

PLEASE NOTE VENUE

REGENERATION AND LIVEABILITY PORTFOLIO

DECISION SCHEDULE



Friday, 16 May 2008

at 10 am

in Committee Room A

The Mayor Stuart Drummond responsible for Regeneration and Liveability will consider the following items.

1. **KEY DECISIONS**

None

2. **OTHER ITEMS REQUIRING DECISION**

2.1 Sea Change – *Head of Regeneration*

2.2 Policy For The Provision Of Sandbags In The Event Of Flooding - *Head of Technical Services*

2.3 Tees Valley Green Infrastructure Strategy - *Head of Regeneration*

2.4 Regeneration And Planning Departmental Plan 2008/09-2010/11 - *Director of Regeneration and Planning Services*

3. **REPORTS FROM OVERVIEW OF SCRUTINY FORUMS**

None

REGENERATION & LIVEABILITY PORTFOLIO

Report to Portfolio Holder

16 May 2008



Report of: Head of Regeneration

Subject: SEA CHANGE

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of a new regeneration initiative entitled Sea Change, and to seek endorsement to investigate options for a potential bid.

2.0 SUMMARY OF CONTENTS

- 2.1 The report sets out the background to the Sea Change initiative, identifies the principle funding criteria, bidding process and timescales relating to the scheme and provides advice on the development of a potential Hartlepool bid under the newly announced grants programme.

3.0 RELEVANCE TO PORTFOLIO MEMBER

- 3.1 Regeneration programmes fall within the remit of the regeneration and Liveability Portfolio Holder.

4.0 TYPE OF DECISION

- 4.1 Non-Key

5.0 DECISION MAKING ROUTE

- 5.1 Regeneration and Liveability Portfolio meeting 16th May 2008. Further reports relating to detailed proposals will be presented to the Portfolio Holder in due course.

6.0 DECISION(S) REQUIRED

- 6.1 The Portfolio Holder is requested to note the details of the Sea Change initiative and authorise officers to investigate potential bids by Hartlepool under the new funding programme.

Report of: Head of Regeneration

Subject: SEA CHANGE

1. PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of a new regeneration initiative entitled Sea Change, and to seek endorsement to investigate options for a potential bid.

2. BACKGROUND

- 2.1 Sea Change is an initiative led by the Department for Culture, Media & Sport (DCMS) to implement a programme of cultural investment in seaside resorts. Many seaside resorts have experienced declining economic circumstances as a result of changes in tourism trends and preferences, and many of these problems are compounded by associated issues relating to housing, transport and social circumstances. The DCMS believes that public investment in cultural projects and public spaces can give a huge kick start to local regeneration and is seeking to use this initiative alongside other regeneration funding to re-invigorate seaside resorts.
- 2.2 Sea Change places culture at the heart of regenerating England's seaside resorts by investing in arts, public space, cultural assets and heritage projects. It will drive cultural and creative regeneration and economic growth in seaside resorts by funding inspiring, creative and innovative projects, bringing a sense of pride, enjoyment and celebration. It will support initiatives in seaside resorts which help improve the quality of life of residents, attract new and more visitors and help restructure the economy.
- 2.3 The programme is being led on behalf of DCMS by the Commission for Architecture and the Built Environment (CABE). Key partners in the programme include English Heritage, the Museums, Libraries and Archives Council, Arts Council England, the Big Lottery Fund and the Regional Development Agencies (RDA's).

3. FUNDING AND SELECTION CRITERIA

- 3.1 The programme will see £15 million invested in the heritage and culture infrastructure each year from 2008 to 2011 (£45 million in total). There will be 3 large grant awards each year of between £2 million and £4 million which will be made on a commissioning (rather than bidding) basis. The first three have already been announced for Blackpool, Torbay and Dover - and it is anticipated that the remaining awards will go to some of the larger resorts – although Officers will nevertheless seek to ascertain the extent to which Hartlepool may or may not be eligible for the larger grant awards. In addition to the large grants, there will be an annual ‘open’ application programme with up to 12 awards of between £200,000 and £1 million. Awards of over £500,000 will be limited in number due to budget availability. A small number of feasibility grants may also be awarded from this fund for projects that are at an early stage of development, with a view to developing a full application for a later round.
- 3.2 Sea Change is aimed at supporting cultural, heritage and public space projects, including but not limited to theatres, museums, libraries, galleries, archives, outdoor performance spaces, landscapes or projects which promote new forms of cultural engagement. Projects should contribute towards sustainable, social and economic regeneration. The scheme’s stated objectives are:
- to back investment plans from seaside resorts in culture, heritage and public space, which could act as a catalyst to support regeneration of the resort
 - to boost confidence and pride in the local community
 - to share learning between local authorities and other partners exploring ways to support seaside resorts via culture and heritage
 - to ensure that our investment is matched by other partners so that we maximise the benefit of our funding
- 3.3 Projects will be prioritised on the basis of how best they address these objectives. Additional prioritisation criteria will include focusing investment in the most deprived seaside resorts, an assessment of the quality of each proposal and the provision of match funding. Large projects are required to provide 100% match funding whilst the smaller projects are required to deliver a minimum of 50% match funding.

4. PROCESS AND TIMETABLE

- 4.1 There are three ‘waves’ of application involving, broadly, a three month application period, a three month assessment period and an 18 month delivery period from the date of approval. The first bidding round was launched in April and has a deadline of 30th June for applications. Deadlines for waves 2 and 3 submissions are 19th December 2008 and December 2009.

- 4.2 In terms of bidding, local authorities must be the lead organisation. Only one application is allowed in each wave and it is unlikely that more than one bid per area will be successful. If unsuccessful in one round, further or revised bids can be made in subsequent rounds. Bidders are recommended to discuss their bids with Sea Change partners during the preparation process including the RDA's who will be consulted in terms of what they consider are priorities for their regions.
- 4.3 The Sea Change Guidance Notes anticipate that there will be many more applications than the grants programme will be able to fund, even though they may fulfil all of the criteria and meet the strategic priorities of the initiative, so the bidding process is likely to be highly competitive.

5. DEVELOPING A HARTLEPOOL BID

- 5.1 Officers from the Regeneration Division are currently assessing the criteria for the Sea Change programme, gathering ideas for the content of a bid in consultation with other Council officers and exploring opportunities for match funding and potential partners. Discussions will also be sought as a matter of urgency with One North East to discuss project proposals and to explore with staff from the Regional Development Agency what they consider to be priorities for investment. As Single Programme is a potential source of match funding it will be important to ensure that there is synergy with the priorities of that programme, although other funding agencies may provide alternative or complementary opportunities and these will also be pursued.
- 5.2 In terms of physical/geographical focus for a bid by Hartlepool, this may become clearer once ideas emerge and opportunities are assessed, but feedback from CABE indicates that areas such as Seaton Carew, the marina/central area and the Headland could qualify under the 'resort' criteria. The Portfolio Holder may also wish to note that the Scrutiny Coordinating Committee in considering the draft Action Plan for the scrutiny investigation into the regeneration of Seaton Carew (Seaton Carew - Regeneration Needs and Opportunities) recommended the inclusion of an action to explore potential opportunities for a Sea Change bid to be made for Seaton Carew.
- 5.3 In terms of timing of a bid, given the need to develop proposals, consult with key partners, identify match funding opportunities and assess delivery options, it is suggested that a bid is worked up for the second wave of funding, rather than the first, (June) deadline. This should enable the bid to be developed to a sufficiently high standard of quality and detail to meet the funding assessment criteria and maximise the potential success of a Hartlepool application under what will undoubtedly be a very competitive bidding process. that would give it the best chance of succeeding. It would also allow an assessment to

be made of the range and types of scheme that are successful in the first wave and enable a Hartlepool bid to be refined accordingly. This would also provide the opportunity for a revised bid to be made under the third wave if the earlier bid is not successful.

6. FINANCIAL IMPLICATIONS

- 6.1 The Sea Change grants programme is funded by the Department for Culture, Media & Sport. It is a capital grant and there is no associated revenue budget. Any revenue implications would therefore have to be met either by the Council and/or associated project partners or if relevant another source of match funding.. Bids are required to provide match funding towards the Sea Change grant, with minimum rates of 100% (large projects) and 50% (smaller schemes). Match funding could come from a variety of sources such as Single Programme, Arts Council of England or Lottery funds or the private and voluntary sectors, and these opportunities will be explored as part of the bid development process. Match funding can include 'in kind' support in addition to cash. Local authorities are expected to allocate cash and 'in kind' support to the project. Depending on the eventual content of any bid, from Hartlepool, opportunities would be explored to utilise existing budget allocations such as the Regeneration Programme match funding pot which has been approved as part of the Council's Capital programme for the next two years.

7. RECOMMENDATIONS

- 7.1 The Portfolio Holder is requested to note the details of the Sea Change initiative and authorise officers to investigate potential bids by Hartlepool under the new funding programme.

REGENERATION & LIVEABILITY PORTFOLIO

Report to Portfolio Holder
16 May 2008



Report of: Head of Technical Services

Subject: POLICY FOR THE PROVISION OF SANDBAGS
IN THE EVENT OF FLOODING

SUMMARY

1. PURPOSE OF REPORT

To consider the Council's response to requests for sandbags to prevent or contain flood waters in the event of an incident where property is at risk from flooding from streams, watercourses and surface water run-off.

2. SUMMARY OF CONTENTS

The report details the Council's current position with regard to the provision of sandbags to members of the public in the event of a flooding incident, including the absence of a detailed policy to guide response and expenditure on this service. A series of recommendations for consideration and approval are presented which are designed to improve flood preparedness by:

- i) Establishing priorities for the deployment of Sandbag resources
- ii) Rationalising the Council's response to public requests for sandbags during a flooding incident
- iii) Ensuring that public expectations of the flood incident response assistance to be provided by the Council remains realistic

3. RELEVANCE TO PORTFOLIO HOLDER

Portfolio Holder is responsible for Emergency Planning.

4. TYPE OF DECISION

Non Key decision

5. DECISION MAKING ROUTE

Meeting held on 16th May 2008.

6. DECISION REQUIRED

Endorsement of proposed Sandbag Policy as contained in the recommendations.

Report of: Head of Technical Services

Subject: POLICY FOR THE PROVISION OF SANDBAGS
IN THE EVENT OF FLOODING

1. PURPOSE OF REPORT

- 1.1 To consider the Council's response to requests for sandbags to prevent or contain flood waters in the event of an incident where property is at risk from flooding from streams, watercourses and surface water run-off.

2. CURRENT POSITION

- 2.1 The Council has traditionally responded to requests to provide sandbags to protect property during flooding events on an ad-hoc basis without the benefit of a detailed policy to guide its response and expenditure on this service.
- 2.2 As part of its Adverse Weather Emergency Plan, the Council has in place formal response procedures to mitigate the impact of flooding in Hartlepool's designated flood warning zones and known at risk areas (detailed in the table below):

Environment Agency Designated Flood Watch / Warning Zones	Other Known Flood Risk Areas (Surface Water)
<ul style="list-style-type: none"> • North Sea Coastline (Hartlepool to Saltburn by the Sea) • Tidal River Tees (including Greatham Creek) • Middleton area of Hartlepool Marina • West Harbour area of Hartlepool Marina • Tees Estuary at Greatham Creek 	<ul style="list-style-type: none"> • Arkley Crescent • Winterbottom Avenue • Bruce Crescent • Miers Avenue • Liddle Court • Liddle Place • Valley Drive • Honiton Way • Southend, Seaton Front • Station Lane Railway Bridge • Station Road, Greatham

- 2.3 There are currently no arrangements to formally sandbag properties in the above residential areas during a flood warning. However, the Council does monitor the situation in these areas and, depending upon specific circumstances, will endeavour to provide assistance to affected residents with the resources available.
- 2.4 Due to the nature of flooding events, it is not always possible to deploy sandbags to the scene of an incident if the event is one that develops rapidly before Council resources can be mobilised and on-site. For example, high intensity rainfall may cause flash surface water flooding over a short duration leaving significant flooding in its wake whilst the Council is unable to mobilise resources to respond within a short timescale. Prioritising the Council's response as suggested in this report, together with targeting the assistance that the Council can provide, will assist in maximising the response time to an incident.
- 2.5 In the event of a flooding situation affecting Hartlepool, it is not unusual for the Council to be responding to a significant number of requests for sandbag assistance across the town due to flooding from surface water or other watercourses not included in a formal flood warning area. This often leads to a strain on available resources and priorities having to be established regarding how assistance will be given.

3 LEGAL IMPLICATIONS

- 3.1 The Council has no legal obligation to provide sandbags.
- 3.2 Under the Civil Contingencies Act (2004), the Council is required to assess the risk of an emergency occurring, to maintain plans to respond to an emergency, to publish risk assessments and plans in so far as it is considered necessary or desirable to deal with an emergency and to maintain arrangements to warn, inform and advise members of the public both prior to and during the response to an emergency.

