 97 seizures retrieving 0.4 grams of crack cocaine(street value £40), 32.37grams of heroin (value £1,294.80), 204.2 grams of cocaine(value £10,210) 760ml of methadone (value £76) an 39 Ecstasy (value£195). Enforcement action is likely to shift to address Class A drugs following appointment of a new Crime Manager to the area.

5. PERFORMANCE

5.1 Based on ndtms returns for 07/09 there is a forecast of achieving 680 in treatment making a penetration rate of 80%.Retention figures are exceeding the national target at 84%, Waiting times remain positive and within national targets and 100% care plans achieved however disappointment with TOPs returns has initiated an action plan and priority to address and make returns in time.

5.2 SHP acknowledge concerns around nil/limited return for Inpatient/Residential Rehabilitation/Primary Care and Structured day programmes and have identified the need to action these in 08/09. There are also significant issues and concern about the decrease in performance of the current prescribing service which will need to be addressed with the new provider and within the agreed transition programme.

5.3 Using treatment mapping, referral routes are varied but there are none from GP's. Routes for criminal justice into integrated service are clear. Coordinated care planning includes referrals into mental health and different services in drug centre.

5.4 The area of poor performance is that of discharge and treatment outcomes with more analysis and positive action required. The unplanned discharge rate has reduced but may be compounded by lack of primary care transfer again this is expected to improve considerably with the provision of a primary service from April 08.

5.5 Retention of under25's is the same as regional average and higher than the national average, for 25 -34 and 35+years retention is higher than regional and national. Analysis of retention for CJS specific shows a lower retention for under 25 years (14%) than region and nationally, higher retention for 25 -34years olds at 71% and lower 35year+ (14%)

5.6 Of those retained less than 12 weeks the 12% non criminal justice system is lower than the regional and national figure, 25% cjs is higher than regional and national figure and DIP 29% is also higher than the regional and national figure. We retain more generic referrals in treatment for longer than we do criminal justice entrants. This could be influenced by court activity, prisons and limited motivation by an

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

7of 22

offender but Data Managers are considering this further.

5.7 More work is required in assessing discharge but the initial results show that overall planned discharges at 49% are higher than regional (28%)and national (23%)average, unplanned at 46% is lower than region(61%) and national (61%).

5.8 Drug Related Deaths are reduced this year. An effective local system allows speedy information and analysis and Hartlepool also participates in the Tees wide process. Hopefully the reductions were influenced by increased harm reduction campaigns, advice and awareness given within treatment services and first aid training programmes. Learning from incidents in 06/07 led to immediate changes with risk assessments where there are children in the house. Additional changes included the introduction of more home visits, and finance was provided to a Fire Brigade initiative installing safety cabinets as well as additional safety equipment in homes. Self help groups engaged in harm reduction and overdose prevention programmes along with the needle exchange.

5.9 Although the Hartlepool sample from the national service user survey was small responses to Harm Reduction questions were generally favourable. Nearly all those responding received advice on a wide range of HR issues mainly from their key worker, or the needle exchange service.

6. PLANNED IMPROVEMENTS

6.1 Secure accommodation is essential to ensure positive treatment outcomes. Accurate levels of homelessness and insecure tenancies are difficult to measure when friends and family provide sofa surfing and disguise the real need. The Vulnerable Panel and links with Supporting People need to continue with further analysis of data and research.

6.2   SMS are seen as an opiate service without the expertise to address stimulants The Stimulant/Crack Team established in October need to promote their activity and be further involved in care coordination

6.3 The establishment of the Waverley Buildings Resource Centre will specificallyprovide enhanced ETE. Work with Addvance membership will assist SHP to engage individuals that may be treatment naïve or not effectively retained in services. The facilities in the building will ensure a robust pathway through education into training and linked to OFCA's employment and social enterprise programmes.

6.4 As mentioned in report already the introduction of new services will increase positive treatment outcomes however prior to and in the change vigilance is required to improve key working, regular reviews, coordinated programmes of support that make full use of the resources available to meet an individuals needs

6.5 DISC and SHP have piloted Back2U an abstinence, reduction, relapse programme akin to 12 steps and other programmes which is being evaluated and may continue and expand.

6.6 Community Re-assurance is important. NAP reviews and the SHP Doorstep survey show the public still very concerned about drugs and drug dealing. Drugs and drug dealing mentioned in all 3 neighbourhood areas and regularly at JAR.

6.7 The Partnership and services are linked into Neighbourhood Policing, Residents groups and Joint Area Networks. The alignment to an integrated criminal justice team needs to continue work with courts and prisons to ensure appropriate sentencing.

6.8 Hartlepool is participating in a number of Tees groups to address drug supply Availability e.g. Tees Intelligence Network for Controlled Drugs, Confidential Inquiries Groups and Police led Supply groups. This affords up to date information about drug issues and trends to inform commissioning and ensure community safety.

7. KEY PRIORITIES FOR DEVELOPING

7.1 The opportunities for employment and social enterprise in the Waverley Building have yet to be realised and there is further facilitation and planning to ensure sufficient resources for a pathway through education into

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

8of 22

training and linked to OFCA's employment and social enterprise programmes.

7.2 Although a new and extended substance misuse service is commissioned for April 08 the development of pathways, processes and joint operation can not be developed until there has been contact through the PCT with the new provider. In addition there is likely to be change to staff and service users will need to be fully informed.

7.3 Further detail of Harm Reduction progress and future development is contained in the Partnership self Assessment Tool but actions for the coming year include improvements to strengthen HBV activity, and increase take-up of HCV. Initially there will be blanket vaccination for HBV but will establish mechanisms to access previous vaccination records to ensure accurate self-reporting.

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

9of 22

Partnership name

Adult drug treatment plan 2008/09 Part 2: Local partnership ambition for effective engagement of drug users in treatment

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

10of 22

Drug treatment system – partnership plans

1. Drug users recorded as being in effective treatment	% change 2008/09 (from baseline year)	% change 2009/10 (from baseline year)*	% change 2010/11 (from baseline year)*
1.1 Crack and/or opiate users recorded as being in effective treatment. This indicator is embedded within the National Indicator Set and appears within Vital Signs. The % change agreed can therefore also be used within these plans[1]	4% 676)	1.4%	1.3%

1.2 All adult drug users recorded as being in effective treatment	% change 2008/09 (from baseline)
	Actual baseline figure will not be available until August. Proxy figure 650

2. Retention and care planned discharge	% planned 2008/09
Percentage of new presentations to be retained in treatment for more than 12 weeks or subject to a care planned discharge within the first 12 weeks	88%

3. Treatment system exits	% planned 2008/09
Individuals leaving the treatment system in a planned way	85%

* Plans set for 2009/10 and 2010/11 will be reviewed annually through the treatment planning process.

Additional partnership information

4. Primary care prescribing				
4.1 Primary Care Trust (PCT)	Hartlepool			
4.2 Number of primary care practices in PCT area covered by partnership	16			
	2007/08		2008/09	
	Number	Percentage	Number	Percentage
4.3 Practices who are delivering primary care-based treatment within a commissioned service model	2	12.5%	3	18.75%

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[1] The measure is to improve on the 2007/08 baseline (i.e. the annualised figure for that year) the number of drug users recorded as being in effective treatment. This indicator measures the % change in the number of drug users using crack and/or opiates in treatment in a financial year, who are still in continuous treatment, who are discharged from the treatment system after 12 weeks or if discharged before then, were successfully discharged in a care planned way as a % change from baseline performance in 2007/08. This will include young people under the age of 18 as well as those over the age of 18.

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

11of 22

Partnership name

Adult drug treatment plan 2008/09
Part 3: Planning grids

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

12of 22

Planning grid 1: Commissioning a local drug treatment system

Identification of key priorities following needs assessment relating to commissioning system:

- Review SHP structures and responsibilities of task groups
- Implement and extend use of IT systems

Objective 1 - Review SHP structures and responsibilities of task groups

Actions and milestones for objective	By when	By whom
Review remit, membership and responsibilities of Joint Commissioning Group	June 08	AM
Establish and publicise new structures	August 08	CH
Recruit and provide induction to any changed membership	August 08	CH
Develop governance and associated information for wider circulation	September 08	CH

Objective 2 - Implement and extend use of IT systems

Actions and milestones for objective	By when	By whom
Crystal Reporting training scheduled for key staff then cascaded	April ongoing	HL
Training on use of Mi-Case	April ongoing	HL
Increase hardware provision	July	CH
Develop info sharing protocols and fire walling as move towards central server links	September	HL

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

13of 22

Planning grid 2: Access and engagement with the drug treatment system

Identification of key priorities following needs assessment relating to access and engagement with the drug treatment system:

- Increase Assertive outreach
- Strengthen DIP engagement
- Increase Open access services

Objective 1 – Increase Assertive Outreach		
Actions and milestones	**By when**	**By whom**
Re-configure services to ensure effective engagement	June 08	CH
Strengthen DNA response	June 08	CH

Objective 2 - Strengthen DIP engagement		
Actions and milestones	**By when**	**By whom**
Ensure continued engagement of DIP clients and Tough Choices requirements from M8	Ongoing	EM/HL
Monitor the re-engagement of DIP clients with services during a treatment episode	June 08	HL
Improve Prison in reach secure treatment day of release	June 08	EM
Review court outreach service pilot	Sept 08	GM/CC
Commission Custody suite/arrest referral for Dec 08	Dec08	CC

Objective 3 - Increase open access service		
Actions and milestones	**By when**	**By whom**
Outreach services - Waverley Buildings/Oz centre/Wynyard Road	June 08	KC- New Provider
Targeted engagement and services 6 x year	Sept 08	CH- Multi agency
Detached work and services	July 08	CH - Addaction