4 SAND BAGGING: PROPOSED AREAS FOR IMPROVEMENT

4.1 Sandbag Policy

In considering a Sandbag Policy for the Council, the Portfolio Holder is requested to affirm the following principles:

- 4.1.1 Deployment of the Council's supply of sandbags will be determined as follows:
- i) To prevent loss of life or serious injury

- ii) Maintaining access for the Emergency Services
- iii) Protection of vital community facilities (e.g. elderly care homes)
- iv) Protection of highways and transportation routes
- v) Protection of Hartlepool Borough Council Property

The primary responsibility for the protection of private property from flooding rests with the land or building owner.

Sandbags are the last line of defence in protecting property from flooding.

The Council cannot guarantee a response to any requests for sandbags from properties in flood risk areas. Rather, residents living in flood risk areas are advised to take action to protect their properties and should consider alternative and more permanent measures of flood protection.

4.1.2 Decisions to deploy sandbags will be made in two ways:

- i) The Director of Neighbourhood Services / Head of Technical Services will authorise the deployment of sandbag resources as they risk assess to be appropriate within the priorities specified at 4.1.1 above.
- ii) Duty Highways Supervisor / Highways Teams in their normal course of duties will deploy them as they see a need within the priorities contained at 4.1.1 above, or at the request of the Emergency Services

4.1.3 Due to the potential practical problems associated with storing traditional sandbags in non-emergency periods (e.g. limited shelf life, storage capacity restrictions, labour intensive and time consuming to fill therefore cannot be transported to the scene quickly enough to be effective), it is proposed that the Council procure a limited number of the new design flood protection sacks which, due to their specific nature, can be stored more conveniently and deployed more rapidly. Due to budgetary implications, it is proposed that this product be procured and used primarily for the protection of vital community facilities and Council properties. This proposed product, if endorsed, will continue to be used in tandem with existing traditional sandbag supplies for priorities specified at 4.1.1 above.

4.2 Public Information Strategy

It is of paramount importance that the introduction of a new Sandbag Policy be combined with a Public Information Strategy to advise members of the public living in flood risk areas regarding the core principles of the Council's Sandbag Policy and to raise awareness of the actions that the Council are able / not able to undertake during the response to a flooding incident.

4.2.1 One method for the dissemination of such information is a letter addressed to the occupiers of properties in identified flood risk areas. The letter to contain the following:

- i) Notification of the flood risk present in the area
- ii) Clarity regarding the assistance that the Council can/cannot provide
- iii) Communicate fundamental principles of the Sandbag Policy
- iv) Enclose Environment agency leaflet entitled '*Preparing for a Flood: Practical Advice on what to do to Protect You and Your Property*' to encourage consideration of alternative and more permanent measures of flood protection
- v) Details on how to register for the Environment Agency's free Floodline Warnings Direct Service that can provide flood warnings direct to the public by telephone, mobile, fax or pager

As part of its Adverse Weather Emergency Plan, the Council also has pre-determined information in place for dissemination to members of the public before, during and after a flood.

5 RECOMMENDATIONS

5.1 The Portfolio Holder is requested to:

- i) Consider adopting the Sandbag Policy (outlined in section 4.1 of this report) in order to guide responding officers in the emergency management of flooding events where sandbags are to be issued.
- ii) Consider the requirement to endorse a budget pressure for the procurement of new design flood protection sacks which will be utilised in the event of a flooding emergency.
- iii) Consider and agree the following recommended base line stock level of new design flood protection sacks and traditional sandbags for storage in the Lynn Street Depot to maintain preparedness for a localised flooding event:
 - 2000 new design flood protection sacks at a total cost of £6440
 - 1500 traditional sandbags
- iv) Consider and endorse the proposed Public Information Strategy included at section 4.2 of this report which is designed to inform residents living in known flood risk areas of:
 - Flood response assistance that the Council can / cannot provide

- Environment Agency advice and initiatives that residents living in flood risk areas can use in order to take action to prepare for flooding by adopting measures to protect their property.

**REGENERATION AND LIVEABILITY PORTFOLIO
REPORT TO PORTFOLIO HOLDER**

16 May 2008



Report of: Head of Regeneration

Subject: TEES VALLEY GREEN INFRASTRUCTURE
STRATEGY

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to obtain Portfolio Holder endorsement of the Tees Valley Green Infrastructure Strategy.

2. SUMMARY OF CONTENTS

The Green Infrastructure Strategy has been produced by the Tees Valley Joint Strategy Unit in partnership with officers from the five Tees Valley Local Authorities and a number of other agencies such as the Tees Forest. The Tees Valley Green Infrastructure Strategy is a strategic document which each of the Tees Valley Local Authorities has been asked to approve. The aim of the Strategy is to produce a strategic approach to developing a network of green corridors and green places within the Tees Valley. This report explains what the Strategy is seeking to achieve and identifies the positive impacts it could have within Hartlepool, including potential funding towards schemes contained within the Strategy.

3. RELEVANCE TO PORTFOLIO HOLDER

The issues contained within the Green Infrastructure Strategy fall principally within the remit of the Regeneration and Liveability Portfolio.

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Portfolio Holder meeting on the 16th May 2008.

6. DECISION(S) REQUIRED

To endorse the Tees Valley Green Infrastructure Strategy.

Report of: Head of Regeneration

Subject: TEES VALLEY GREEN INFRASTRUCTURE
STRATEGY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to obtain Portfolio Holder endorsement of the Tees Valley Green Infrastructure Strategy. (Copies of the Green Infrastructure Strategy are available in the Members library.)

2. BACKGROUND

- 2.1 The Green Infrastructure Strategy has been produced by the Tees Valley Joint Strategy Unit in partnership with officers from the five Tees Valley Local Authorities and a number of other agencies such as the Tees Forest. The Tees Valley Green Infrastructure Strategy is a strategic document which each of the Tees Valley Local Authorities has been asked to approve in anticipation of the Strategy being considered by Tees Valley Unlimited. The aim of the Strategy is to produce a strategic approach to developing a network of green corridors and green places within the Tees Valley, as a mechanism towards improving the image and environment of the sub-region.
- 2.2 Over the next 15 years or so Tees Valley Unlimited and its partners will seek to implement an ambitious but realistic vision to rebuild its economy, attract new investment, and create sustainable and vibrant communities. A number of major regeneration schemes are planned or underway bringing major mixed-use developments that will transform the urban centres and provide new opportunities for living, working and spending leisure time. One of the greatest challenges facing the Tees Valley in achieving this vision is to create attractive places and environments that offer a quality of life that will encourage people to stay and will attract new investment and entrepreneurs. The core areas of the conurbation and main towns have experienced many years of urban flight. The environment is not yet of the quality we would aspire to in order to meet the aspirations of residents and people looking to move into the Tees Valley.
- 2.3 Green infrastructure can play a key role in helping to achieve the economic and sustainable vision for the Tees Valley. The scale of development and regeneration envisaged requires a new way of looking at the environment, and in particular how new development and redevelopment can contribute to environmental quality. The concept of green infrastructure offers a way of achieving closer links between environmental improvement and the major development projects proposed in the Tees Valley. It can also provide an

opportunity to adapt to climate change by influencing development and the use of land.

- 2.4 What is Green infrastructure? Green infrastructure is defined as:
"The physical environment within and between our cities, towns and villages. It is a network of multi-functional open spaces, including formal parks, gardens, woodlands, green corridors, waterways, street trees and open countryside. It comprises all environmental resources, and thus a green infrastructure approach also contributes towards sustainable resource management¹."
- 2.5 Green infrastructure planning involves the provision of strategically planned networks that link existing (and proposed) green spaces with green corridors running through urban, suburban, urban fringe, and rural areas. Through the maintenance, enhancement and extension of these networks multi-functional benefits can be realised for local communities, businesses, visitors and the environment. Appropriate strategies, plans and programmes by local partnerships and individual organisations can help to maintain existing green infrastructure, and promote solutions to remedy deficiencies and create new opportunities.
- 2.6 The **vision** for green infrastructure in the Tees Valley is:
 To develop by 2021 a network of green corridors and green spaces in the Tees Valley that:
- enhances the quality of place and environment for existing and future communities and potential investors;
 - provides an enhanced environmental setting and context for new development, regeneration projects, and housing market renewal initiatives and produces schemes of high quality design;
 - creates and extends opportunities for access, recreation and enhancement of biodiversity, and
 - provides a buffer against the effects of climate change.
- 2.7 The development of green infrastructure is supported by a wide range of national and regional documents which recognise the value of delivering an integrated strategy for green infrastructure. Nationally for example the requirement for a 'Design and Access Statement' introduced in August 2006 as part of the Planning and Compulsory Purchase Act 2004 will provide an opportunity for the principles of green infrastructure to be incorporated right at the start of the planning process for new developments and major projects. The recent Planning White Paper: Planning for a Sustainable Future² also stresses the importance of protecting parks and urban green spaces. The recent Housing Green Paper³ sets out how the Government is going to meet the challenge of providing more houses. Within the Green

¹ Green Infrastructure Planning Guide; Northumbria University, North East Community Forests, University of Newcastle upon Tyne, Countryside Agency, English Nature, Forestry Commission, Groundwork, 2005

² Planning for a Sustainable Future - White Paper; HM Government, Cm 7120, May 2007

³ Homes for the future: more affordable, more sustainable; Department for Communities and Local Government, Cm 7191, July 2007

Paper are proposals for eco-town schemes and a new round of Growth Points (Hartlepool is part of the recent Tees Valley Growth Point submission a decision on which is now expected shortly). The Green Paper emphasises the important role of green spaces within the context of providing more homes. Planning Policy Statements (PPS) such as PPS1 “Delivering Sustainable Development” and PPS9 “Biodiversity and Geological Conservation” also recognise the importance of the environment in creating a quality of life.

- 2.8 At a regional level the Regional Economic Strategy⁴ recognises the priority that must be given to providing high quality natural, heritage and cultural environments that will help to retain, attract and develop skilled workers, entrepreneurs, graduates and visitors. The Strategy notes the role of green infrastructure as a key component of sustainable communities, and the need to maximise the benefits of green infrastructure through sound planning and management. The revised Regional Spatial Strategy (RSS) for the North East will set out the spatial strategy and priorities for growth in the Tees Valley City Region, including a high priority to improving the environment. Following an Examination in Public into the RSS in 2006, the Report of the Panel recommended that greater emphasis be given to supporting the establishment of strategic networks of green infrastructure.
- 2.9 As part of the process of raising awareness of the Green Infrastructure Strategy a presentation has been given to the Directors of Environment and Directors of Regeneration to seek their endorsement of the Strategy.

3 WHAT ARE THE IMPLICATIONS FOR HARTLEPOOL?

- 3.1 Hartlepool has a representative on the Green Infrastructure Strategy Steering Group which has overseen the production of this Strategy and will continue to meet as the emphasis moves from strategy preparation to implementation. A number of inter-departmental meetings and meetings with neighbouring authorities (where cross-boundary projects are relevant) have enabled input into the Green Infrastructure Strategy at a comprehensive level. This representation has enabled key strategic green spaces and corridors within the Borough boundary to be identified within the Strategy. Some of the key areas that are reflected in the Strategy include the regeneration areas identified in the Coastal Arc Strategy such as Victoria Harbour; the green wedges within the town; parks such as Ward Jackson Park; routes within the countryside which link Hartlepool to neighbouring areas; important gateway sites such as Summerhill, and; strategic corridors including railway and wildlife corridors.
- 3.2 The Network Component Priorities and Actions section of the Strategy identifies a number of strategic corridors relating to Hartlepool. These include “The Coast – Hartlepool to Cowbar”, “Salholme to Cowpen Bewley, Wynyard and Hartlepool”, “Salholme to Hartlepool Coast” and “Hartlepool

⁴ Regional Economic Strategy: Leading the Way, One NorthEast 2006

Quays/Town Centre to Summerhill, North West Hartlepool and Hartlepool Western Fringe”. These areas are further broken down into a number of priority areas and desires in terms of improvements to the green infrastructure within the town.