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

14of 22

Objective 4 - Raise awareness and access opportunities		
Actions and milestones	**By when**	**By whom**
Review Communication Strategy and circulate widely	May 08	CH-Avanticom
SHP website redesign	May 08	CH-Avanticom
Directory and reviewed to include new provider arrangements	May 08	KC
Programme of Campaigns with advice packs and Literature agreed and implemented	May 08	SR

Objective 5 - Stimulate and facilitate user representation and involvement		
Actions and milestones	**By when**	**By whom**
Include requirement to display service user charter within all SLA's	April	CH
Update and promote DAT/SHP Engagement Strategy	May	CH
Discuss specification for facilitation with Regional User Network representative and appoint service	April	CH
Potential to appoint post for 12 months to stimulate and facilitate coordination or confirm local umbrella user structure	May	Facilitator

Planning grid 3: Retention in and effectiveness of the drug treatment system

- **Identification of key priorities following needs assessment relating to retention in and effectiveness of the drug treatment system:**
- Introduce intensive/enhanced support
- Provide additional wraparound support/interventions

Objective 1 - Introduce intensive/enhanced support		
Actions and milestones	**By when**	**By whom**
Identify those revolving around system	May 08	HL
Robust case management in place	June 08	KC
Consider pre PPO targeting	June 08	CC

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

15of 22

Review care programmes	June 08/Ongoing	CH/CC

Objective 2 - **Provide additional wraparound support/interventions**

Actions and milestones	By when	By whom
Extend range of drug treatment interventions to encourage retention	June 08	CH
Increase care coordination	June 08	Providers
Include offending behaviour in care coordination	May 08	CC

Objective 3 - Review and confirm pathways and protocols (with new service provider, A&E, All)

Actions and milestones	By when	By whom
Identification of new provider	Feb 08	PCT Board
Appraise provider of current system	Feb 08	CH
Whole system event (include A&E re transfer issues)	March 08	NTA/CH
Confirm pathways and protocols following event	April 08	CH
Publicise and Monitor	May 08 / Sept/Dec	CH-All
Increase Audits and quality checks across services-(informal sample quarterly, Formal 2 x year)	June 08 & ongoing	KC

Objective 4   - HCC Improvement Plan - Reconfigure Tier 4 process

Actions and milestones	By when	By whom
Agree new multi agency model of operation and process	Feb 08	CH/ Integrated Services
Confirm finance and posts	April 08	Commissioning groups
Establish Panel and operation	June 08	KC/SC

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

16of 22

Strengthen integrated specifications and contracts	June 08	SC/CH
Monitor effectiveness and improvement	Ongoing/ Dec -08	KC

Objective 5 - Training and Workforce Development

Actions and milestones	By when	By whom
Review SMS/new provider plans	May	CH
Develop multi agency training programme as appropriate	Ongoing	CH
Develop training needs from DRD review groups	Ongoing	CH
Publicise and recruit to SHP annual training programme	May 08 +	SR

Objective 6 - Improve Planned Discharge

Actions and milestones for objective	By when	By whom
Meet with all providers to explore issue and develop action plan	Ongoing	CH+
Confirm accurate data and interpretation of planned discharge	Ongoing	HL
Implement action plan and review	Ongoing	Working group

Objective 7 - Clinical Governance

Actions and milestones for objective	By when	By whom
Protocol and papers to PEC and Clinical Governance	April	NS
Increase RCGP training 4 x Level 1, 2 x Level 2	September December	NS
RCGP training for Nurse Prescribers 2 x level 1, 1 x level 2	December	NS/SA

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

17of 22

Planning grid 4: Outcomes, discharge and exit from the drug treatment system

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

Identification of key priorities following needs assessment relating to outcomes, discharge and exit from the drug treatment system:
• Increase Housing and Accommodation • Improve After care Provision • Develop Volunteering, work experience and employment

Objective 1 - Increase Housing and Accommodation Opportunities

Actions and milestones	By when	By whom
Continue work with Homeless section and housing providers to improve protocols	Ongoing	CH
Review Supporting People commissioned services for improvement	June 08	CH/AD
Continue work with landlords re assisted tenancies, guarantee bond schemes furniture packages	Ongoing	CH/CC
Increase and coordinate floating support across agencies	September 08	CH

Objective 2 - Establish new Tier 4 process with Assessment Panel

Actions and milestones for objective	By when	By whom
Agree remit, membership and criteria	May	SMS/DISC/DD
Confirm arrangements re Pooling of resources	May	AR/PCT
Training on assessment to key agencies	June	Above
Secondment of worker into SMS team and process	June	DD/PCT
Publicise process to service users and networks	July	SMS/User groups
Key workers to promote and encourage assessment as appropriate	September	All services

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

18of 22

Objective 3 - Review and strengthen Supported Housing available in Scott Grange, Avondene and Gainford House with Supporting People		
Actions and milestones	**By when**	**By whom**
Review activity against SLA and commissioned service	September 08	CH
Analysis and consultation with service users and staff about improvements	September 08	AS
Agree action plan with organisations for improvement	November 08	CH
Objective 4 - Develop Volunteering, work experience and employment		
Actions and milestones	**By when**	**By whom**
Identify and commission appropriate training programmes	May 08	SR
Negotiate practical volunteering and work experience opportunities within services	June 08	CH/SM
Pilot employment project	May 08	CH

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DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

19of 22

Part 4
Substance misuse pooled treatment budget, mainstream funding and expenditure

		Funding 2007/08 £	Funding 2008/09 £
Table 1: Funding Source 2008/09			
1.1	Substance misuse pooled treatment budget	**1,037,418**	
1.2	Young people's treatment budget	**66,624**	
1.3	SMPTB for adult drug treatment	970,794	1,007,473
1.4	SMPTB underspend from previous year	145,000	-
1.5	Drug Interventions Programme main grant	646,626	609,010
1.6	Police	55,620	66,000
1.7	Primary Care Trust mainstream	534,617	653,000
1.8	Social Services	110,000	133,000
1.9	Section 31/28a funding	-	-
1.10	Probation partnerships	76,000	70,000
1.11	Supporting people	-	
1.12	Other	340,591	191,170
1.13	DH Tier 4 Capital grant	0	
1.14	**Total adult drug treatment and DIP funding**	**2,879,248**	**2,729,653**

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

20of 22

	Source of funding	Adult drug treatment pooled treatment budget	A PTB Underspend from 2007/08	B DIP	C Police	D Primary Care Trust	E Social Services	F Section 31/28a funding	G Probation partnership	H Supporting People	I Other	DH Capital	K Total funding
	Commissioned:												
1	Commissioning System	94500	0	0	0	0	0	0	0	0	57,000		151,500
2	Workforce Development	24000	0	3550	0	8000	0	0	0	0			35,550
3	User Involvement	110000	0	0	0	0	0	0	0	0			110,000
4	Carer Involvement	60000	0	0	0	0	0	0	0	0			60,000
5	Harm Reduction Strategy	181800	0	0	8,000	45,000	0	0	0	0			234,800
6	Non-drug treatment specific services	86100	0	19055	12000	0	65,500	0	22000	0	10000		214,655
7	Open access drug treatment services	243400	0	0	0	132000	0	0	0	0	42000		417,400
8	Structured commmunity based treatment services	117673	0	25550	0	448000	0	0		0	72170		663,393
9	Residential and inpatient drug treatment services	60000	0	0	0	20000	67,000	0	0	0	10000	0	157,000
10	Drug Interventions Programme	30,000	0	560855	46000	0	0	0	48000	0			684,855
11	**Total**	**1007473**	**0**	**609,010**	**66000**	**653,000**	**132,500**	**0**	**70,000**	**0**	**191170**	**0**	**2,729,153**

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

DRAFT Adult Drug Treatment Plan 2008/09
Partnership name – Safer Hartlepool Partnership
Date of submission to NTA – March 2008

22of 22

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CABINET REPORT

31 March 2008

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Report of: Assistant Chief Executive

Subject: ICT PROVISION – FUTURE ARRANGEMENTS

SUMMARY

1.   PURPOSE OF REPORT

To report back to Members on completion of Phase 1 of the work leading up to the end of the current contract for ICT provision for the authority.

2.   SUMMARY OF CONTENTS

In October 2007, a report was agreed by Cabinet which approved the process leading up to the end of the current provision of ICT support to the Council including:

- The need to carry out this programme of work
- The three stage process outlined in that report
- Nominations for Senior Responsible Officer and Programme Manager
- Carrying out of OGC Gateway Reviews
- Timescales as outlined in the report

This report explains what has been done as phase 1 of this work and shows the results of that work.

The main points to come out of this work are:

- The arrangement has been operating now for 6 years and has continued to develop during that time in terms of the number and type of assets supported, the monitoring arrangements in place and the levels of service provided.
- The arrangements have allowed the authority to progress with ICT and user satisfaction has increased despite increased expectations and demands.
- The requirements of the authority have changed since 2001 and continue to do so.

- Any future arrangements need to take into account other Council initiatives such as Business Transformation, Building Schools for the Future and the Efficiency Agenda.

3. RELEVANCE TO CABINET

Information and Communication Technology falls within the remit of the Portfolio holder for Performance but it impacts across the whole of the authority and failure to address the future requirements adequately will fundamentally affect the authority's ability to provide its services.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Cabinet on 31st March 2008.

6. DECISION(S) REQUIRED

Cabinet is requested to:

- Note the progress to date, and accept the information submitted as completion of Phase 1
- Agree to a report upon the completion of Phase 2 in March 2009 which will show the results of an evaluation of the various options for the future delivery of the ICT service.

Report of: Assistant Chief Executive

Subject: ICT PROVISION – FUTURE ARRANGEMENTS

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1.   PURPOSE OF REPORT

1.1   To report back to Members on completion of Phase 1 of the work leading up to the end of the current contract for ICT provision for the authority.

2.   BACKGROUND

2.1   In October 2007, a report was agreed by Cabinet which approved the process leading up to the end of the current provision of ICT support to the Council.