- 3.3 Council officers have identified a list of projects which fall within the categories set out above and have submitted them to the Joint Strategy Unit (JSU) for inclusion within an Implementation Strategy. The Implementation Strategy will be used as the basis for delivery of priority green infrastructure projects within the Tees Valley. To enable delivery of these projects the JSU and the Steering Group are seeking to access funding from a number of sources. Currently £500,000 has been secured in principle for this financial year from Single Programme money from ONE North East. It is hoped that funding from this source may be available over the following five years (up to £1million per year for 4 years and £500,000 in the final year), however, this is yet to be confirmed by ONE North East.
- 3.4 Another potential source of funding that might be considered is the Community Infrastructure Levy. The Government has introduced provisions in the Planning Bill for the new Community Infrastructure Levy (CIL) that will establish a better way to increase investment in the vital infrastructure that growing communities need. The Bill allows for regulations to empower local councils to apply a Community Infrastructure Levy on new developments in their areas to support infrastructure delivery. CIL may be accessed if the Tees Valley achieves Growth Point Status and brings forward new sites for development – the exact levels of funding that may be available are as of yet unknown but could contribute towards the delivery of Green Infrastructure in the Tees Valley.
- 3.5 In drawing up potential schemes the Tees Valley Local Authorities have been asked to look at a number of factors including; when the schemes could be delivered, likely costs of the schemes, potential match funding, benefits and links with other ongoing works and compliance with the Green Infrastructure Strategy. These issues have been considered in the projects that officers have put forward for inclusion in the Implementation Plan. The Steering Group must now meet to discuss which it considers to be priority projects that can start to be delivered within this financial year. In order to prioritise these schemes it will be necessary to assess which schemes best meet the key criteria. Although it is unlikely that all the schemes put forward by Hartlepool will be brought forward it is likely that we will receive funding towards some schemes.

4 FINANCIAL IMPLICATIONS

- 4.1 There are no direct cost implications to the Council arising from this particular report. Once the position has become clearer in terms of the availability of external sources of funding, and the Steering Group has prioritised a short list of priority projects from the long-listed schemes, a more detailed report will be prepared for consideration of the Portfolio Holder

(including any match funding requirements from the Council). In the meantime the Portfolio Holder is asked to give approval towards the overall Tees Valley Green Infrastructure Strategy.

5 RECOMMENDATIONS

- 5.1 The Portfolio Holder is requested to endorse the Tees Valley Green Infrastructure Strategy.

REGENERATION & LIVEABILITY PORTFOLIO

Report To Portfolio Holder

16 May 2008



Report of: Director of Regeneration and Planning Services

Subject: REGENERATION AND PLANNING DEPARTMENTAL
PLAN 2008/09-2010/11

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To agree the Regeneration and Planning Departmental Plan for 2008/09 to 2010/11.

2. SUMMARY OF CONTENTS

- 2.1 The Departmental Plan outlines the main activities the department will undertake during 2008/09-2010/11 and includes a detailed action plan for 2008/09. The full plan is set out at Appendix A.

3. RELEVANCE TO PORTFOLIO MEMBER

- 3.1 The Portfolio Holder currently has responsibility for the majority of Regeneration and Planning services.

4. TYPE OF DECISION

- 4.1 Non-key.

5. DECISION MAKING ROUTE

- 5.1 Portfolio holder only.

6. DECISION REQUIRED

- 6.1 For the Portfolio Holder to agree the Regeneration and Planning Departmental Plan 2008/9-2010/11.

Report of: Director of Regeneration and Planning Services

Subject: REGENERATION AND PLANNING DEPARTMENTAL
PLAN 2008/09-2010/11

1. PURPOSE OF REPORT

- 1.1 To agree the Regeneration and Planning Departmental Plan for 2008/09 to 2010/11.

2. BACKGROUND

- 2.1 The Departmental Plan forms part of the Council's overall service planning arrangements and outlines the main activities the department will undertake during 2008/09-2010/11. The full plan is set out at **Appendix A**. A detailed action plan for 2008/09 is included within the document (commencing page 18) and key outcomes, milestones, responsible officers and associated performance indicators are described.

3. STRUCTURE AND CONTENTS OF THE PLAN

- 3.1 The structure of the Departmental Plan is based on a corporate template and is designed to be consistent with other plans across the council. It has clear links to the strategic aims and outcomes contained in the Council's overall Corporate Plan and also forms the basis for more detailed service planning for each division of the department.
- 3.2 For 2008/09, service planning and the preparation of the Annual Governance Statement have again been carried out together to reduce the duplication of effort and to improve governance arrangements. The detailed plans therefore contain full details of associated risks that could prevent the department achieving its objectives and describes the management controls in place to mitigate those risks identified.
- 3.3 In addition, five Diversity Impact Needs Requirement Assessments (INRAs) have been carried out as part of the service planning process and these are shown in full within the Department Plan document at Appendix 2 (page 63). Each service area group has been reviewed and the INRAs have been subjected to both an internal and external stakeholder challenge process. Appropriate plans are in place to

ensure the department takes steps to fully able to meet its equality and diversity obligations.

4. MONITORING AND REPORTING

- 4.1 The departmental actions and performance indicators will be regularly monitored by senior managers throughout the year. In addition, a quarterly report will be submitted to Portfolio Holder to provide an update on progress and to highlight any key areas of achievement or concern.

5. RECOMMENDATION

- 5.1 The Portfolio Holder is requested to consider and approve the contents of the Regeneration and Planning Departmental Plan document for 2008/09-2010/11.



Regeneration and Planning Services

Departmental Service Plan

2008/09 – 2010/11

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If you like further information about Regeneration and Planning Services performance please telephone Jeff Mason, Head of Support Services on (01429) 523502, fax (01429) 523599 or e-mail jeff.mason@hartlepool.gov.uk

Copies of this summary can also be provided on audiotape or in large print, Braille and ethnic minority languages on request. We can also be contacted via Typetalk and enquiries in any language can be dealt with in person or on the telephone using Language Line instant translation service.

1. INTRODUCTION

1.1 This document is the Regeneration and Planning Services Departmental Plan for 2008/09-2010/11 and forms part of the Council's overall Service Planning arrangements. The plan details the key priorities and issues facing the department over the next three years, and includes a detailed action plan for the next 12 months. This plan will be reviewed on an annual basis, which will allow for any emerging priorities to be included.

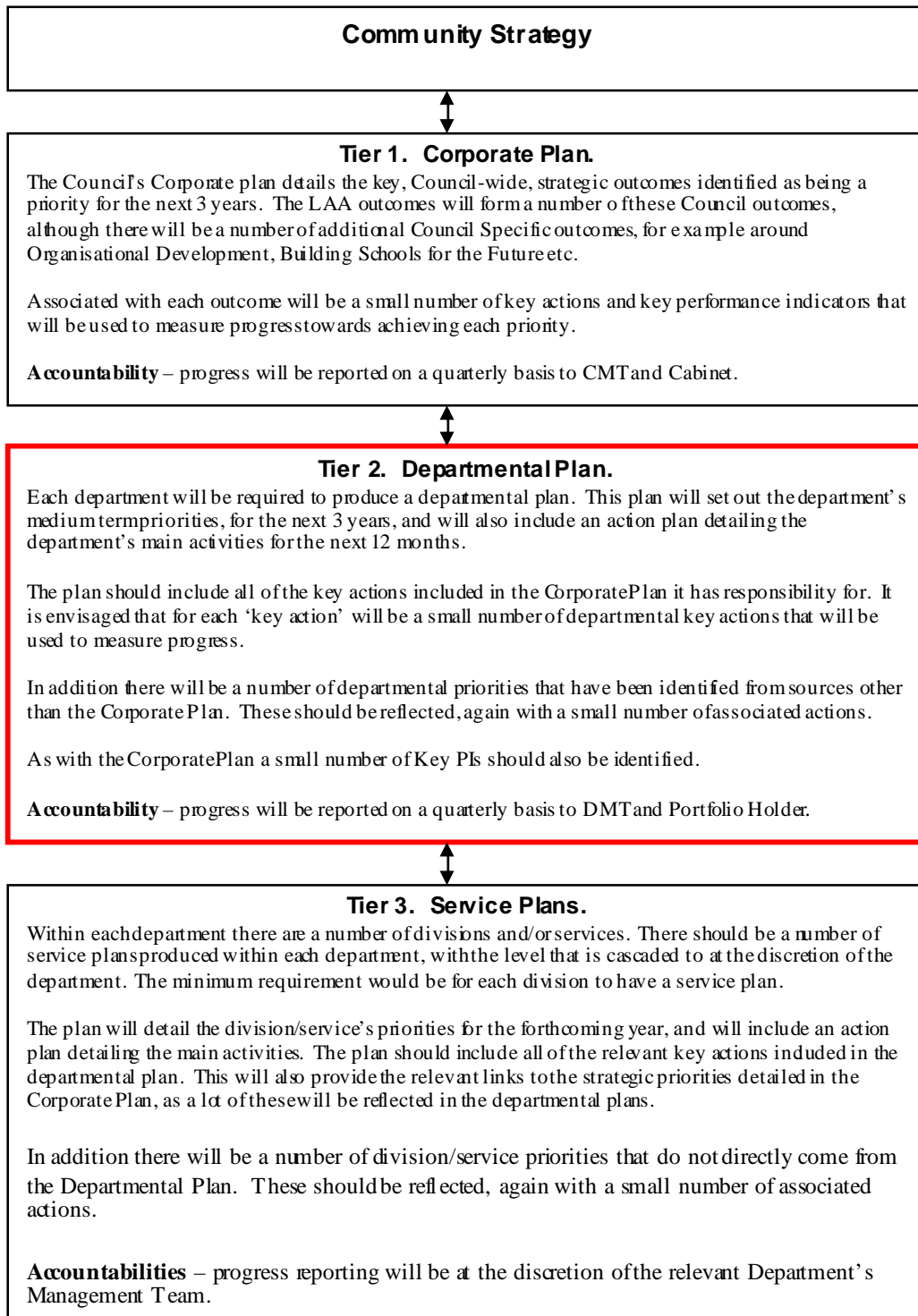
1.2 The Council's Corporate Plan sets out the Council's contribution to achieving the statutory Community Strategy and related action plans including the Community Strategy Performance Management Framework and the Local Area Agreement (LAA). The Departmental Plan describes how the Department will help to meet the Council's objectives as stated in the Corporate Plan, in addition to identifying key outcomes that the department wishes to focus on that are not contained in the Corporate Plan. It also provides the context for more detailed Service Plans for each division in the Department.

1.3 This Plan should be looked at in conjunction with both the Council's Corporate Plan, and the individual Service Plans, that together form part of the Council's overall Service Planning Arrangements. Figure 1 on page 4, demonstrates how the plans are linked.

1.4 This approach ensures that any outcome that appears in the Corporate Plan can be traced through to specific actions in the service plan, and vice versa. It allows the employees delivering services to explicitly see how their actions contribute to the Council's overall objectives and the overall Community Strategy.

1.5 In addition there are a number of substantive plans and strategies for individual topics or themes eg the Housing Strategy, the Local Development Framework etc.

Figure 1



2. DEPARTMENTAL STRUCTURE

Services Provided by the Department

2.1 The Department has a strong focus on regeneration activity, partnership working at a regional, sub-regional, locality and neighbourhood level and strategic planning. The focus is on continuous improvement and the delivery of excellent services.

2.2 The Regeneration and Planning Services Department has responsibilities for several themes within the Community Strategy. In particular the Department is the lead department for the Council's contribution to the "Jobs and Economy" and "Community Safety" themes of the Community Strategy. It also has a co-ordinating role for the Strengthening Communities theme and a significant input to the Environment and Housing theme through for example work on planning, sustainable development, strategic housing, and housing market renewal. The department also has an interest in the other themes of the Community Strategy through its cross-cutting and strategic activity.

Departmental Structure

2.3 The Department's structure is set out in figure 2 below. It comprises six divisions as follows:-

- i. Community Strategy
- ii. Regeneration
- iii. Community Safety & Prevention
- iv. Planning and Economic Development
- v. Housing
- vi. Support Services

Senior Officer Structure

2.4 The Departmental Management Team (DMT) consists of the Director of Regeneration and Planning Services, together with Divisional Heads. These are the Assistant Director for Planning and Economic Development, Head of Community Strategy, the Head of Regeneration, the Head of Community Safety and Prevention, and the Head of Support Services, who are each responsible for a division within the Department. In addition the post of Head of Housing is currently vacant.

2.5 The extended Departmental Management Team also includes a number of section heads and senior officers most of whom are responsible for a service unit team which delivers a specific set of services.

2.6 The key services/functions provided by each division are shown on figure 2 above.

2.7 The Director and the Divisional Heads meet on a regular basis to plan, monitor and manage the strategic direction of the Department and the services provided. Strategic, operational, performance and substantive issues are considered across the Department and within the wider Council corporate and community context.

2.8 The extended Departmental Management Team also meets on a regular, though less frequent, basis, to consider these matters in more detail where appropriate and to ensure the dissemination of knowledge and issues up and down and across the Department.

Links to Other Departments and Organisations

2.9 There are numerous links between the Department and other organisations and departments and the following description sets out a range of examples but is far from exhaustive.

2.10 The Community Strategy Division facilitates and supports the development and operation of the Hartlepool Partnership, the local strategic partnership for the town and particularly its Board currently chaired by the Mayor. In addition work is undertaken across the partnership through groups and key partner organisations to facilitate joined up working.

2.11 The Economic Development section facilitates the development and operation of the Economic Forum (a theme partnership within the Hartlepool Partnership) and has close working relationships with the business community and related organisations as well as key parties in the public and voluntary/community sector.