2.2   It was agreed that the process would involve 3 phases, phase 1 being:

- agreeing the plan
- ensuring sufficient and relevant resources are identified and allocated
- collating information on assets and service provision both in 2001 and at the present time [see Section 3]
- evaluation of the current arrangements [see Section 4]
- providing comparisons of performance using benchmark data [see Section 5]
- consideration of whether the current arrangements have met the original expectations [see Section 6]
- identifying any added value provided by the current arrangements [see Section 7]
- legal review of current contract [see Section 8]
- clarification of future requirements [see Section 9]

The outcome of this Phase is a complete picture of current arrangements, and a start to the process of determining future requirements and options for the end of the current contract.

The target date for completion of Phase 1 is March 2008.

3.   PHASE 1 FINDINGS

3.1   Information has been collated to provide the Council with a complete picture of the services provided, the hardware and software supported, and the levels of service. Benchmarking data has also been collected to show how this compares with other unitary authorities who operate with similar arrangements to HBC.

3.2   At the start of the current arrangements in 2001, support was provided for 1,245 desktop PC's and 149 laptops. The basic supported provision in the Council has increased by more than 60% since then and hardware supported at the current time consists of 2,254 devices as follows:

- 1,544 desktop PCs
- 505 laptop and tablet PCs
- 183 Citrix boxes (where all the applications and processing are carried out on the central server rather than on the PC). The desk-top device simply acts as a dumb terminal
- 22 PDAs/IPAQs (hand-held devices used for mobile access to systems)

This increase in numbers can be attributed to an increasing reliance on, and greater use of, ICT across the authority. ICT equipment is now a standard tool for the vast majority of staff, with most staff inputting and retrieving information themselves where previously this had been an administrative task. It can also be explained by the fact that in 2001 the support was purely for core Council staff, whereas it is now much more Hartlepool-wide with ICT reaching out into the community. For example, in addition to Council staff and schools, support is also provided for 160 public access points in Libraries, Foster Carers and the Community Grid for Learning (adult education). This increase also hides the fact that the original contract covered the services now provided by Housing Hartlepool which accounted for approximately 10% of the base service. Housing Hartlepool now has a separate agreement with Northgate.

The diagram below shows the distribution of devices across Council departments.

<u>Diagram 3.1 – ICT Assets by Service Area</u>
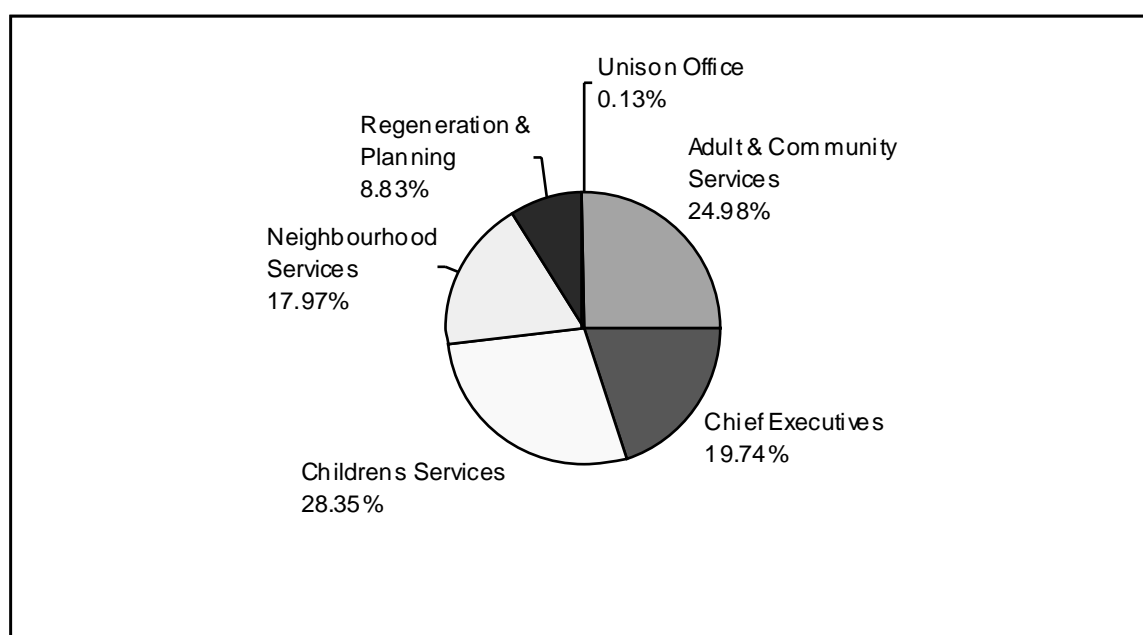
3.3   With the changes in working practices and the move towards delivering services direct to customers, the authority has been moving away from fixed desktop PC's towards more mobile devices. The current mix of devices is shown in the following diagram.

Diagram 3.2 – ICT Assets by Type
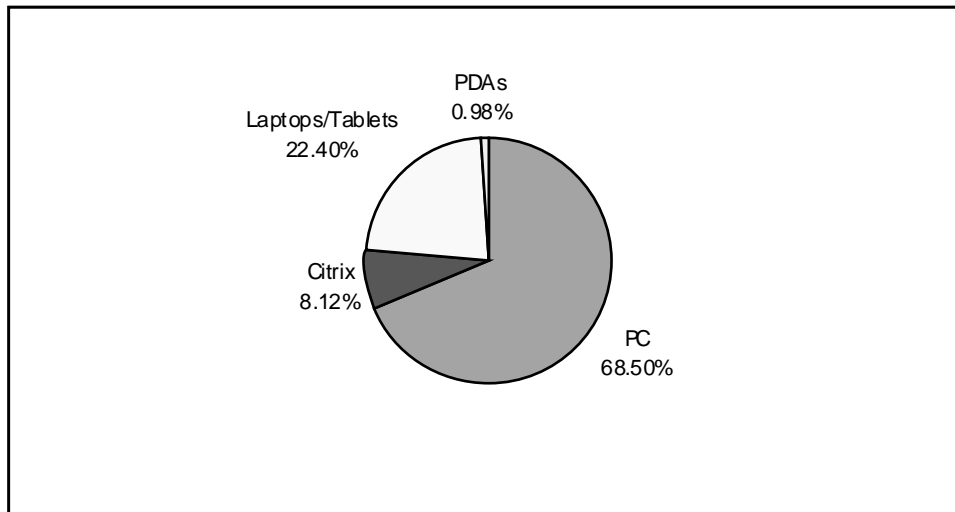
3.4   In addition to this, the contract also supports 89 servers on which 185 services/applications are hosted (examples include the file server, Financial Management System and the Council's website). These range from a large server hosting 72 applications down to smaller ones hosting only 2 or more applications. Whilst there are a number of standard applications used across the authority, there are also, by necessity, a variety of specific applications used by different service areas resulting in a complex mix of software combinations to be supported. There are, in fact, approximately 750 different combinations of software applications across the 2,254 devices.

3.5   The authority also has to consider its use of 71 separate sites across the town and the agreement includes support for 126 network devices connecting between these sites.

3.6   Telephony systems are also included adding 1 core exchange and 11 satellite exchanges, with 1,800 active extensions across all sites with a potential capacity of 3,300.

3.7   In addition to the support of the above devices, systems etc. through the managed service agreement, the Council also works with Northgate on new developments to move the authority forward and further support the delivery of council services. This work is outside of the base contract and is negotiated on an ad hoc basis as required.

3.8   This has enabled the authority to implement new systems such as mobile working for Occupational Therapists and Revenues and Benefit staff, a new Financial Management System, the Integrated Childrens System, the

relaunched website and intranet, the Customer Relationship Management System supporting the Contact Centre, the Councils new email system and many others.

4. **EVALUATION OF CURRENT ARRANGEMENTS**

4.1   When the current arrangements began in 2001, the entire ICT service was transferred to Sx3, leaving the authority with no identified client-side resources to monitor performance, manage and develop the contract and drive the ICT Strategy of the Council. The maintenance of a suitably resourced and skilled client side is critical to the success of arrangements such as this to ensure that the service continues to provide the required levels of support and that the authority's ICT develops in such a way as to support the delivery of its services in the most appropriate manner, ensuring suitable solutions are obtained. This risk was identified and has been addressed to some extent through the budget process over the last 3 years.

4.2   Within the Corporate Strategy Division, a small client side has been developed and strengthened within budgetary constraints. Working with directorates and Northgate, this has led to improvements in service delivery targets and levels achieved and improved integration and communication across the authority.

4.3   Governance arrangements have been established to ensure that ICT spend across the authority is used in the most appropriate way. Services requiring new ICT systems are now required to demonstrate that there is a need and/or a business case for the development and identify both capital and ongoing revenue funding as well as any possible efficiencies. This helps to identify any conflict between the new and existing systems as well as ensuring that the authority doesn't already have a system in place that will do what is required. Before the introduction of these arrangements, directorates tended to purchase stand alone systems that met their needs but where integration and shared platforms had not been explicitly considered.

4.4   A managed process of standardisation of systems and desktops across the authority has been undertaken to enable sharing of documents more easily as well as ensuring the best use is made of the systems in use. This has also made the roll-out of new systems such as the new email system much easier to manage as the number of variations is reduced.

4.5   Improvements to the monitoring of the performance of Northgate have also been introduced to ensure performance levels are agreed and adhered to. Agreed production of regular performance statistics and regular monitoring meetings at a variety of different levels have all helped to improve the service provided, and consequent confidence of end users.

4.6   In addition, the increasing reliance on ICT across the authority has increased users expectations and requirements and in order to match these expectations, agreements have been reached to improve both targets and levels achieved.

4.7   Service levels and performance standards are agreed within the Service Level Agreement (SLA) which is reviewed annually and monitored monthly. In 2001, the SLA included measurement of 4 priorities and this has been developed over time, together with a regular reporting cycle and agreed reporting formats, so that the latest SLA (version 9) covers 11 distinct services such as the helpdesk, desktop support and server support and has 50 separate measures used to evaluate performance within these service areas. The target responses within these measures have also been increased with the majority of them now set at 94% or higher as against 90% in 2001.

4.8   In addition, measurement is also made of 24 key applications, providing the authority with information showing any incidences when the key systems are unavailable. Performance against these measurements is consistently above target in almost every area measured. An example of a monthly service delivery report is provided at **Appendix 1.**

5.   BENCHMARKING EXERCISE

5.1   A Benchmarking exercise has been undertaken through the Society of Information Technology Managers (SOCITM). It was decided to use SOCITM after considering various options because they deal with an exclusively local government base and the information they have has enabled us to compare our arrangements with other unitary authorities with similar arrangements to Hartlepool as well as with other local authorities that have different arrangements.

5.2   The benchmarking exercise compared HBC information with other local authorities in the following areas:

- Profile of the organisation
- Organisation, staffing and financing of ICT
- Performance management for ICT
- The current contract
- User satisfaction
- Resolution of reported incidents
- Percentage of successful projects
- Acquisition and support costs of workstations
- Cost per connection to voice, data and converged networks
- Workstations supported per support specialist
- Service availability

5.3   This exercise provided some general observations around ICT support and some comparisons between in-house ICT provision and externalised arrangements such as HBC has:

- The differences between in-house and externalised ICT have reduced and are continuing to do so
- Externalised ICT services are providing value for money

- Councils are reducing ICT budgets
- Workstation support costs are reducing
- User satisfaction tends to score lower with externalised services than with in-house provision
- Help desk support tends to cover longer hours when externalised

5.4   It also identified some comparisons of HBC/Northgate against other local authorities with similar arrangements:

- Resolution of reported ICT incidents within agreed timescales is 97% at Hartlepool compared with an average of 93%
- The time taken to deliver a workstation, at 20 days, was more than twice the average time taken
- The percentage of calls taken by Hartlepool Connect resolved at first point of contact was cited as an example of good practice
- The amount of downtime in relation to ICT applications and network was quoted as "modest"
- ICT support staff at Hartlepool are at a ratio of 1:44 with an average ratio of 1:39

5.5   Only high level messages are included here as the benchmarking report was received shortly before the Cabinet report deadline and a more detailed analysis is being undertaken.

6.   EVALUATION OF PROGRESS AGAINST ORIGINAL EXPECTATIONS

6.1   The current arrangements were implemented following a Best Value Review during 2000/2001. Consideration was given to the provision of ICT services at Resources Board and Cabinet at various stages during the review. Extracts from the Resources Board on 28th March 2000 are provided in **Appendix 2.**

6.2   The main issues which these reports highlighted as being required to be addressed by the new arrangements were:

- The opportunity to identify capital investment required
- Improve the council's communication with it's customers
- Increase users satisfaction with the service
- Address the issue of staff retention/training/skills

6.3   It is important that, as part of this exercise, these requirements are revisited to ascertain the extent to which they were realised.

6.3.1   The capital investment required was provided by Sx3 at the start of the arrangement in October 2001, by the establishment of an Investment Fund. The drawing down of this fund has been through agreement of the Partnership Board, a joint HBC/Northgate senior officer group set up to manage the partnership. It has been utilised to enable the authority to progress on a variety of developments including Broadband for Schools,

Children's Service Information Sharing Index, Council's website, Hartlepool Connect, Supporting People, Financial Management System, Integrated Planning System, Revenues and Benefits Mobile system and the Environmental Action Team mobile equipment. Funding for many of these projects has been a combination of HBC funding and Investment Fund.

6.3.2 In addition, the strengthened governance arrangements and improved cross-directorate integration highlighted earlier in the report has ensured that improved value for money has been obtained from ICT spending. All major ICT spend now has a business case supporting it, clearly identified funding and savings and corporate approval.

6.3.3 Improvements to the Council's communication with its customers have been evident over recent years with a much improved website and increasing use of on-line transactions. For example, during 2007/08 the Council's website attracted 160,000 unique users, compared with 114,000 for the previous year. Customers also carried out 4,000 online transactions during 2007/08 providing them with a fast and efficient service at their convenience and reducing the burden placed on the Council in terms of time and cost.

6.3.4 The establishment of Hartlepool Connect is another example of the authority using ICT to improve communication with its customers. Visitors to the authority are now met with much improved, standardised levels of information available at the first point of contact. The number of calls handled by Hartlepool Connect has risen from 21,571 in 2005 to 71,884 in 2007, and in excess of 97% of these calls were successfully dealt with at the first point of contact, with the remainder being messages taken for someone to call the customer back.

6.3.5 Annual Scorecarding and User Surveys are used to measure satisfaction levels of the end users, the results of which are fed into a Service Improvement Plan which addresses any issues raised. These results illustrate a year on year improvement in end user satisfaction. For example, a survey carried out in 2002 (shortly after the current arrangements began) showed that only 36% of users were either fairly or very satisfied overall. This contrasts with the results from the 2007 survey which showed that 82% of users fell into these categories. The 2007 survey results are shown as **Appendix 3.**

6.3.6 The issues around staff retention, training, skills etc. are more difficult to quantify and in many ways, the problems of market competition etc. still remain but are now an issue to be dealt with by the Council's strategic partner rather than the authority itself. The Council procures a service from its partners as opposed to a resource so Northgate are required to provide whatever skills and resources are necessary to deliver the agreed service.

7.   IDENTIFICATION OF ADDED VALUE

7.1   One of the benefits that had been anticipated to arise from the current arrangements was the added value that an external organisation would bring to the Council. What this would mean in practical terms has always been rather vague as it's difficult to know what it is until it arrives.

7.2   This is one area of the arrangement that has perhaps not matched expectations, albeit that those expectations were difficult to quantify. In many instances, Northgate have reacted to issues, suggestions etc. raised by the Council and provided advice to resolve those. The real added value would have come were Northgate to have identified a problem or opportunity, on a more systematic basis, and brought that to the authority as a suggestion to be investigated.

7.3   Although the expectations of the added value which the partnership would bring have not been realised to the extent it was hoped, there have been a number of areas where the partnership arrangement has provided added value and allowed the authority to progress issues that would have been more difficult had the arrangement not been in place.

7.4   For example, Northgate identified an opportunity for savings on outgoing telephone costs. After investigation this was implemented resulting in annual savings of approximately £33,000 per annum.

7.5   The recently implemented Managed Print Service was a good example of Northgate adding value whereby they assisted with the investigation and consequent negotiations, resulting in savings to the authority of approximately £100,000 per annum on printing costs without any detriment to the service.

7.6   The service is much more robust than previously with the amount of downtime significantly reduced. There have been year on year improvements since the beginning of the partnership in 2001 including an improvement in the stability of the ICT systems (i.e. we no longer experience the 'Monday Morning Syndrome' whereby each Monday brought server and access problems.) This improvement is evidenced by the monthly statistics and annual survey results discussed earlier in this report. For example, as part of the improved monitoring arrangements, the availability of 24 key applications are now monitored each month and for the 5 months from September 2007 to January 2008 these statistics show that availability fell below 99.3% during only one month for 4 of the 24 key applications. 100% availability was achieved for 103 out of the 120 measurements made during this period.

7.7   The agreement has allowed the authority to deliver a service without the need to manage peaks and troughs of resourcing. Additional staff are sourced, and funded, by Northgate when required to cover holidays, sickness or work peaks, and the authority is very clear that it is paying for a service, not a resource.

7.8   It has allowed the authority to call on suitably qualified staff without the need to provide what can be a high investment in technical training. Technical courses can be very expensive but as the responsibility to have properly trained staff is now Northgate's responsibility rather than HBC's, this cost is borne by Northgate.

7.9   During the recent refurbishment of the Civic Centre, the costs for re-cabling for ICT were significant, and through negotiation with Northgate it was possible to come to an agreement whereby they carried out the re-cabling at no cost to the Council. In exchange for this, the Council rescinded the notice to quit which had been served on Northgate and allocated them some additional space within the Civic Centre for the remainder of the contract term.

7.10   The agreement allows for the use of 540 Development Days per year which are used to develop small projects for departments plus some corporate initiatives without the need to source capital funding. Examples of the projects carried out using these development days include the resolution of electronic storage and back-up problems and the migration from Lotus Notes to Outlook for the Council's email and electronic diaries.

7.11   At the start of the current arrangements, ICT budgets were allocated to departments rather than remaining central. This lack of a corporate ICT budget has meant that it has proved difficult to fund some of the essential technical infrastructure and corporate systems. The partnership has allowed the authority to be creative in the solutions deployed to overcome this issue. This has been particularly helpful in relation to upgrading the file server, establishing a home and remote working solution and implementation of the Managed Print Service across the authority.

7.12   As the partnership has developed, Northgate have developed a closer understanding of the Council's requirements and it has been possible to negotiate changes to the agreement to fit in with changing requirements. As an example, recent negotiations resulted in an agreement from Northgate to provide Tablet PCs under the DMS agreement at the same ongoing cost as laptops whereas previously there had been an additional charge for this. This has allowed the authority to utilise the latest mobile technology, where appropriate, without incurring additional costs.

7.13   The arrangement allows for the sharing of some of the risks with Northgate. The Council agrees a charge for a service or delivery of a solution and any errors, omissions or issues arising during the implementation will have to be rectified, and funded, by Northgate. For example, the Environmental Action Team hand held devices were found to be unsuitable during the project pilot and Northgate funded a number of alternatives to test until a satisfactory solution was agreed.

7.14   Northgate also manages 3rd party vendors so that when faults/fixes span different organisations, it is clear that the Council's agreement is with Northgate and it is their responsibility to provide a solution and liaise with the

3ʳᵈ party vendors on the Council's behalf. This also means that the Council only needs to negotiate with Northgate and not a long list of suppliers.