2.12 The Community Safety and Prevention Division facilitates the development and operation of the Safer Hartlepool Partnership (theme partnership) and has close working relationships with a range of organisations involved in this activity including

the Police, Probation, the Primary Care Trust (PCT), Fire Service, etc and it co-ordinates or leads specific task groups or projects.

2.13 The Housing Division helps to facilitate the Housing Partnership, a theme partnership within the Hartlepool Partnership.

2.14 There are strong links between the Department and sub-regional organisations especially the Joint Strategy Unit, Tees Valley Regeneration and Tees Valley Unlimited the new overarching sub-regional body which is replacing Tees Valley Partnership. This consists of a 'Leadership Board' and 'Executive' and a series of 'Sub Boards' related to for example Regeneration/Planning/Strategic Housing and Transport; Housing Market Renewal; Tourism; Skills and Training. A series of officer working groups will feed business into this arrangement including the Directors of Regeneration group and associated sub groups. The group will manage business of a cross-cutting nature, emanating from all the other groups. The Department is represented on a number of the officer working groups as well as supporting the Sub Boards. There are also linkages with Government Office North East and One NorthEast, and with the other local authorities in the area particularly in the Tees Valley.

2.15 There is a close relationship with the College of Further Education and regular contact is maintained with Job Centre Plus, Business Link, the Learning & Skills Council (LSC) and the University. There are good relationships with key landowners and developers in the area to facilitate regeneration such as for example PD Ports.

2.16 There are good relationships with the community and voluntary sector at a sub-regional, locality (Hartlepool Voluntary Development Agency and the Community Empowerment Network) and also a more local level eg Owton Fens Community Association. The Department is working alongside the Department of Adults and Community Services and with the PCT to develop a comprehensive strategy for how we work with the voluntary sector.

2.17 The Regeneration Team in particular has close working relationships with area regeneration organisations which are independent or semi-independent of the Council including the New Deal for Communities and Hartlepool Revival alongside Housing Hartlepool.

2.18 Within the Council there are strong cross cutting relationships with Neighbourhood Services for example on community safety, transport and land issues and environmental issues. There is regular liaison with Children's Services on for example youth offending service issues, the Schools Transformation programme and the five 'Every Child Matters' outcomes, and with Adult and Community Services especially in relation to cultural and leisure facilities and services, supporting people service and major development schemes such as the H2O Centre. There are also strong relationships between the Department and the

corporate agenda especially in relation to the Community Strategy, the Local Area Agreement/Performance Management, governance and neighbourhood issues.

3. PERFORMANCE MANAGEMENT

Monitoring and Reporting

3.1 The Action Plan towards the end of this document details how the Department will meet its main aims/objectives for the forthcoming year. This will be monitored via the new Covalent IT system and quarterly reports will be given to the Portfolio Holder(s) responsible for the functions of the department. Each report will give an update on progress and highlight any key areas of achievement or concern. In certain circumstances, it may become necessary to add, remove or amend an outcome or specific action from the annual plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will be made with agreement of the relevant Portfolio Holder(s).

Reviewing the Plan

3.2 The annual action plan will be constantly monitored and reviewed, with any proposed changes being presented to the relevant Portfolio Holder for agreement.

3.3 The overall Departmental Plan also outlines the key priorities for the next three years that will affect the department. Naturally these will change over time and will need to be reviewed and updated to reflect these changing priorities. As a revised Departmental Plan will be produced on an annual basis the overall priorities will also be reviewed on an annual basis and will be reflected in forthcoming years' departmental plans.

Communication

3.4 Internal performance on specific performance indicators or actions is related to specific responsible officers. Within a learning culture these officers are responsible for day to day monitoring and management of performance and any associated risks and they escalate matters to team leaders/section head level when appropriate. Any issues are discussed at team/section/division meetings, in one to one discussions and at appraisals.

3.5 Where appropriate, issues are communicated to the DMT meetings or to Divisional Heads Meetings or to the Director. If necessary these are raised at corporate level through Corporate Management Team (CMT) or one to one meetings with the Chief Executive and Director etc. and if necessary with the Portfolio Holder.

3.6 A Quarterly Monitoring Review Process operates within the department where the Director and relevant Divisional Heads discuss performance, continuous

improvement and related community wide, corporate, departmental and section issues by exception with the relevant service unit managers.

Managing Risk

3.7 Risks and controls in relation to the planned outcomes are shown at Appendix 1. These are managed through the Covalent system and reviewed by managers as part of the quarterly review of the strategic and operational risk registers following the process set out in the Council's Risk Management Strategy. The department's risks and controls form part of reports regularly given to CMT, executive members, the Audit Committee and to the Council's appointed auditors through the Annual Governance Statement.

4. WORKFORCE PLANNING

Introduction

4.1 The Council's Workforce Development Strategy 2007-2012 provides clear direction to all departments in their workforce planning to ensure that staff are recruited and retained with the right skills, knowledge and behaviours to effectively deliver our services.

4.2 In the case of Regeneration and Planning Services, recruitment and retention is proving difficult in some areas. A national shortage of good quality Planning Officers, Building Control Surveyors and Regeneration staff in particular mean that other Local Authorities as well as some private sector organisations are now offering staff in these disciplines highly attractive salary packages and various other incentives. Effective workforce development planning will help us to meet this challenging situation both now and in the future.

4.3 Workforce planning will also ensure that our staff continue to be equipped with the knowledge and skills necessary to deliver even better services to meet the needs of a diverse community in a constantly changing environment. Leadership and Management Development and Equality and Diversity awareness continue to be among our priorities as does ensuring appropriate staff acquire the necessary skills to be able to effectively manage finance, performance and risk through the new Integra and Covalent systems.

4.4 The department was again re-accredited with the Investors in People (IIP) Award in February 2006. During 2008/09 it is anticipated that the department will be re-assessed as part of the first corporate IIP review.

4.5 During 2008/09 job evaluation will be implemented and the outcome is expected to provide some challenging workforce related issues which will require the department to work closely with the HR Division to address.

Key workforce issues

4.6 Key 2008/09 workforce development issues for the department will be addressed through the following outcomes. Each is described under one of the main headings of the council's Workforce Development Strategy 2007-2012.

4.7 A full Workforce Development Plan is available in the department and contains detailed training plan information for staff. The headline activity is set out below.

DEPARTMENTAL WORKFORCE DEVELOPMENT PLAN 2008/09

ACTIONS	Milestone	Lead Officer(s)
<p>1. Develop and promote active, visible and effective leadership</p> <ul style="list-style-type: none"> • Implement competency framework for LSP Board members including induction for new members • Develop management capacity and core skills of staff identified in the Departmental Training Plan • Contribute towards the ongoing development of elected members through members seminars 	<p>Mar 09</p> <p>Mar 09</p> <p>Mar 09</p>	<p>J Smithson</p> <p>Individual Service Managers</p> <p>Relevant Service Manager</p>
<p>2. Continually improve what we do</p> <ul style="list-style-type: none"> • Fully embed use of the new Covalent Risk and Performance Management system within the department following training • Implement the new corporate performance appraisal system into the department following appropriate training • Contribute towards the achievement of the Corporate Investors in People Award (IIP) in line with the authority's timetable • Improve productivity through monitoring and implementing the agreed actions which contribute towards staff wellbeing and reduced number of days lost through sickness absence • Develop skills and knowledge of partners in areas of joint working • Undertake an evaluation exercise for training carried out within the department to inform future planning arrangements <p>Contribute towards the strategic development of the Council's staff training and development provision</p>	<p>Jul 08</p> <p>Sep 08</p> <p>Sep 08</p> <p>Mar 09</p> <p>Mar 09</p> <p>Oct 08</p> <p>Mar 09</p>	<p>Individual Service Managers</p> <p>Individual Service Managers</p> <p>L Finn</p> <p>J Mason</p> <p>Individual Service Managers</p> <p>L Finn</p> <p>J Mason</p>

<p>3. Develop the skills of the workforce</p> <ul style="list-style-type: none"> • Develop the skills of the workforce in accordance with the 2008/09 Departmental Training Plan 	Mar 09	Individual Service Managers
<p>4. Effectively use resources and invest in the future</p> <ul style="list-style-type: none"> • Continue with formal induction arrangements to ensure new starters quickly become productive in their new role • Work with HR to identify and address as far as possible specific workforce planning issues that arise directly from the outcome of the job evaluation process • Work through Tees Valley Planning Managers to develop a more joined up approach in the sub region to the recruitment and retention of Planning staff • Continue current Planning Student Scheme to September 2008. Assess whether additional resources are available to fund a further placement for the 2008/09 academic year. • Continue the investment in Qualification Based Training in key areas of the department as part of our 'Grow Our Own' programme • Continue to work with HR to anticipate and address workforce planning issues that arise in relation to staff employed on fixed term contracts through external funding • Support the promotion of a local government career to young people through active involvement in the schools work experience placement programme • Continue where possible to place trainees from the Intermediate Labour Market programme within the department 	<p>Mar 09</p> <p>Mar 09</p> <p>Mar 09</p> <p>Sep 08</p> <p>Mar 09</p> <p>Mar 09</p> <p>Mar 09</p> <p>Mar 09</p>	<p>Individual Service Managers</p> <p>Senior Management Team</p> <p>G Thompson</p> <p>R Teece</p> <p>Individual Service Managers</p> <p>J Mason</p> <p>L Finn</p> <p>A Steinberg</p>

5. PRIORITIES

Vision

5.1 Our vision is to regenerate Hartlepool and its communities to realise their potential and enable them to be prosperous, safe, attractive and sustainable.

5.2 The Department will continue to focus on revitalising the town and reducing inequalities through a range of partnership working, strategic and neighbourhood planning, conservation and housing market renewal, development planning and control and community safety and prevention activity. This involves activities at various levels, strategic planning, enabling (often through partnership working) and direct delivery of commissioning of services.

Medium Term Priorities

5.3 The medium term priorities of the Department are reflected in the Corporate Plan, which identifies the responsible lead department/officer. These can be summarised as follows:-

(a) Jobs and the Economy Theme

In the Jobs and Economy Theme the main priorities relate to strengthening enterprise, encouraging growth of existing and new local business and seeking to attract new inward investment especially through further development of the Incubation System and at Queens Meadow and other parts of the Southern Business Zone. The Department is also working closely with the College of Further Education and providers of higher education to bring forward redevelopment and improvement of facilities. The department is also involved in the schools transformation programme. Improvement to skill levels within local communities and support for disadvantaged and vulnerable people is also centrally important to this work. Enabling the development of flagship sites and the improvement of property and the physical environment especially the Victoria Harbour proposals within the Hartlepool Quays area is also a major priority. The promotion of a positive image for the town is also a priority with the 2010 Tall Ship's Race being seen as a major opportunity for enhancing the awareness and image of Hartlepool.

(b) Community Safety

In terms of the Community Safety Theme the medium term priority is to reduce crime and narrow gaps in crime levels and to ensure that responsibilities related to community safety are recognised across the Council and with partner organisations. Our vision is that residents will feel safe out in their neighbourhood after dark and that social behaviour becomes the norm with the use of ASBOs no longer being required even for a minority of the population. We also want to see less young people entering the criminal justice system. The continued work in partnership to implement a comprehensive drugs treatment strategy and commission services for drug misusing offenders and to ensure treatment services for alcohol abuse is readily available in the town are also key priorities.

(c) Environment

The Department will continue to seek to protect and enhance the countryside and natural environment, the built environment and the historic environment through an effective Planning Service which also aims to reduce the amount of under-used buildings and land, maximise development on brownfield land and provide support for the implementation of the Hartlepool Tree Strategy and Biodiversity Action Plan for the Tees Valley.

Sustainable Development is at the core of the planning system and climate change is a key priority within this. Priority will be given to the preparation and implementation of a framework of key actions to take forward measures to tackle climate change.

(d) Housing

Continuing progress in the preparation of the Core Strategy for Hartlepool and other elements of the Local Development Framework are a priority, as is the rebalancing of the supply and demand for housing, acting to address housing market renewal and introduction of key policies relating to affordable housing. The achievement of the Government's Decent Homes targets, private housing market issues, homelessness and special needs, as well as implementing the Sub Regional Housing Strategy are among our new medium term priorities.

(e) Strengthening Communities

In relation to the Strengthening Communities Theme our medium term priority is to enable activity to improve the quality of life for the most disadvantaged neighbourhoods and vulnerable people through the co-ordination of key regeneration programmes, the preparation, implementation, monitoring and review of Neighbourhood Action Plans (NAPs) and the operation of a strategic neighbourhood renewal programme.

Continuing to deliver a 'fit for purpose' Local Strategic Partnership (LSP), the co-ordination of the implementation and monitoring of the Community Strategy (incorporating the Sustainable Development Strategy) and Local Area Agreement (LAA) and implementing actions arising from the Strengthening Communities Best Value Review including a re-launch of the Hartlepool Compact are also significant priorities.