7.15   One area where the agreement has been perhaps less successful is in the delivery of some of the projects. There have been a number of successfully delivered projects helping the authority to move forward but there have also been some, particularly in the early days of the contract, that could have been delivered more appropriately.

7.16   Project management provided by Northgate has, in some instances, been very well handled but concerns have been raised over their capacity to provide the necessary project management support for the range and scale of projects the Council has undertaken over the last few years. The problem lies not with the skills but with the capacity and consistency with which those skills are applied.

7.17   There have also been issues on completion of projects and the transfer from these to the managed service as the solutions, once implemented, move into the support arena. This transfer has not always been handled as smoothly as it would have been hoped.

7.18   The access to a wider skills base is another area where it had been hoped the relationship would have brought greater advantages than has been the case. It has, at times, been possible to call on the wider Northgate company to provide missing skills but this has tended to be ad hoc and inconsistent, with occasionally the different parts of Northgate not providing a joined up service to HBC.

8.   LEGAL REVIEW OF CONTRACT

8.1   The Council entered into a fixed term agreement for a ten year period from 1ˢᵗ October 2001 to 30ᵗʰ September 2011. It was established to meet current and future needs of the Council and incorporated the Council's first Implementing Electronic Government (IEG) Statement and an agreed Service Level Agreement (SLA). The existing telecommunications and information technology services, together with the staff involved and the assets were transferred to Sx3 (now Northgate) under the agreement.

8.2   The contract is a standard form of document, fairly light on detail, supplemented by a more detailed document entitled, 'Provision of Telecommunications and Information Technology Services' dated February 2001 which the contract states may be referenced to in the event of any dispute as to the meaning of interpretation of any of the terms of the agreement.

8.3   The agreement required the Council to transfer assets to the supplier for a nominal figure and to enter into a lease agreement to provide them with premises to deliver the service from, subject to a 12 month termination clause for the lease.

8.4   Both the Council and Northgate are obligated to enter into discussions after the 8th anniversary of the contract start (October 2009) around the possibility of continuing the agreement for a further fixed term beyond the ten years, although neither party is obliged to actually agree to such an extension.

8.5   The agreement makes provision for re-tendering at the end of the ten years and a "porting period" has been included in the agreement (during which Northgate continue to provide some or all of the services as agreed by all parties) of a maximum of two years to allow for handover arrangements to be put in place. The expected timetable for re-tendering as outlined in the contract, was:

- Preferred new supplier nominated by 1st October 2010
- New contract awarded by 1st April 2011
- Transfer of services to a new supplier on 1st October 2011
- Porting period to end on 30th September 2013.

8.6   There is provision for termination of the agreement either at the expiry date, or if either party commits a serious breach of the agreement which has not been remedied (within a 60 day period) or is incapable of remedy, by notice to terminate. An "exit plan" clarifies the provisions that will be followed in either instance.

8.7   There are also clear dispute resolution mechanisms incorporated within the agreement, which initially involves participation between the Contract Manager and Service Delivery Manager, and, if necessary, escalating to a Special Resolution Committee. This escalation has not been required to date with all disputes being negotiated and mutually satisfactory solutions found.

8.8   One other issue which it is felt prudent to highlight is Intellectual Property Rights (IPR). This refers to who owns the rights, title and interests in patents, trademarks, copyright, design rights, data-base rights, know-how etc. The agreement is that Northgate will not acquire IPR to Council data or programs not transferred to them, but where they have, by way of example, developed software for the Council, then the IPR will rest with them. This may have implications for future use of any software developed by Northgate, which could entail the provision of such research and development through the granting to the Council of non-exclusive licence agreements, with possible cost implications.

9.   CLARIFICATION OF FUTURE REQUIREMENTS

9.1   Progress to date on this project has provided a full picture of the current ICT support and in order to progress successfully to the next stage, consideration needs to be given to future requirements.

9.2   The authority needs to maintain awareness of how the culture of local government has changed since the current agreement was established. It is not only concerned with service improvement but must also demonstrate efficient and effective use of resources and it is crucial that any future

arrangements take this into account, giving consideration as to how ICT can be used to support this.

9.3   Technological advances continue to progress at ever increasing rates and any arrangements must allow for the authority to have the opportunity to take advantage of these advances where appropriate, including evaluation of identified alternatives with balanced views of the benefits versus costs of the different solutions.

9.4   The authority needs to define a broad set of principles and intended outcomes which will underpin any future arrangements, considering the future business needs that ICT will be required to support, including outside influences and the future shape of the authority. Sufficient flexibility also needs to be built into the arrangements to allow for changes to these requirements.

9.5   These broad principles provide the framework within which to develop and evaluate the options available. It is important during this stage that the range of available options is considered fully.

9.6   Consideration also needs to be given to ensuring adequate control and resources are maintained within the authority, regardless of what decision is made on how the service is to be delivered in the future. The responsibility for provision of ICT support and development remains with the authority.

10.   LINKS TO OTHER PROGRAMMES AND POLICIES

10.1   This project cannot be considered in isolation. It impacts upon, and needs to link into a number of other major policy drivers:

- Shape of the Authority /Business Transformation
- Building Schools for the Future
- Budget planning/Efficiency Agenda

10.2   <u>Shape of the Authority / Business Transformation</u>

10.2.1 The Shape of the Authority and Business Transformation discussions have identified that the authority is ultimately aiming to be one 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.

10.2.2 In order to achieve this, there is general agreement that there needs to be progress in appropriate use of centralisation and shared services, together with a drive towards more mobile and flexible working practices. Any ICT arrangements put in place need to reflect this requirement.

10.3   Building Schools for the Future

10.3.1 Under the current arrangements, Northgate provide a managed service to schools for the admin part of the network but the curriculum part is separate from this and does not fall within Northgate's remit.

10.3.2 Building Schools for the Future (BSF) is one of the authority's major programmes over the next few years and a key aspect of this is ensuring that ICT is integrated fully into both the buildings and the culture of the schools.

10.3.3 Part of the BSF project will entail establishing a contract to provide a managed service for ICT requirements to all secondary schools in the Borough with the first school expected to go live early in 2010.

10.3.4 It is important, therefore, that this project takes account of that and ensures the necessary links are made, including possibly extricating some schools from the current arrangements early or continuing to provide the service to the later schools until the new arrangements are in place.

10.4   Budget Planning/Efficiency Agenda

10.4.1 ICT is a key element of the efficiency agenda and is seen as crucial for delivering the expected benefits. It is important, therefore, that the service continues to be delivered in the most effective and efficient manner, keeping in mind the need for efficiency savings.

10.4.2   It is also vital, that this project links closely with the budget planning process.

11.   RISKS

11.1   As with any major project there are a number of risks that need to be recognised and addressed to reduce the likelihood of their impacting on the success of the project.

11.2   There is a risk that insufficient or inappropriate resources (staff numbers and skills, and finance) are available. This has been addressed by supplementing the core team with workstream leads from other areas of the authority and providing some funding, as agreed in the report to Cabinet in October 2007, to allow for additional temporary staffing and purchase of external expertise as needed. This will need to be reassessed in relation to future phases of the project.

11.3   It is vital that clarity around the future ICT requirements of the authority is obtained if this project is to successfully identify the most appropriate method of providing the support for those requirements. This has been addressed by ensuring linkages are made with the major policies such as Business Transformation and Building Schools for the Future and by the inclusion of the ICT Steering Group members as key contributors to this project.

11.4 This report focuses on Phase 1 of the project (information gathering) and it is vital that for further phases, expertise is sought where necessary to minimise the risks involved in evaluation of alternatives and identification of necessary steps once the decision on which route to take has been made.

12. GATEWAY REVIEW

12.1 As part of this project, a Gateway Review has recently been undertaken to measure the projects likely success and its readiness to move onto the next phase. The review reported that:

"The Review Team finds that the project is well placed to move on to the next stage i.e. Phase 2".

12.2 A number of recommendations were made as part of the review and these will be taken into consideration during the next phase.

13. NEXT STEPS

<u>Phase 2</u>

Phase 2 is a critical part of this project and will include, as a minimum:

- Clarification of the broad principles to underpin any future arrangements
- Consideration of the scope/type of support required under any future arrangements
- Definition of the outcomes required
- Identification and evaluation of the various options for future delivery including:
  - High level research of all options
  - More detailed research of those identified as most suitable for HBC
  - Clarification of information requirements
  - Identification of evaluation criteria
  - Formal evaluation
  - Soft market testing
- Reconsideration of governance and project management arrangements required for phases 2 and 3
- Seeking of external advice as required to supplement in-house knowledge and skills

The outcome of this Phase will be a report showing the various options for the future delivery of the ICT service and their relative advantages and disadvantages.

The target date for reporting completion of Phase 2 to Cabinet is March 2009 although interim reports will be provided at key points throughout the year.

Phase 3

Phase 3 will involve the post-decision work, including ensuring the correct processes are followed and the creation of an implementation plan for whichever method of service delivery is agreed upon.

The target date for completion of Phase 3 is September 2011 when the current arrangement expires.

Further detail, and financial implications for Phase 3 will be the subject of a future Cabinet report once the outcome of Phases 1 and 2 are known.

14.   DECISION POINTS

14.1   The key decision points of the process are:

- Oct 07 – agreement of process
- March 08 – completion of phase 1
- March 09 – completion of phase 2 and agreement of way forward

15.   RECOMMENDATIONS

15.1   Cabinet is requested to:

- Note the progress to date, and accept the information submitted as completion of Phase 1
- Agree to a report upon the completion of Phase 2 in March 2009 which will show the results of an evaluation of the various options for the future delivery of the ICT service.

Hartlepool Borough Council / Northgate Information Solutions

Monthly Service Report

Jan 2008

Management Summary

SLA performance was on target in all areas.

Two problem reports within October

02/01/08	EDRMS	4.45hrs	Disk array problems, Placed call to Dell. Upgraded firmware, rebooted.
21/01/08	Fileserver	10Mins	Problem with active note, cluster Failed. Set network to auto recover.

File Server allocation – growth.

Space used - Gig

	G: Adult Services	K : Children's Services	M : Central Share	N :- Neigh Services	R: Regen & Planning	X: Chief Execs
Nov	329.93	317.64	658.96	203.1	174.39	281.32
Dec	348.23	345.13	752.23	230.79	513.08	366.1
Jan	372.34	358.51	768.28	236.72	522.38	376.07

Section 1. SLA Performance, Open and Logged Calls
1. Open Calls

Softw are Development	8
Operations	26
Communications	60
Desktop Solutions	90
(inc. SIMS support)	
Totals	184

2. Performance in the month

Desktop Support		Year	Year	Calls Log Jan	SLA success Jan
Quotations	Procurement Call Response	770	100%	56	100%
	Simple Quotation	584	100%	42	100%
	Date for a Complex quotation	221	100%	21	100%
Installations	Simple Installation	416	95%	35	96%
	Complex Installation	39	100%	4	100%
Faults	Fault Call Response	3048	100%	235	100%
	Fault Call Resolution	3033	98%	265	96%
Equipment Moves	Move Call Response	90	100%	3	100%
	Simple Move Quotation	19	100%	0	100%
	Date for Complex Move Quotation	1	100%	0	100%
	Simple Move	59	100%	1	100%
	Complex Move	11	100%	0	100%
Hardware / Software Changes	Change Call Response	2695	100%	164	100%
	Simple Change Quotation	30	100%	2	100%
	Date for Complex Change Quotation	0	100%	0	100%
	Simple Change	2575	100%	125	100%
	Complex Change	12	100%	0	100%
Equipment Disposal	Desktop Equipment Disposal	7	100%	0	100%

Server Support

		Year	Year	Calls Log Jan	SLA success Jan
Quotations	Date for Server Procurement Quotation	0	100%	0	100%
	Server Procurement Quotation	0	100%	0	100%
Installations	Server Installation	0	100%	0	100%
Faults	Fault Call Response	1	100%	0	100%
	Fault Resolution (Priority A)	1	100%	0	100%
	Fault Resolution (Priority B)	0	100%	0	100%
Hardware / Software Changes	Change Call Response	0	100%	0	100%
	Date for Server Change Quotation	0	100%	0	100%
	Server Change Implementation	0	100%	0	100%

Operating System Software Support

Faults (Server)	Fault Call Response	0	100%	0	100%
	Fault Resolution (Priority A)	0	100%	0	100%
	Fault Resolution (Priority B)	0	100%	0	100%
Faults (PC)	Fault Call Response	0	100%	0	100%
	Fault Call Resolution	0	100%	0	100%
Requests (Server)	Date for Server Change Quotation	0	100%	0	100%
	Server Change Implementation	1	100%	1	100%
Requests (PC)	PC Change Call Response	0	100%	0	100%
	Date for PC Change Quotation	0	100%	0	100%
	PC Change Implementation	0	100%	0	100%

Office Software & Apps Support

Faults (Server)	Fault Call Response	2	100%	0	100%
	Fault Call Resolution (Priority A)	0	100%	0	100%
	Fault Call Resolution (Priority B)	2	100%	0	100%
Faults (PC)	Fault Call Response	643	100%	57	100%
	Fault Call Resolution	641	98%	64	97%

Business Software & Apps Support

Faults (Server)	Fault Call Response	1	100%	0	100%
	Fault Call Resolution (Priority A)	0	100%	0	100%
	Fault Call Resolution (Priority B)	1	100%	0	100%
Faults (PC)	Fault Call Response	149	100%	18	100%
	Fault Call Resolution	145	95%	19	100%

Data and Voice Communications

Faults (greater than 24 users)	Fault Call Response (Priority A)	1	90%	0	100%
	Fault Call resolution (Priority A)	1	100%	0	100%
Faults (2 to 24 users)	Fault Call Response (Priority B)	6	97%	0	100%
	Fault Call resolution (Priority B)	6	97%	0	100%
Faults (single user)	Fault Call Response (Priority C)	354	100%	26	100%
	Fault Call resolution (Priority C)	351	91%	27	95%

Total	SLA Calls logged
Total	Non SLA Calls logged

-

Section 3. Capacities

3.1 Shared Servers

	Available Gbs	Used Gbs	Free Gbs	% Free	Comments
File Server : -					
G – Adult Services	613.42	372.34	198.66	**32**	Allocation was based upon usage. All disk
K - Children Services	501.22	358.51	142.72	**28**	space has now been allocated. No
M - Central Share	910.16	768.28	141.88	**16**	expansion available.
X – Chief Execs	576.72	376.97	200.66	**35**	
N – Neighbourhood Services	305.89	236.72	69.17	**23**	
R – Regen and Planning	692.06	522.38	169.68	**25**	
Application Server	33	26	10	**28**	
SQL Server	838	107	798	**88**	
Lotus Notes (Domino Servers)	838	614	286	**32**	

3.2 Major Applications

	Available Gbs	Used Gbs	Free Gbs	% Free	Comments
Wizard (REGEN & Planning)	101	70	29	**29**	
Community Portal cjd1	82	30	55	**62**	
CAREFIRST	144	57	86	**60**	
REMIT (Cash Receipting)	5.57	3	2	**38**	
TALIS (Management Info Sys)	12	5	7	**58**	
TALIS	31	12	19	**59**	
IWORLD (Database)	345	153	181	**54**	
IWORLD Apps Server	76	26	50	**59**	
FLARE FOR WINDOWS	273	57	216	**79**	
FLARE	67	9	59	**87**	
EMS	71	34	35	**50**	
AS400 (CODA / Prolog, small apps)	223	120	103	**46**	
FMS Cluster	430	119	312	**72**	
FMS Websrv	73	6	62	**91**	
EDRMS Appsrv	73	63	10	**14**	
EDRMS OCRsrv	73	6	67	**91**	
EDRMS D/B Srv	1200	400	800	**67**	
Careworks	136	40	106	**73**	

3.2 Computer Room Environmental

	Capacity	Running Rate %
UPS	50K VA	65%
Air Conditioning	23 Kilowatts of cooling	50%

Section 4. Availability
4.1 Major Applications

	Up %	Down Times
Ilap (REGEN & Planning)	100	
Community Portal	100	
CAREFIRST	100	
REMIT (Cash Receipting)	100	
TALIS (Management Info Sys)	100	
TALIS	100	
IWORLD (Database)	100	
IWORLD Apps Server	100	
Appro	100	
FLARE	100	
EMS	100	
AS400 (CODA / Prolog, small apps)	100	
EDRMS – Planning	97.60	
ESCR Adults	97.60	
Legal	97.60	
ESCR Children's	97.60	
BROADBAND	100	
ICLIPSE	100	
FMS	100	
Telephone System	100	
Webnotes	100	
Lotus Notes	100	
ICS	100	
Contact Centre	100	

Section 5. Planned Maintenance / Upgrades
5.1 Work completed in Jan
Respond DB upgrade
SPOCC upgrade
XM leisure (Torex)
Flare

5.2 Work to be completed in Feb
EMS Upgrade
Oracle 10g
Iclipse upgrade – 7 releases
Payroll
iWorld year end procedures
Installation of disk's in planning system
Parking gateway

Section 6. New implementations
6.1 Installations within Jan
Exchange config and migrations

6.2 Installations due Feb
Exchange config and migration
MPS

Extract from Resources Board – 28th March 2000

- Information systems is a significant corporate service which has implications for efficiency and effectiveness across the whole Council.
- The Council has been unable to provide the level of investment in Information Systems which is required at a time when the importance and potential of information technology for public services in increasing at a rapid rate.
- The options for improving communications with the public using new methods, allied with growing public confidence and expectations represent both a challenge and an opportunity. Provision for the Council to develop in these areas is at present virtually non existent due to resource restrictions affecting the capacity both to develop and to operate new systems. Even relatively basic provision such as the Council web site is suffering from the Council's inability to devote officer time and financial resources to its development.
- The satisfaction of users with the service is currently low. In spite of the considerable efforts of staff working in Information Systems, the level of demand is far outstripping the resources available to meet it, adversely affecting responsiveness and therefore customer satisfaction.
- The Council's medium term financial position is such that it is impossible to envisage how future investment requirements could be met. The Capital resources available to the Council over the next three years are only just capable of meeting the Council's ongoing commitments.
- A significant market exists to provide ICT services to the Council, with the possibility of substantial advance capital expenditure to be recovered through operational savings during the period of the contract.
- The external market is now able to provide Council staff with enhanced opportunities whilst protecting their conditions of service and pension rights.
- Discussions have revealed a competitive advantage to any Council who enters strategic partnerships at an early date, which is likely to secure more opportunities for staff and enhance levels of service.
- The staffing levels do not permit the duplication of certain skills and these being vested in only 1 or 2 staff leaves the Council vulnerable. The authority as a public sector employer is restricted to pay rates which in some areas are not competitive whilst training staff is costly and can simply make them more marketable.
- Information systems is unlike most other Council services in that it has experienced a relatively sudden, uncontrollable increase in demand which is largely externally generated and outside the capacity of the Council to meet entirely from its own resources. It is particularly vulnerable to staff shortages because of the small scale of the service in Hartlepool and the prevailing market conditions. This places existing staff in a difficult position of not being able to meet the demands of customers and attempting to plug gaps as colleagues leave.
- Based on the analysis carried out and taking account of the requirements of the Best Value regime, it seems inevitable that a Best Value Review of Information Systems which does not include the establishment of a strategic partnership would not be acceptable to the Best Value inspectorate.
- It is suggested that in principle, a decision be taken now to conduct the Information Systems Best Value Review on the basis of engaging a strategic partner, and not to commit scarce resources to pursuing the option of a purely in-house bid.