Recent Inspections

5.4 The results of the 2006/07 Corporate Performance Assessment (CPA) and the Youth Offending Service Inspection were extremely positive retaining the Council's overall 'four star' excellent status. The CPA report commended the Council for its "outstanding partnership working," and noted the following successes: "The Council has a strong and thorough approach to regeneration as essential to improving the quality of life in Hartlepool," that "the Council and its partners have had significant success in narrowing the gap between crime levels in Hartlepool and national

averages,” and that “*the economic gap between Hartlepod and the rest of the country has narrowed.*”

DEPARTMENTAL ACTION PLAN 2007/08

The action plan is split into the following sections.

Section 1 shows those outcomes that have been identified in the Council's Corporate Plan. This action plan expands on the Corporate Plan and gives more detail as to how this will be achieved.

Section 2 shows those outcomes that have been identified as being a priority for the Department, but have not specifically been included in the Council's Corporate Plan.

Section 3 sets out key performance indicators which are associated with the actions.

The action plan is divided between the six divisions of the department

- **Planning and Economic Development Division**
- **Regeneration Division**
- **Community Strategy Division**
- **Community Safety Division**
- **Housing Division**
- **Support Services Division**

PLANNING AND ECONOMIC DEVELOPMENT DIVISION

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome: Attract Investment				
Departmental Plan Outcome: Develop investment and development programmes for the key regeneration action zones within the Coastal Arc framework and pursue funding opportunities to support investment				Associated Risks: R016, R017, R032
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PEDA01-1	Adopt Southern Business Zone strategy and prioritised action plan	Sep 08	I Hussain	
PEDA01-2	Commence Implementation of phase 1 of SBZ programme	Mar 09		RPD P052 RPD P065 RPD P066 RPD P100
Departmental Plan Outcome: Continue to work with partners to provide key manufacturing, tourism and service sector infrastructure, including appropriate sites and premises				Associated Risks: R016, R017, R032
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PEDA02-1	Work with developer to commence office development at Queens Meadow	Sep 08	A Steinberg	RPD P100
PEDA02-2	Work with developer to secure start on site at Trincomalee Wharf mixed use development	Mar 09	S Green	RPD P100
PEDA02-3	Complete Oakesway Development Options Feasibility Study and Land Use Report	Feb 09	I Hussain	
PEDA02-4	Review Commercial Areas and Longhill/Sandgate Strategies	Mar 09	I Hussain	

Corporate Plan Outcome: Be Globally Competitive				
Departmental Plan Outcome: Continue the development of Hartlepool's business incubation and support system including new business formation and growth			Associated Risks: R016, R017, R030	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PEDA03-1	Formalise new partnering arrangements with Business Link NE and other key partners	Mar 09	M Emerson	
PEDA03-2	Continue development of incubation system to include under represented groups	Mar 09		RPD P065 RPD P066 RPD P074
PEDA03-3	Commence programme of enterprise activity and challenges with key stage 4 pupils	Sep 08	J Cole	
PEDA03-4	Continue development of key visitor economy network groups	Mar 09		RPD P065

Corporate Plan Outcome: Create more employment opportunities for local people				
Departmental Plan Outcome: Development of targeted interventions for key client groups within the framework of funding programmes including the Working Neighbourhood Fund and the Deprived Area Fund			Associated Risks: R016, R017, R030	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PEDA04-1	Negotiate and implement partnership agreements with all key partners within the WNF programmes to develop joined up approach to worklessness agenda	Sep 08	P Wilson	RPD P073
PEDA04-2	Develop Jobsmart Consortium to become key employer gateway for targeted sectors	Mar 09	D Martin	RPD P067 RPD P070
PEDA04-3	Commission and implement Going Forward programme for young people not in employment, education or training [need] with partners funded through LSC Co financing	Sep 08	P Wilson	RPD P069 RPD P072 RPD P078
PEDA04-4	Develop Child Poverty Strategy with key partners, subject to provision of funding	Mar 09	D Martin	

Corporate Plan Outcome: Achieve economic wellbeing for all children and young people ensuring that they are prepared for working life (Children and young people will achieve the qualifications, develop the skills and be given the necessary life experiences to enable them to lead full and active adult lives)				
Departmental Plan Outcome: Fully implement the Aim Higher initiative at key stage 4/5 for young people from wider participation backgrounds				Associated Risks: R016, R017, R030
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PEDA05-1	Formalise Tees Valley wide action plan and Pathways for Young People [14-19 year old]	Sep 08	P Wilson	RPD P069 RPD P072

Corporate Plan Outcome: Deliver sustainable communities through high quality planning, new build and sensitive conservation and protect and enhance the local natural environment.				
Departmental Plan Outcome: Review significant features of Hartlepool's natural environment				Associated Risks: n/a
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PEDA06-1	Review the condition of 10 SNCI's	Sep 08	I Bond	
PEDA06-2	Review five area Tree Preservation Orders	Mar 09	S Scarr	
Departmental Plan Outcome: Review Hartlepool's conservation areas and implement planning policy guidance relating to the historic environment				Associated Risks: R026
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PEDA07-1	Undertake two conservation area character appraisals.	Mar 09	S Scarr	RPD P013
PEDA07-2	Complete 3 conservation area visual assessments	Mar 09		
PEDA07-3	Review and implement planning policy guidance relating to conservation areas	Dec 08		

Section 2 – Outcomes that are specific to Regeneration and Planning Services

Departmental Plan Outcome: Provide an efficient and effective Development Control Service to the public				Associated Risks: R019, R022, R023, R024, R025, R026, R035, SR037
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PEDA20-1	Provide a free advisory service (One Stop Shop) to all users of the Development Control Service and provide a team approach to enquiries where appropriate	Mar 09	R Teece	RPD P081
PEDA20-2	Determine all planning applications having regard to the provisions of the Hartlepool Local Plan and in line with Government targets	Mar 09		
PEDA20-3	Investigate all breaches of planning control	Mar 09		RPD P082
Departmental Plan Outcome: Reduce the amount of derelict and underused land and buildings through the pursuit of regeneration and enforcement activities				Associated Risks: R023, R024, R025, R026, R034
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PEDA21-1	Liaise with owners and developers, and pursue enforcement action as appropriate to ensure improvements in the appearance of untidy buildings and land	Mar 09	R Teece	RPD P082
Departmental Plan Outcome: To provide an efficient and effective Building Control Service				Associated Risks: R018, R019, R020, R021, R022, R025, R035
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PEDA22-1	Determine submitted Full Plans applications within the statutory time period	Mar 09	G Hutchison	RPD P085
PEDA22-2	Enforce Building Regulation standards to all work throughout the borough	Mar 09		
PEDA22-3	Assist in the provision of a free advisory (one stop shop) to all users of the Building Control Service and provide a development team approach to enquiries where appropriate	Mar 09		

Section 3 – Key Performance Indicators

Ref	Indicator	Old Ref
RPD P013	Preserving the special character of conservation areas: character appraisals	BVPI 219b
RPD P052	Unemployment rate (Hartlepool)	LAA JE5
RPD P065	The number of businesses assisted	LPI RP1
RPD P066	The number of jobs created with council assistance	LPI RP4
RPD P067	The number of residents assisted into employment	LPI RP5
RPD P069	The number of residents assisted into employment that were young unemployed people	LPI RP5b
RPD P070	The number of residents assisted into training	LPI RP6
RPD P072	The number of residents assisted into training that were young unemployed people	LPI RP6b
RPD P073	The amount (£) of external funding deployed to support the council's economic regeneration activities	LPI RP7
RPD P074	The number of business start ups with council assistance	LPI RP8
RPD P078	The youth unemployment rate as a proportion of the total unemployed	LPI RP12
RPD P081	Percentage of informal planning inquiries responded to within 15 working days	PED DR1
RPD P082	Percentage of planning complaints investigations concluded in 4 months	PED DR2
RPD P085	Percentage of full BC plan applications determined within 8 weeks	PED DR6
RPD P100	The number of sites developed or improved	LPI RP3

Section 4 – Allocation of Resources to deliver the Plan

The following table summarises the budget available for the Division to deliver the plan:

Planning & Economic Development Division	£000
HBC Expenditure Budget	2774.3
Area Based Grants Funded Budget	675.0
Gross Expenditure Budget	3449.3
Income	849.3
Gross Income Budget	849.3
Net Budget	2600.0

The following table sets out the key budget change and service impact for 2008/09:

Service	Description of Budget Pressure/Saving/Efficiency and impact on service delivery	Net Value in 2008/9 £'000 / (£000))
Planning & Economic Development - Marketing	New Economic Development marketing budget is earmarked towards ensuring the Council maximise the economic benefits of key new developments and does not lose out on the attraction of inward investment, business start up and SME growth with the associated benefits including job creation. (Actions: PED A01-A03)	40

REGENERATION DIVISION

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome: Attract Investment				
Departmental Plan Outcome: Develop investment and development programmes for the key regeneration action zones within the Coastal Arc framework and pursue funding opportunities to support investment			Associated Risks: SR041, R016, R028, R029, R030, R032	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A01-1	Ensure the priority of the Coastal Arc is recognised within key strategy documents and support the development and implementation of projects Complete Central Area Investment Framework and identify priorities for intervention	Mar 09	C Horsley	
REG A01-2		Aug 08	R Smith	
Departmental Plan Outcome: Continue to work with partners to provide key manufacturing, tourism and service sector infrastructure, including appropriate sites and premises			Associated Risks: SR041, R016, R028, R029, R030, R032	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A02-1	Prepare Development / Marketing Briefs for key regeneration and development sites and support their implementation	Mar 09	D Gouldburn	

Corporate Plan Outcome: Promote Hartlepool's interests in economic regeneration policy-making at the national, regional and sub-regional levels				
Departmental Plan Outcome: Secure due recognition of Hartlepool's economic role, needs and opportunities in national, regional and sub regional policy			Associated Risks: R016, R017, R029, R030, R032	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A03-1	Liaison with relevant strategic partners in the production and review of strategies, plans and key documents affecting Hartlepool including Tees Valley Unlimited, Northern Way, One North East the Regional Spatial Strategy, the Regional Economic Strategy and the Tees Valley City Region Development Programme	Mar 09	G Thompson	

Corporate Plan Outcome: Support and promote appropriate physical and economic regeneration and pursue external funding opportunities				
Departmental Plan Outcome: Continue to liaise with with PD Ports, Tees Valley Regeneration and funders to secure agreed project delivery arrangements for Victoria Harbour			Associated Risks: SR041, R016, R017, R025, R028, R029, R030, R031, R032	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A04-1	Secure formal funding and delivery agreement with relevant partners	Mar 09	S Green	
REG A04-2	Continue to liaise with TVR over land acquisition and implementation of Coastal Walkway to south of Victoria Harbour	Mar 09	M King	
REG A04-3	Undertake advanced feasibility study and explore procurement and funding arrangements for the H2O Centre	Mar 09	M King	

Departmental Plan Outcome: Coordinate key regeneration programmes			Associated Risks: R016, R017, R028, R029, R030, R032	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A05-1	Coordinate the development, management and delivery of the Single Programme	Mar 09	R Smith	
REG A05-2	Investigate opportunities for investment in future European Interreg programmes	Dec 08	D Gouldburn	
REG A05-3	Coordinate Hartlepool's input to the Growth Point Delivery Plan	Mar 09	A Gdightly	
REG A05-4	Coordinate the production and delivery of Action Plan recommendations arising from the Scrutiny Investigation into the regeneration of Seaton Carew	Mar 09	A Gdightly	

Corporate Plan Outcome: Enjoy and Achieve (Raise the achievement and standards of children and young people in the early years, primary and secondary phases of education)				
Departmental Plan Outcome: Facilitate the physical enhancement and improvement of key higher education facilities			Associated Risks: SR040, R016, R028, R029	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A06-1	Work with Further and Higher Education establishments to ensure that future development proposals link with the Central Area Framework	Mar 09	A Gdightly	

Corporate Plan Outcome: Deliver sustainable communities through high quality planning, new build and sensitive conservation and protect and enhance the local natural environment				
Departmental Plan Outcome: Review significant features of Hartlepool's natural environment			Associated Risks: R016, R017, R029, R032	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A07-1	Coordinate the delivery of Action Plan recommendations arising from the Scrutiny Investigation into Railway Approaches	Mar 09	G Thompson	
REG A07-2	Ensure recognition of Hartlepool's priorities within the Tees Valley Green Infrastructure Strategy	Mar 09	M King	

Corporate Plan Outcome: Deliver sustainable communities through high quality planning, new build and sensitive conservation and protect and enhance the local natural environment				
Departmental Plan Outcome: Coordinate the preparation of the new Local Development Framework embodying the core principle of sustainable development and climate change			Associated Risks: SR041, R010, R016, R017, R025, R029, R031, R032	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A08-1	Approval of submission Core Strategy for public consultation	Dec 08	R Waldmeyer	NI 159
REG A08-2	Progress the development/adoption of DPD's and SPD's identified in the Local Development Scheme	Mar 09		
REG A08-3	Ensure effective evidence base for Local Development Framework	Mar 09		
REG A08-4	Submit LDF Annual Monitoring Report	Dec 08	N Martindale	
REG A08-5	Save relevant Local Plan policies after April 2009	Mar 09	R Waldmeyer	

Corporate Plan Outcome: Make better use of natural resources and reduce the generation of waste and maximise recycling				
Departmental Plan Outcome: Participate in the preparation of the sub regional Minerals and Waste Development plan documents			Associated Risks: R010, R025, R031	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A09-1	Work with Tees Valley partners to ensure submission of the Minerals and Waste DPD to Secretary of State	Jan 09	T Bitdiffe	

Corporate Plan Outcome: Balancing Housing Supply and Demand				
Departmental Plan Outcome: Pursue a strategic housing market renewal programme in partnership with Tees Valley Living and key local partners			Associated Risks: SR039, R010, R016, R028, R029, R030, R031, R032, SR037, SR042	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A10-1	Ensure appropriate representation for Hartlepool, within sub-regional Housing partnerships	Mar 09	N Johnson	
REG A10-2	Secure agreement of key partners to the HMR allocations in priority intervention areas in Hartlepool	Aug 08		
REG A10-3	Agree a delivery plan for the HMR intervention areas for 2008/2011 in conjunction with partners	Sep 08		
REG A10-4	Progress acquisition and development of key HMR sites	Mar 09		RPD P047 RPD P048
Departmental Plan Outcome: Develop appropriate measures to increase the provision of affordable housing			Associated Risks: SR039, R010, R016, R025, R028, R029, R030, R032	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A11-1	Approval of submission Affordable Housing DPD for public consultation	Dec 08	A Waters	
REG A11-2	Coordinate the preparation and development of Action Plan recommendations arising from the Scrutiny investigation into Affordable Housing	Mar 09	GThompson	

Corporate Plan Outcome: Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas				
Departmental Plan Outcome: Continue the programme of Neighbourhood Action Plans [NAP] preparation, implementation and review				Associated Risks: R009, R010, R016, R028, R029, R030
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A12-1	Complete update of one Neighbourhood Action Plan (NAP)	Jun 08	S Burn	RPD P086
REG A12-2	Prepare one new Neighbourhood Action Plan (NAP) (subject to outcome of Community Strategy Review)	Mar 09		
REG A12-3	Liaise with the Community Strategy Team to agree a programme of future NAP development	Sep 08		
REG A12-4	Ensure allocations and expenditure of Neighbourhood Action Plan (NAP) area regeneration monies	Mar 09		
Departmental Plan Outcome: Support the development and implementation of regeneration programmes within disadvantaged areas				Associated Risks: R009, R010, R016, R028, R029, R030
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A13-1	Support delivery of New Deal for Communities (NDC) programme	Mar 09	S Burn	

Corporate Plan Outcome: To empower local people to have a greater voice and influence over local decision making and the delivery of services				
Departmental Plan Outcome: To develop a coordinated strategy for appropriate partnerships with the voluntary sector				Associated Risks: R010, R016, R030
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A14-1	Re-launch Hartlepool Compact	Jan 09	G Thompson	

Section 2 – Outcomes that are specific to Regeneration and Planning Services

Departmental Plan Outcome: Effective and efficient provision and monitoring of information			Associated Risks: R010, R025, R031	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
REG A20-1	Meet target of 99% land searches completed within 3 days	Mar 09	S Bowman	
REG A20-2	Ensure all up to date policy documents included on website	Mar 09	M King	
REG A20-3	Complete annual review of NLUD sites	Sep 08	R Waldmeyer	
REG A20-4	Review Town Centre and Local Centre Occupiers	Aug 08	N Martindale	

Section 3 – Key Performance Indicators

Ref	Indicator	Old Ref
NI159	Supply of ready to develop housing sites	new
RPD P047	Number of houses cleared in HMR intervention area	LAA H12
RPD P048	Number of houses/homes constructed in HMR intervention area	LAA H13
RPD P086	Complete update of 1 NAP and prepare one new NAP	REG DR1b

Section 4 – Allocation of Resources to deliver the Plan

The following table summarises the budget available for the Division to deliver the plan:

Regeneration Division	£000
HBC Expenditure Budget	1120.0
Area Based Grants Funded Budget	80.0
Gross Expenditure Budget	1200.0
Income	208.5
Gross Income Budget	208.5
Net Budget	991.5

The following table sets out the key budget change and service impact for 2008/09:

Service	Description of Budget Pressure/Saving/Efficiency and impact on service delivery	Net Value in 2008/9 £'000 / (£000))
Regeneration	Reducing NDC, Single Programme and other funding would have meant the Regeneration Team was not able to continue developing the regeneration agenda for the town and contribute to emerging opportunities. This £60k of HBC funding will help to maintain capacity in this high profile service. (Actions: REG A02 & A05)	60

COMMUNITY STRATEGY DIVISION

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome: To empower local people to have a greater voice and influence over local decision making and the delivery of services				
Departmental Plan Outcome: Ensure a fit for purpose Local Strategic Partnership				Associated Risks: n/a
CST A01-1	Ensure the effective operation of the Partnership's Performance Management Group	Mar 09	J Potts	
CST A01-2	Work with the Community Network to ensure the implementation of their 2008/09 Delivery and Improvement Plan	Mar 09	J Smithson	
CST A01-3	Coordinate the preparation of agendas and papers for Board Meetings	Mar 09	D Clennett	
CST A01-4	Review and update the Partnership's Terms of Reference	Jul 08		
CST A01-5	Provide a programme of inductions for new Board Members	Mar 09		
CST A01-6	Prepare and agree a procedure for handling complaints	May 08		
CST A01-7	Provide feedback from Board Meetings to Councillors and Resident Reps through the Partnership's newsletter	Mar 09		

Departmental Plan Outcome: Complete the review of the Community Strategy				Associated Risks: STR038
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CST A02-1	Review feedback from consultation on 3 rd Draft	Jun 08	J Smithson	
CST A02-2	Review feedback from consultation on Sustainability Appraisal	Jun 08		
CST A02-3	Adoption of final Community Strategy by Council and the Hartlepool Partnership Board	Sep 08		

Departmental Plan Outcome: Coordinate the preparation, implementation and partnership monitoring of the Local Area Agreement			Associated Risks: R012	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CST A03-1	Sign off LAA for 2008-2011	Jul 08	J Potts	RPD P079
CST A03-2	Prepare for GONE / CLG 6 month LAA Review	Nov 08		
CST A03-3	Prepare Delivery and Improvement Plan for 2008/09	Jun 08		
CST A03-4	Prepare LAA Partnership Monitoring for Quarter 1	Jul 08		
CST A03-5	Prepare LAA Partnership Monitoring for Quarter 2	Oct 08		
CST A03-6	Prepare LAA Partnership Monitoring for Quarter 3	Jan 09		

Corporate Plan Outcome: Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas				
Departmental Plan Outcome: Ensure the delivery of Neighbourhood Renewal in the Borough			Associated Risks: n/a	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CST A04-1	Conclude the delivery of the NRF Programme	Jun 08	C Frank	
CST A04-2	Produce an NRF narrative report	Dec 08	R Starrs	
CST A04-3	Operate a strategic WNF programme	Mar 09	C Frank	
CST A04-4	Carry out a programme of WNF verification visits	Mar 09	R Starrs	
CST A04-5	Coordinate the undertaking of the MORI household survey	Sep 08	J Potts	
CST A04-6	Coordinate an event to publicise the MORI household survey findings	Mar 09		

Section 2 – Outcomes that are specific to Regeneration and Planning Services

NONE

Section 3 – Key Performance Indicators

Ref	Indicator	Old Ref
RPD P079	LAA Overall Rating	LPI RR14

Section 4 – Allocation of Resources to deliver the Plan

The following table summarises the budget available for the Division to deliver the plan:

Community Strategy Division	£000
HBC Expenditure Budget	277.3
Area Based Grants Funded Budget	180.0
Gross Expenditure Budget	457.3
Income	0.8
Gross Income Budget	0.8
Net Budget	456.5

The following table sets out the key budget changes and service impact for 2008/09:

Service	Description of Budget Pressure/Saving/Efficiency and impact on service delivery	Net Value in 2008/9 £'000 / (£000))
Sustainable Development	This resource will be used to co-ordinate HBC's strategic response to the Government's sustainable development agenda including the Climate Change programme. A sustainability appraisal will also form part of the review of the Community Strategy (Action: CST A02-2)	50

COMMUNITY SAFETY DIVISION

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome: Reduced crime				
Departmental Plan Outcome: Reduce acquisitive crime				Associated Risks: R001, R003
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A01-1	Assist in the delivery of actions/initiatives as identified by the Safer Hartlepool Partnership's Acquisitive Crime Theme Group	Mar 09	B Neale	NI16
CSP A01-2	Develop assertive outreach services to maximise engagement of Class A drug misusing offenders in treatment and wrap around services to help reduce the drug related (Class A) acquisitive crime rate.	Sep 08	C Catchpole	NI38
Departmental Plan Outcome: Reduce violent crime, including domestic abuse (previously domestic violence)				Associated Risks: R001
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A02-1	In association with partners, assess the possibility of developing a legally enforceable alcohol intervention for offenders	Oct 08	A Mawson	NI32

Departmental Plan Outcome: Implement CCTV Strategy				Associated Risks: R001, R002
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A03-1	Review diagnostic age profile of cameras/monitoring equipment	May 08	P Gouldsbro	
CSP A03-2	Prepare 5 year financial projections	May 08		
CSP A03-3	Identify opportunities to strengthen overall operation and delivery through CCTV partnership	Aug 08		
CSP A03-4	Provide lead/expert role for scrutiny investigation of CCTV	Oct 08		
CSP A03-5	Identify and regularly review, strategic site gaps and new developments where CCTV installation would enhance overall security and safety	Nov 08		
CSP A03-6	Negotiate new monitoring arrangements for town's CCTV scheme beyond March 2009	Mar 09		

Corporate Plan Outcome: Reduced harm caused by illegal drugs and alcohol				
Departmental Plan Outcome: Reduce drug dealing and supply				Associated Risks: R003
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A04-1	In partnership with Police, establish four enforcement/treatment campaigns in focus areas and evaluate effectiveness	Mar 09	C Catchpole	NI 38 NI 42

Departmental Plan Outcome: Implement the Alcohol strategy and introduce alcohol treatment services				Associated Risks: R001
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A05-1	Complete Alcohol Needs Assessment and Action Plans with quarterly reviews and updates	Apr 08	C Hart	
CSP A05-2	In partnership with PCT provide induction programme re alcohol treatment provider	Jun 08		
CSP A05-3	Establish training for GPs and front line staff re alcohol screening and brief interventions	Jun 08		
CSP A05-4	Agree integrated care pathways and protocols	Jun 08		
CSP A05-5	Develop Directory of services and programme of campaigns	Sep 08		

Departmental Plan Outcome: Increase numbers into treatment				Associated Risks: R001
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A06-1	In partnership with PCT provide induction programme re drug treatment provider	Jun 08	C Hart	NI 40
CSP A06-2	Review and agree care pathways and integrated care co-ordination	Jun 08		
CSP A06-3	Establish Outreach/Tier 2 services particularly Harm Reduction from Resource Centre	Jun 08		
CSP A06-4	Increase targeting of those not in effective treatment and offending	Jun 08	C Catchpole	
CSP A06-5	Increase and promote associated support and Stimulant services	Sep 08	C Hart	
CSP A06-6	Increase Tier 4 and bespoke programmes of care co-ordination	Sep 08	C Hart	
CSP A06-7	Develop and negotiate with other Teesside districts the new service specification for first point of contact services, Arrest Referral, Court Liaison and CJIT Assertive Outreach to effectively grip those not engaging with treatment services and re-offending.	Jan 09	C Catchpole	NI 40