Hartlepool Borough Council – Survey of ICT Users 2007

VS = Very Satisfied

FS = Fairly Satisfied

FD = Fairly dissatisfied

VD = Very dissatisfied

DN = Does not apply

The Help Desk

						190	
Question	**VS**	**FS**	**FD**	**VD**	**DNA**		
Speed of answering phone/responding to E:Mails	84	94	6	0	3		
Attitude of Help Desk staff	107	78	1	0	1		
Information given about what will happen next	71	95	23	0	2		
Standard service open hours	96	86	12	1	0		
Total	**358**	**353**	**42**	**1**	**6**	760	760
% of questions answered	**47**	**46.45**	**5.5**	**0.1**	**0.79**		

			2006
Very / Fairly satisfied	**94**		**83%**
Fairly / Very dissatisfied	**5.7**		**2%**
Don't know/ Does not apply	**0.8**		**4%**

Call Vetting

Question	**VS**	**FS**	**FD**	**VD**	**DNA**		
Speed in following up initial contact with Help Desk	49	114	17	0	8		
Ability to sort out fault over the phone	42	116	19	1	15		
Ability to sort out requests over the phone	46	104	17	1	18		
Ability to ask right questions to fix or pass on	53	117	14	0	9		
Total	**190**	**451**	**67**	**2**	**50**	760	760
% of questions answered	**25**	**59.34**	**8.8**	**0.3**	**6.58**		

			2006
Very / Fairly satisfied	**84**		**68%**
Fairly / Very dissatisfied	**9.1**		**10%**
Don't know/ Does not apply	**6.6**		**6%**

Call Vetting Response Time Targets

Question	VS	FS	FD	VD	DNA		
Appropriateness of Call Vetting response targets	61	107	16	2	4		
Total	61	107	16	2	4	190	190
% of questions answered	32	56.32	8.4	1.1	2.11		

					2006
Very / Fairly satisfied	88				72%
Fairly / Very dissatisfied	9.5				11%
Don't know/ Does not apply	2.1				1%

Support / Problem Solving Service

Question	VS	FS	FD	VD	DNA		
Attitude towards service users	108	79	5	0	3		
Explanations of what is to be done to resolve problem	72	99	11	3	3		
Information on progress of query/fault	66	99	20	5	3		
Letting you know what has been done	61	100	23	5	3		
Leaving machine in same state as before	64	99	20	5	3		
Technical skills and ability	88	83	9	3	5		
Overall time taken to resolve your query/fault	64	94	16	7	2		
Total	523	653	104	28	22	1330	1330
% of questions answered	39	49.1	7.8	2.1	1.65		

					2006
Very / Fairly satisfied	88				78%
Fairly / Very dissatisfied	9.9				9%
Don't know/ Does not apply	1.7				2%

Support Fix Time Targets

Question	VS	FS	FD	VD	DNA		
Appropriateness of Support fixing time targets	54	108	19	5	4		
Total	54	108	19	5	4	190	190
% of questions answered	28	56.84	10	2.6	2.11		

					2006
Very / Fairly satisfied	85			17	67%
Fairly / Very dissatisfied	13				8%
Don't know/ Does not apply	2.1				2%

Ordering and Installation

Question	VS	FS	FD	VD	DNA		
Time taken to produce a quotation	26	67	16	2	83		
Time taken from PO to installation/supply	15	61	25	1	83		
Attitude to service users when doing installations	61	69	4	3	55		
Technical skills and ability of installers	58	72	5	0	54		
Total	**160**	**269**	**50**	**6**	**275**	**760**	**760**
% of questions answered	**21**	**35.39**	**6.6**	**0.8**	**36.2**		

					2006
Very / Fairly satisfied	**56**				**54%**
Fairly / Very dissatisfied	**7.4**				**8%**
Don't know/ Does not apply	**36**				**26%**

Solutions Delivery

Question	VS	FS	FD	VD	DNA		
Time taken to produce a specification	13	30	2	2	145		
Time taken from agreed spec to completion / handover	12	24	6	3	145		
Quality of new systems	15	21	5	3	145		
On-going support of applications	15	28	3	2	141		
Total	**55**	**103**	**16**	**10**	**576**	**760**	**760**
% of questions answered	**7.2**	**13.55**	**2.1**	**1.3**	**75.8**		

					2006
Very / Fairly satisfied	**21**				**27%**
Fairly / Very dissatisfied	**3.4**				**4%**
Don't know/ Does not apply	**76**				**56%**

ICT Service in General

Question	VS	FS	FD	VD	DNA		
How well the service meets your requirements	48	107	9	14	12		
Total	**48**	**107**	**9**	**14**	**12**	**190**	**190**
% of questions answered	**25**	**56.32**	**4.7**	**7.4**	**6.32**		

					2006
Very / Fairly satisfied	**82**				**72%**
Fairly / Very dissatisfied	**12**				**10%**
Don't know/ Does not apply	**6.3**				**1%**

How has the Service Changed

Question	IL	ILT	STS	WLT	LW		
How has the service changed since last year	28	57	80	8	6		
Total	28	57	80	8	6	179	190
% of questions answered	16	31.84	45	4.5	3.35		

		2006
Improved a lot / Improved a little	47	44%
Stayed the same	45	39%
Got a little worse / Got a lot worse	7.8	5%
Does not apply	6	11%

CABINET REPORT

31st March 2008

Report of: Director of Regeneration and Planning Services

Subject: TEES VALLEY GROWTH POINT STATUS PROPOSAL

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SUMMARY

1.   PURPOSE OF REPORT

To seek endorsement of the progress made with the Tees Valley Living submission regarding Growth Point status.

2.   SUMMARY OF CONTENTS

Growth Point Status is a government initiative aimed at supporting the work required to meet the Government's aim of delivering 3 million new homes by 2020. The initiative will support local authorities willing to accelerate housing development on existing sites and to bring forward new ones. Those successful in their bids will also have priority access to the Community Infrastructure fund which will offer financial assistance for infrastructure works that are needed to facilitate the increase and acceleration of housing development. The report considers the background to the development of the submission for Growth Point Status, the content of the submission and the remaining steps in the submission process.

3.   RELEVANCE TO CABINET

Achieving Growth Point Status will result in support for accelerated housing growth which is a strategic issue.

4.   TYPE OF DECISION

Non Key

5. **DECISION MAKING ROUTE**

    Cabinet 31st March 2008

6. **DECISION(S) REQUIRED**

    Cabinet is recommended to note and endorse the approach to the Tees Valley Growth Point Proposal.

Report of: Director of Regeneration and Planning Services

Subject: TEES VALLEY GROWTH POINT STATUS
                      PROPOSAL
_____

1.   **PURPOSE OF REPORT**

1.1   To seek endorsement of the progress made with the Tees Valley Living
        submission regarding Growth Point status.

2.   **BACKGROUND**

2.1   Existing Growth Areas in London and the South East of England have been
        established to deliver 200,000 additional homes above previously planned
        levels by 2016 in response to the Government's plans to deliver 3 million
        new homes by 2020. This approach was expanded further following a
        Government invitation to Local Authorities to submit proposals for
        sustainable, realistic housing growth. As a result 29 areas were named New
        Growth Points. These Growth Points were located across the East, South
        East, South West, East Midlands and West Midlands. If these proposals are
        fully realised then New Growth Points would deliver around another 100,000
        additional dwellings by 2016, if achieved this would result in a 32% increase
        on previous housing supply forecasts.

2.2   The intention to expand this New Growth Point approach further was
        announced in the Housing Green Paper (July 2007) giving more local
        authorities or Partnerships the opportunity to bid to become part of the
        programme for the financial year 2008/2009. This expansion of the
        programme included for the first time, local authorities, towns and
        partnerships in the North of England.

2.3   Following an invitation from the Secretary of State to all Local Authorities in
        England and Wales to submit bids, a joint bid was prepared by Tees Valley
        Living on behalf of the five Tees Valley Boroughs and submitted to the
        Department of Communities and Local Government (DCLG) on 02/11/07.
        This followed the submission of an outline expression of interest in early
        October 2007.

3.   TEES VALLEY GROWTH POINT PROPOSAL

3.1   The Growth Point initiative is intended to provide support for Local Authorities or Partnerships who want to increase their level of sustainable housing growth to support and encourage wider economic growth. Applications which are included as Growth Point areas will be given priority to bid for Community Infrastructure Funding (CIF) which will provide resources to deliver essential infrastructure in order to bring forward difficult or marginal development sites.

3.2   The Tees Valley Growth Point bid has been closely linked to providing housing choice to support economic growth. From a Tees Valley perspective there has been a concentration of industries and skills which have developed an increasingly high skill, high wage, high knowledge workforce. Although this has been increasingly diversified by growth in the service sector and tourism economy the attraction and retention of chemical, energy and engineering companies in the Tees Valley still rely on a highly skilled labour force. The challenge in relation to the housing market, is to provide sufficient choice to meet the aspirations of the workforce within the sub region. Many of those working in the Tees Valley choose to live outside the area because of the wider range of choice elsewhere in the region and in Yorkshire. Employers looking at relocation may consider the availability of appropriate housing stock as a factor in their choice of location. Evidence in the Regional Spatial Strategy (RSS) supports this view that the Tees Valley currently provides highly skilled employment for commuters who live within other regions such as North Yorkshire.

3.3   The submission document acknowledges that, as with all major conurbations, the Tees Valley has pockets and concentrations of deprivation. It is also recognised that this is not balanced with enough established areas of family, suburban or semi rural housing. The areas and developments that do exist are very popular and cannot meet the current demand. Current travel to work data also indicates that some Hartlepool employees are living in North Yorkshire or County Durham, away from their employment destinations. Housing development supported through a Growth Point bid would help address this unsustainable pattern.