Departmental Plan Outcome: Develop access to wrap around services and activities particularly for drug misusing offenders				Associated Risks: R003
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A07-1	Pilot employment and work experience initiative	Apr 08	C Hart	
CSP A07-2	Consult and review current activity programme including audit and mapping of access and involvement	Jun 08	C Catchpole	
CSP A07-3	Develop linked ETE and Social Enterprise pathway through Resource Centre	Aug 08	C Hart	
CSP A07-4	Develop targeted offending and treatment care plans	Aug 08	C Catchpole	
CSP A07-5	Improve access to Education, Training and Employment opportunities for Class A drug misusing offenders	Oct 08		NI 40
CSP A07-6	Review and improve availability of longer term diversionary activities for Class A drug misusing offenders	Jun 08		NI 40
Departmental Plan Outcome: Develop harm reduction and primary care services particularly for target groups				Associated Risks: R003
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A08-1	Negotiate primary care pathway and process with Provider	Jun 08	C Hart	
CSP A08-2	Commission Pharmacist Services including needle exchange	May 08		
CSP A08-3	Increase testing and vaccination programmes including Resource Centre provision	Jun 08		
CSP A08-4	Deliver harm reduction from Probation and within offending care plans	Sep 08	C Catchpole	
CSP A08-5	Develop access to harm reduction and primary care services for Class A drug misusing offenders from every contact point within the CJIT	Mar 09		NI 40

Corporate Plan Outcome: Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour				
Departmental Plan Outcome: Reduce anti-social behaviour and criminal damage, including deliberate fire setting				Associated Risks: R003, R004
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A09-1	Introduce tenant referencing scheme	May 08	S Forth	
CSP A09-2	Improve links with schools to increase referrals for early interventions	Mar 09		
CSP A09-3	In conjunction with Housing Hartlepool introduce awards scheme for witnesses	Mar 09		
CSP A09-4	Establish protocol for parenting orders and contracts across HBC	Oct 08		
CSP A09-5	Increase awareness of FIP project; ensuring referral criteria clear.	Mar 09	N Dunleavy	
CSP A09-6	Undertake research into criminal damage to establish problem and causes	Jun 08	A Mawson	

Departmental Plan Outcome: Development of an improved Community Engagement model, under the auspices of Neighbourhood Policing and Partnership activity				Associated Risks: R001
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A10-1	Establish an annual 'face the people' session for Safer Hartlepool Partnership	Oct 08	A Mawson	
CSP A10-2	Develop and implement project to gather community intelligence	Oct 08	B Neale	

Corporate Plan Outcome: Reduced anti-social and criminal behaviour through improved prevention and enforcement activities				
Departmental Plan Outcome: Reduce offending and re-offending				Associated Risks: R004
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A11-1	Delivery of 3 Pathway Plus (Cognitive Behaviour) Programmes	Mar 09	D Dunleavy	NI 19
CSP A11-2	Ensure young offenders access to appropriate accommodation	Mar 09		NI 46
CSP A11-3	Ensure young offenders engage in education, training or employment	Mar 09		NI 45
CSP A11-4	Enforcement action with national timescales (65% within 25 days, rest within 35 days)	Mar 09		
CSP A11-5	Develop a reduction of re-offending model within CJIT	Aug 08	C Catchpole	NI38

Departmental Plan Outcome: Reduce first time entrants to the Youth Justice system ensuring all children and young people at risk are referred to prevention services				Associated Risks: R004
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
CSP A12-1	Raise awareness with schools and other agencies of risk factors and referral process for children, young people and their families where there are concerns.	Mar 09	D Dunleavy	NI 111
CSP A12-2	Deliver Prevention Awareness Course in all secondary schools.	Mar 09		NI 111

Section 2 – Outcomes that are specific to Regeneration and Planning Services

NONE

Section 3 – Key Performance Indicators

Ref	Indicator	Old Ref
NI 16	Serious acquisitive crime rate	new
NI 19	Rate of proven re-offending by young offenders	new
NI 32	Repeat incidents of domestic violence	new
NI 38	Drug related (Class A) offending rate	new
NI 40	Number of drug users recorded as being in effective treatment	new
NI 42	Perceptions of drug use or drug dealing as a problem	new
NI 45	Young offenders engagement in suitable education, employment or training	new
NI 46	Young offenders access to suitable accommodation	new
NI 111	First time entrants to the Youth Justice System aged 10 - 17	new

Section 4 – Allocation of Resources to deliver the Plan

The following table summarises the budget available for the Division to deliver the plan:

Community Safety Division	£000
HBC Expenditure Budget	3301.9
Area Based Grants Funded Budget	627.0
Gross Expenditure Budget	3928.9
Income	1994.6
Gross Income Budget	1994.6
Net Budget	1934.3

The following table sets out the key budget changes and service impact for 2008/09:

Service	Description of Budget Pressure/Saving/Efficiency and impact on service delivery	Net Value in 2008/9 £'000 / (£000))
Community Safety – Town wide CCTV	There are currently some 70 cameras around the town which are managed and maintained by HBC. Increasing electricity and line rental costs combined with maintenance of aging equipment is occurring and required additional budget to be allocated for 2008/09. A CCTV strategy is being developed (Actions: CSP A03) this year which will consider future arrangements for the service and the best use of available resources.	30
Community Safety - Addressing Alcohol Abuse	Alcohol consumption is recognised as a significant public health challenge, as well as a contributory factor in many crimes and anti social behaviour. This new resource will assist in the implementation of the alcohol strategy and treatment services with our partners (Actions CSP A05)	30

HOUSING DIVISION

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome: Balancing Housing Supply and Demand				
Departmental Plan Outcome: Pursue a strategic housing market renewal programme in partnership with Tees Valley Living and key local partners				Associated Risks: R013
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
HSG A01-1	Develop a sub regional Empty Homes Strategy	Mar 09	J Smalley	
HSG A01-2	Identify and target empty private houses to be brought back into use	Mar 09		RPD P027
Departmental Plan Outcome: Develop appropriate measures to increase the provision of affordable housing				Associated Risks: SR042
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
HSG A02-1	Carry out a rigorous analysis of the housing needs assessment	Mar 09	P Garner-Carpenter	
HSG A02-2	Work with SP to ensure bidding by providers for appropriate supported accommodation to Housing Corporation	Mar 09		
HSG A02-3	Establish ways of working more closely with RSLs for the provision of affordable rented social housing	Mar 09		RPD P024
Departmental Plan Outcome: Ensure there is access to a choice of good quality housing to buy or rent, to meet the aspirations of residents and encourage investment				Associated Risks: R013, R014
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
HSG A03-1	Implement Choice Based Lettings	Mar 09	L Igoe	
HSG A03-2	Develop a Housing Options Centre with partners	Mar 09	L Igoe	

HSG A03-3	Introduce Selective Licensing subject to Cabinet and CLG approvals	Oct 08	J Smalley	RPD P102 to RPD P105
Corporate Plan Outcome: Improving the quality of existing housing				
Departmental Plan Outcome: Encourage improvements to homes to meet and exceed 'decent homes standards'			Associated Risks: R013, R015	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
HSG A04-1	Monitor actions of RSLs to meet the Government's Decent Homes target	Mar 09	P Garner-Carpenter	RPD P041
HSG A04-2	Improve the percentage of vulnerable households living in private housing meeting the Decent Homes Standard	Mar 09	J Smalley	RPD P042
Departmental Plan Outcome: Improve the energy efficiency of houses			Associated Risks: R013, R014, R015	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
HSG A05-1	Promote energy efficiency measures for qualifying households	Mar 09	J Smalley	RPD P062

Corporate Plan Outcome: Meeting the Housing Needs of Vulnerable People				
Departmental Plan Outcome: Commence the implementation of the 'Older Persons' Housing Strategy			Associated Risks: R015, SR042	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
HSG A06-1	Work with SP and providers to develop a five year plan to reduce the number of bedsits in sheltered housing	Mar 09	P Garner-Carpenter	
HSG A06-2	Encourage RSLs to bid for funding for suitable properties for older people as part of the affordable housing strategy	Mar 09		

Departmental Plan Outcome: Provide support services to increase the opportunity for residents to live independently in the community				Associated Risks: R013, R014
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
HSG A07-1	Reduce homelessness through advice, assistance and support	Mar 09	L Igoe	RPD P011 RPD P012
HSG A07-2	Provide Disabled Facilities Grants	Mar 09	J Smalley	RPD P022 RPD P106 RPD P107
HSG A07-3	Facilitate re-housing to more suitable accommodation where appropriate	Mar 09	J Smalley	RPD P023

Section 2 – Outcomes that are specific to Regeneration and Planning Services

Departmental Plan Outcome: Improve the management and condition of private houses				Associated Risks: R014
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
HSG A20-1	Provide a tenancy relations service	Mar 09	L Igoe	RPD P108
HSG A20-2	Investigate and take action to resolve complaints relating to housing and public health	Mar 09	J Smalley	

Section 3 – Key Performance Indicators

Ref	Indicator	Old Ref
RPD P011	Housing Advice Service: preventing homelessness	BVPI213
RPD P012	The proportion of households (per 1000) accepted as statutorily homeless who were accepted as homeless by the authority within the last two years	BVPI214
RPD P022	The number of Disabled Facility Grants completed	HSG DPI5
RPD P023	The number of households receiving assistance to secure more suitable accommodation in relation to their disability	HSG DPI6
RPD P024	The number of new units completed by RSLs	HSG DPI7
RPD P027	The number of private houses empty for over 6 months as a percentage of the total private stock	HSSA A1+ A6
RPD P041	Achieving decent homes standard in social housing sector (Hartlepool) - RSL	LAA H1b
RPD P042	Achieving decent homes standard in private sector housing sector	LAA H2
RPD P062	Average Standard Assessment Procedure (SAP) rating in private housing sector	LPI NS11
RPD P102	Percentage of properties licensed (under selective licensing scheme and as a % of estimated licensable properties)	new
RPD P103	Percentage of applications received (under selective licensing scheme and as a % of estimated licensable properties)	new
RPD P104	Number of anti social behaviour complaints received (in relation to selective licensing properties)	new
RPD P105	Number of empty houses	new
RPD P106	Number of Disabled Facility Grants completed	new
RPD P107	Average waiting time for a Disabled Facility Grant to be completed	new
RPD P108	The % of cases referred to the Tenancy Relations Officer satisfactorily resolved without the need for legal action	new

Section 4 – Allocation of Resources to deliver the Plan

The following table summarises the budget available for the Division to deliver the plan:

Housing Division	£000
HBC Expenditure Budget	1168.0
Area Based Grants Funded Budget	10.0
Gross Expenditure Budget	1178.0
Income	313.5
Gross Income Budget	313.5
Net Budget	864.5

The following table sets out the key budget changes and service impact for 2008/09:

Service	Description of Budget Pressure/Saving/Efficiency and impact on service delivery	Net Value in 2008/9 £'000 / (£000))
Housing - Selective Licensing Scheme	A new budget is allocated in anticipation of the introduction of a selective licensing scheme in 2008 which would promote and potentially enforce good landlord standards in a designated area where anti social behaviour is a problem. (Action: HSG A03-3)	40
Housing – Development of Housing Options Centre Service	The development of a new Housing Option Centre with partners will facilitate the Council's work in statutory homelessness prevention and advice and is a necessary step towards meeting Government and service expectations. (Action: HSG A03-2)	75
Housing - Supported Housing Co-ordinator	The need for this service was identified within the Homelessness Strategy Review and by the Supporting People Inspection. This resource will co-ordinate the most effective use of the existing supported housing services within the town, help facilitate 'move on' and successful outcomes for residents, evaluate referrals for support and identify gaps in service provision. (Action: HSG A07-1)	35

SUPPORT SERVICES DIVISION

Section 1 – Outcomes that are linked directly to the Corporate Plan

NONE

Section 2 – Outcomes that are specific to Regeneration and Planning Services

Departmental Plan Outcome: Reduce the risk to the department not achieving its service objectives				Associated Risks: N/A	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs	
SSDA20-1	Coordinate production of the department's Annual Governance Statement (see Departmental Plan Appendix 1)	Apr 08	J Mason		
SSDA20-2	Lead in the development and testing of improved Business Continuity Plans for the department in accordance with Corporate timetable	Mar 09			
Departmental Plan Outcome: Maintain a stable and healthy departmental financial position				Associated Risks: R003, R013, R019, R029, R033	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs	
SSDA21-1	Assess and report on department's financial position on a quarterly basis including reserves, balances and efficiency requirements	Mar 09	A Smith		
SSDA21-2	Prepare the 2009/10 budget in accordance with the corporate timetable of activity	Feb 09	J Mason		

Departmental Plan Outcome: Ensure staff wellbeing including reducing days lost due to sickness absence				Associated Risks: R034	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs	
SSDA22-1	Produce the annual departmental health and safety plan and ensure all actions are completed in year	Mar 09	L Finn	SSD DPI1	
SSDA22-2	In conjunction with HR actively oversee the management of departmental sickness	Mar 09	J Mason		
Departmental Plan Outcome: Implement key IT projects identified				Associated Risks: N/A	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs	
SSDA23-1	Implement changes to managing information in Community Safety	Oct 08	M Thubron		
SSDA23-2	Review current approach to mobile working systems within the department and implement agreed changes	Feb 09			
SSDA23-3	Co-ordinate the further development of the department's pages on the Council's website in line with the corporate timetable	Mar 09	L Finn		
Departmental Plan Outcome: Facilitate continuous improvement through robust departmental service planning and performance management arrangements				Associated Risks: R035	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs	
SSDA24-1	Co-ordinate the preparation of the 2008/09 Departmental Service Plan	May 08	J Mason		
SSDA24-2	Produce the 2008/09 Departmental Workforce Development Plan	May 08			
SSDA24-3	Facilitate the roll out of the new Covalent System within the department	Aug 08			
SSDA24-4	Produce quarterly reports of departmental performance to Portfolio Holder	Mar 09			