3.4   The bid envisaged that the intended benefits of increased housing growth through Growth Point status will be:

- the creation of more sustainable travel patterns, closer to local and major employment zones (as supported in Regional Housing Strategy);
- growing the existing strong housing markets in the Tees Valley;
- increased spend to support the current and planned retail, leisure and tourism offer in the main town centres;
- retention of graduates and the economically active in the area, reducing the burden on the public purse;
- accelerating the implementation of major regeneration projects across the sub region;

- positive impact on Tees Valley's scores against the Index of Multiple Deprivation and Vitality and Viability;
- mitigating pressure on overheated housing markets in North Yorkshire;
- provide new affordable housing product that people want, which addresses identified shortfalls being created through new household formation; and
- complement the major Tees Valley Regeneration projects and the Housing Market Renewal agenda.

3.5   Research previously carried out by the Joint Strategy Unit identified that once the most mobile sectors of the housing market (those aged between 25 and 44) had moved out of the region they are unlikely to return. The aim of the Growth Point status will be to provide the type of quality environment and housing availability that makes the Tees Valley a realistic choice for future generations of workers.

3.6   In order to achieve this growth in the housing market, existing development proposals will need to be accelerated or brought forward and new proposals developed.

3.7   Figures contained within the Regional Spatial Strategy (RSS) 2007, promoted new housing provision of 20.5% more than Regional Planning Guidance (RPG) produced in 2002. It is suggested that incorporating further additional sites across the sub region could enhance this figure by a further 19%, resulting in an overall increase of 44% on the original RPG (2002) figures. Approximately half (47%) of this potential uplift has already been tested through the Examination in Public of the RSS.

3.8   It is the intention that Growth Point Status would allow previously unviable sites to be now considered through realistic and reasonable infrastructure investment and improvement. Previous Growth Point programmes elsewhere have also allowed a considerable amount of investment to be directed toward the provision of green spaces (10% of all Growth Area funding since 2006/07).

3.9   In addition therefore to an acceleration of existing housing sites in Hartlepool, a combination of new private and Council owned sites will also need to be considered for housing development in order to meet this proposed uplift in housing numbers, if the Growth Point status is achieved. These will have to be considered in the context of the Local Development Framework (LDF) document, Core Strategy and Housing Allocations Development Plan Document (DPD).

3.10   Sites suggested within the Growth Point submission document include existing housing development sites such as Victoria Harbour and the proposed Britmag development as well as Council owned sites including land at Golden Flatts and at Charles Street. All of the suggested local sites in the submission document will be subject to the LDF requirement to prepare a Strategic Housing Land Availability Assessment that will provide further confidence that there is capacity to deliver housing growth. The viability and

development potential of this indicative schedule of sites **(See Appendix 1)** will need to be developed further if the Growth Point bid is successful and a more in - depth delivery plan document will be required. Appropriate consultation will also be required during these later stages of the bid process.

4. DEVELOPMENT CONSIDERATIONS

4.1 Careful consideration will need to be given to any development proposals, and, if Growth Point Status is achieved and growth plans are brought forward, then the submission criteria will need to be applied at the local and sub regional level at the implementation stage. Further explanation regarding the Growth Point criteria and the development considerations and their Tees Valley context therefore is provided below.

Positive Environmental, Social and Economic Impacts

4.2 Proposals put forward for accelerated or additional development will need to demonstrate positive environmental, social and economic impacts. The continued prioritisation of brownfield sites will be important although other sites may need to be considered as well as the promotion of a range of initiatives to promote local training and employment in association with the development of any sites.

Environmental Issues

4.3 Sites proposed for development included in the bid document also took into account issues such as the environmental infrastructure of the Tees Valley including water and energy supply, flooding and waste management.

Transport

4.4 It will also be important that any development proposals can be accommodated in line with the existing transport network and relate positively to new proposals such as the proposed Tees Valley Metro Link.

4.5 Work is also underway through the JSU with the Highways Agency to develop a long term strategy for the Trunk Road network to complement other transport improvement plans. The Community Infrastructure Fund that is associated with the New Growth Point status, to provide assistance with transport infrastructure costs could enable opportunities to fund the interventions identified by the Sub Regional partnerships.

Wider Sustainability Objectives

4.6 Major proposals across the Tees Valley including Victoria Harbour already include aspirations to provide the highest design and sustainability standards in their construction. These schemes also aspire to deliver housing developments that provide the full range of housing choice including

affordable and family housing needs. The design of these sites also includes significant areas of amenity space and public realm that will further enhance the quality of the overall proposed developments. This approach will be applied to any developments supported through Growth Point status.

Cross - Government Priorities

4.7   The approach taken in the Growth Point proposal has ensured that the benefits that arise through its implementation can be applied to several current Government priorities. The Growth Point status will be in alignment with the Housing Green Paper, regional strategies including Regional Spatial Strategy (RSS), Regional Economic Strategy (RES), Regional Housing Strategy (RHS), and the Regional Transport Plan (RTP) as well as local policies that are also in line with Government priorities.

Other Public Sector Programmes and the Private Sector Involvement

4.8   The major Tees Valley Regeneration (TVR) schemes have already attracted considerable public and private sector investment. The Tees Valley Multi Area Agreement status has also strengthened the track record of involving private sector partners who are included in the decision making process. In order to develop the proposals in the Growth Point bid further, the close working relationship between the public and private sector will need to be demonstrated further. The relationship between private sector house builders and the public sector demonstrated through programmes such as the current Housing Market Renewal (HMR) initiative will also be developed further to help the deliverability of identified schemes.

5.   NEXT STEPS

5.1   A response from DCLG on the Tees Valley submission is expected soon and further details will be reported to Cabinet following any Government announcement. If the Tees Valley bid is successful further work will need to be done in developing the details of the scheme including firming up on specific sites and development requirements within a delivery plan document, which will also then be reported back to Cabinet.

6.0   RECOMMENDATIONS

6.1   Cabinet is recommended to note and endorse the approach to the Tees Valley Growth Point Proposal.

APPENDIX 1

Tees Valley Growth Point Status – Indicative Hartlepool Sites

This schedule of sites was included in the Growth Point submission as an indicative list of potential private and HBC owned sites that could be utilised to meet the increased housing provision suggested in the Growth Point proposal. All of these sites therefore would be subject to public consultation, in addition to the planning process (and its public consultation requirements). Proposed development of any of the HBC owned sites would also be subject to further Cabinet approval following development of further detail. The suggested phasing, unit numbers and housing type are also indicative at this stage and are subject to further investigation and development if the submission proposal is successful and more detail is requested.

Site	Size (ha)	Phasing	Potential Residential Units	House Type	Notes
St Hilds School	3.6	Post 2011	150	Family 2/3, 3/4 + 30 % affordable.	Subject to Schools Transformation Programme, depending on the outcome of this process site size may change.
Britmag/Steetley/CJC Chemicals site	20	Pre 2011 – 10% Post 2011 – 90%	480	All housing types except private rented. 10% affordable.	Planning application submiited for 480 homes over 4 phases. Site is privately owned.
Oakesway Industrial Estate	3 (wider site 10)	Pre 2011 – 50% Post 2011 – 50%	120	Family 2/3,3/4 bed, retirement (bungalows) + 30% affordable.	Underused element of this industrial site could be brought forward for residential development. The site is owned by English Partnerships (EP)/One North East (ONE) and is subject to an employment land assessment and demand study.
East Central/Charles Street	2.65	Pre 2011 – 50% Post 2011 –	100	Family homes 2/3, 3/4 bed, some retirement, 40% affordable element.	3 neighbouring sites which are owned by HBC, 2 of which are cleared and mounded third is also HBC owned and occupied by Council depot, which could be relocated.

Site	Size (ha)	Phasing	Potential Residential Units	House Type	Notes
		50%			
Golden Flatts	2 Wider area – 18.	Pre 2011 – 80% Post 2011 – 20%	110	Family homes 2/3, 3/4 bed housing and 40% affordable element.	Council owned site situated on the south side of Seaton Lane.
Coronation Drive	1.78	Post 2011	70	Family homes 2/3,3/4 bed, and retirement. 20% affordable element	Site occupies a prominent position on a key entry point into Seaton. There are ground condition/contamination issues which require remediation.
Brierton School	4 (wider site 15.6)	Post 2011	160	Family homes 2/3, 3/4 bed, retirement, 30% affordable.	Subject to outcome of Schools Transformation programme, area identified only a proportion of overall site.
Tunstall Farm Site	6.7	Post 2011	75	Executive Housing. 0% affordable.	At deposit stages of the Local Plan (2001 and 2003), Tunstall Farm was allocated for low density, higher value 'executive' housing, but excluded from adopted plan.
Perth/ Turnbull Streets	2.5	Post 2011	90-100	Family homes 2/3, 3/4, some retirement, 20-30% affordable.	Currently private sector housing area (older terraces). HMR housing site, currently part of next phase of clearance and redevelopment within the HMR programme.
Carr/Hopps Streets	2.5	Post 2011	90-100	Family homes 2/3, 3/4, some retirement, 20-30% affordable.	Currently private sector housing area (older terraces). HMR housing site, currently part of next phase of clearance and redevelopment within the HMR programme.
Belle Vue	2.6	Post 2011	110	Family homes 2/3, 3/4, some retirement, 30% affordable.	Currently private/social housing site. HMR housing site, currently part of next phase of clearance
Victoria Harbour	133	150 pre 2011,	3,500	Still under negotiation.	An element of affordable housing will be required for this site.

Site	Size (ha)	Phasing	Potential Residential Units	House Type	Notes
		900 post 2011, 2400 post 2016			
Eaglesfield Road	5	Pre 2011 – 50%, Post 2011 50%	200	Family homes 2/3,3/4 bed, retirement, 30% affordable.	Site has previously had planning permission for housing (now lapsed).
Marina – (Remaining area up to Newburn Bridge)	5	Post 2011 - 350, Post 2016 - 300	350	Possible executive housing, family housing 3/4 bed, some retirement, 10% affordable element.	Site currently has planning permission but potential to improve build rate requires investigation.