Departmental Plan Outcome: Work towards ensuring the Council attains Level 3 of the Equality Standard in accordance with the Corporate timetable			Associated Risks: N/A	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
SSDA25-1	Coordinate the department's 2008/09 service planning process in relation to equality and diversity issues (see Departmental Plan Appendix 2)	Apr 08	M Thubron	
SSDA25-2	Monitor and report upon planned diversity actions being carried out by lead officers in the department	Mar 09		
SSDA25-3	Ensure the department is operating at Level 3 of the equality standard prior to the assessment	Jan 09		

Section 3 – Key Performance Indicators

Ref	Indicator	Old Ref
RPD P092	Average number of R&P days lost to Sickness Absence within the department	SSD DH1

Section 4 – Allocation of Resources to deliver the Plan

The following table summarises the budget available for the Division to deliver the plan:

Support Services Division	£000
HBC Expenditure Budget	648.8
Area Based Grants Funded Budget	0.0
Gross Expenditure Budget	648.8
Income	30.6
Gross Income Budget	30.6
Net Budget	618.2

A departmental target for staff vacancy management of £91,800 is also set

There are no key budget changes and service impact for 2008/09:

Service	Description of Budget Pressure/Saving/Efficiency and impact on service delivery	Net Value in 2008/9 £'000 / (£000)

APPENDIX 1

**ANNUAL GOVERNANCE STATEMENT 2008/09
REGENERATION AND PLANNING
ASSOCIATED RISKS AND CONTROL MEASURES**

Based on Risk Register Entries as at 17 March 2008

REGENERATION AND PLANNING - RISK REGISTER DETAILS

Risk Register Reference	Type	Departmental Plan Action (Ref): RPD	H/M or L	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review	Owner
STR R037 Controversy relating to contentious decisions and issues	ENV	PED20, REG10	M	Work closely with other agencies eg Environment Agency, HSE & GCNE. Professionally qualified staff and the obtaining of professional advice from external specialists. Early alert to Executive Members and Public Relations office of potential media interest stories. Ensure requests for specialist information from developers.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Peter Scott
STR R038 Lack of resources for sustainable development including addressing climate change	ENV	CST02	M	Environmental partnership is established as a theme partnership in the LSP along with sub groups. Lack of resources for sustainable development is raised again as a 2008/9 budget priority. Local Development Framework has sustainability built in. The Local Plan has recently been adopted. Higher political priority and reflected in Departmental Plan 2007/8. <i>(Resources have now been secured to help address the issue through the budget process)</i>	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Peter Scott
STR R039 Effective delivery of housing market renewal affected by external decisions and funding	POL	REG10, REG11	M	Recognised experts appointed to co-ordinate all necessary processes. Working with Legal consultants to ensure all statutory requirements are met. H/pool is a partner with the Tees Valley Living HMR initiative. Effective Consultation with communities to secure support & manage expectations. Partnership with delivering bodies, H/pool Revival & Housing H/Pool. HMR Co-ordinator located within regeneration & forward planning team establishing good strategy & proposals.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Peter Scott

STR R040 Failure to facilitate the redevelopment of HCFE	POS	REG06	M	Project Team including Chief Officers meets monthly to oversee progress and address key issues including funding. Agreed timetable with key HBC and HCFE milestones in place. Close working links established between Regeneration & Planning and HCFE. Council reporting deadlines agreed	Regular review of risk register, annual service planning process, supervision arrangements including QMR, ongoing project management arrangements	Quarterly	Peter Scott
STR R041 Failure to realise plans for Victoria Harbour regeneration scheme	REP	REG01, REG02, REG04, REG08	H	Partnership Boards at Tees Valley Regeneration (TVR) for Victoria Harbour Project & Project Teams have Hartlepool Council senior rep. Close partnership working with site owners & TVR to produce master plan & other docs i.e. S106 Agreement, design guidance Close liaison with regional & sub-regional bodies including potential public funders. Extensive studies undertaken by TVR & site owners. Representation made on key strategic planning docs to identify H/Pool Quays (incl Victoria Harbour) as a regeneration priority. Victoria Harbour is reflected in adopted local plan & is included in the Corporate Plan. Liaison with key people associated with the port. Encouragement to enter appropriate legal agreements to underpin the development. Promotion of scheme in sub regional programmes and the MAA via TV Unlimited.	Regular review of risk register, annual service planning process, supervision arrangements including QMR, ongoing project management arrangements	Quarterly	Peter Scott
STR R042 Inability to meet very high levels of local housing needs including affordable housing	SOC	HSG02, HSG06, REG10	H	Ongoing engagement with a range of RSLs/Housing Associations including Housing Hartlepool. With RSLs support development of new affordable housing through National Affordable Homes Programme. Dialogue taking place in the 2008-11 bidding round. Key strategic priorities and potential sites that may become available within 08-11 being identified. Ongoing HMR programme ensuring quantified requirements for new AH are included in development agreements with housebuilders.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Peter Scott

RPD R001 Insufficient capacity of Safer Hartlepool service to meet demand through lack of commitment from partners	SOC	CSP01, CSP02, CSP03, CSP05, CSP06, CSP10	M	Seek to address needs not wishes. Quantify needs and seek funds to sustain and where appropriate increase service provision eg CCTV. Meetings and Task groups in place with action plans and regular monitoring. Neighbourhood policing service delivery reviewed, focused action plans established to develop service delivery.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Alison Mawson
RPD R002 Insufficient resources to maintain townwide CCTV cameras at existing level	SOC	CSP03	M	Review service & prioritise only most strategic cameras for R&M. Approved in 2008/9 budget pressures. <i>(A scrutiny process is now underway to help determine the future of the CCTV service)</i>	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Alison Mawson
RPD R003 Failure to secure budget (or significantly reduced budget) to continue Drug Interventions Programme	FIN	SSD21, CSP09, CSP01, CSP04, CSP07, CSP08	M	Pursue grant funding under existing regime. Highlight within the 2009/10 budget process - withdrawal of external funding.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Alison Mawson
RPD R004 Inability to deal with increasing numbers of young offenders and those 'at risk' referred to Hartlepool Intervention Panel	SOC	CSP09, CSP11, CSP12	M	Issue and build links with other preventative measures. Keep numbers under review. Influenced by new initiatives.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Danny Dunleavy
RPD R009 Failure of service providers to focus resources on neighbourhood renewal areas	SOC	REG12, REG13	M	Increase service providers focus on targeting resources on neighbourhood renewal areas through development of Neighbourhood Plans. Development of targets for NRS areas.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Derek Gouldburn

RPD R010 Failure to adequately consult residents and other stakeholders on relevant issues	SOC	REG08, REG09, REG10, REG11, REG12, REG13, REG14, REG20	M	Links to Community through CEN on LSP and local Area Forums. Involvement with NCF in consultation process. Established consultation routines in planning and regeneration services. Hand delivery of consultation materials on large schemes. Statutory requirements. Corporate consultation strategy and corporate expertise, viewpoint 1000, Staff awareness of equality and diversity issue.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Derek Gouldburn
RPD R012 Insufficient capacity to deliver new LAA LSP & Community Strategy requirements set out in Local Govt White Paper	POL	CST03	H	Use of reserves to carry out initial preparation of LAA. Prioritisation at the expense of other essential activity. Raised issue within 2008/09 budget process but no additional funding awarded	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Joanne Smithson
RPD R013 Reduction in funding for Housing Investment	FIN	HSG01, HSG03, HSG04, HSG05, HSG07, SSD21	M	Existing sub regional working in place. Up to date Needs Analysis and relevant Studies being progressed. Effective and up to date strategies in place to supporting bidding.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Penny Garner-Carpenter
RPD R014 Failure to provide correct housing advice to the public	SOC	HSG03, HSG05, HSG07, HSG20	M	Staff training, team working offering housing and homelessness advice. Awareness training with external and internal organisations. Service planning and review in place. Appointments system introduced. Advice & information leaflets available for clients.. Introducing a senior office sign off on all homelessness decisions. Random audit checks on homelessness decisions increased to 20%.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Penny Garner-Carpenter
RPD R015 Failure to achieve national decent homes standard	SOC	HSG04, HSG05, HSG06	M	Monitoring with RSLs through Housing Partnership PMF, Housing Hartlepool quarterly meetings etc. Monitoring of new build and demolition rates and liaison with agencies involved. Ensure sufficient funding allocated through capital programme and monitoring impact of such funding. Specific targeting of private vulnerable households.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Penny Garner-Carpenter

RPD R016 Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners	PER	REG01 to REG08, REG10 to REG14, PED01 to PED05	M	Service level agreements. Membership of Economic Forum. Build relationships at sub regional, regional and national levels.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Antony Steinberg
RPD R017 Failure to maximise economic advantage to the town	SOC	REG03, REG04, REG05, REG07, REG08, PED01 to PED05	M	Small existing council marketing budget. Established partnership arrangements with various agencies. Identified as a pressure in 2008/9 budget round.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Antony Steinberg
RPD R018 Failure of partner authorities in relationship to National Partnership Agreements	CON	PED22	M	Approval monitored by inspection regime and any major issues resolved.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Garry Hutchison
RPD R019 Failure to achieve fee income targets	FIN	PED20, PED22, SSD21	M	In Building control establish good working relationships with developers/local agents. Participation in National partnering initiatives. maintenance of quality service. Close revenue monitoring.	Regular review of risk register, annual service planning process, supervision arrangements including QMR, budget management arrangements	Quarterly	Garry Hutchison
RPD R020 Failure to correctly implement Building Regulation legislation	POL	PED22	M	Testing through LABC. Use of Government helpline where appropriate. Use of Tees Valley network of BC officers to agree interpretation and check understanding.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Garry Hutchison
RPD R021 Loss of life or injury to the public through failure of 3rd party specialists to give correct building regulation advice	SOC	PED22	M	Use only accredited professionals for provision of advice. Use only accredited professional consultants for larger/complex schemes not designed with current guidance. Briefly appraise conclusions/recommendations of consultant reports prior to passing to clients.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Garry Hutchison

RPD R022 Loss or damage to key paper planning records and documentation	ASS	PED20, PED22	L	Paper records are held in a central indexed filing system and in the archive store. EDRMS introduced to Planning service in December 2005. Current records scanned and held electronically. Contractor selected to backscan approx 10 years of records. Phase 1 & 2 backscanning complete. Risk reduced to "unlikely" level.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Richard Teece
RPD R023 Loss of access to Planning IT system for lengthy period	INF	PED20, PED21	L	The system is included in corporate disaster recovery plans. Back up routines in place. Retention of key information is presently in hard copy format. Support arrangements and help desk facilities available both from suppliers and SX3 managed services. Initial business continuity plans in place.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Richard Teece
RPD R024 Decision making on planning applications being challenged	POL	PED20, PED21	M	Provide fully reasoned committee reports or delegated case reports. Ensure audit trail is available. Employ professional planning staff. Regular training in case law and undertake CPD. Regular member training on issues and case law.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Richard Teece
RPD R025 Failure to implement new planning related legislation	POL	REG04, REG08, REG09, REG11, REG20, PED20, PED21, PED22	M	Notifications from Government of changes circulated to staff. Regular encyclopaedia and technical updates. Training provision and CPD. Joint liaison with partner authorities on emerging environmental agenda. New Local Plan adopted April 2006. LDF work ongoing. Annual review of LDS via annual report.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Richard Teece
RPD R026 Failure to agree clear Planning Policy context on Building Conservation Issues	POL	PED20, PED21, PED07	M	Working with existing Planning Group on review of policy. Headland Conservation Area Appraisal completed CAAC established. Funding for future appraisals identified as part of 08/09 budget process. Currently working on an appraisal of the Park Conservation Area.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Sarah Scarr

RPD R028 Failure of external contractors or partners to effectively deliver regeneration programmes and services	CON	REG01, REG02, REG04, REG05, REG06, REG10, REG11, REG12, REG13	M	Close working relationships with in house technical teams. Clear briefs, timetables and contractual arrangements in place. Strategic involvement in Boards and steering groups. Established officer steering groups. Service level agreements. Support networks in place.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Derek Gouldburn
RPD R029 Inability to achieve long term regeneration targets	FIN	REG01 to REG08, REG10 to REG13, SSD21	M	Lobbying for resources (locally, sub regionally and regionally). Monitoring closely existing programme budgets. Demonstrating to funding bodies the success of using existing allocations. Secured some corporate budget for Major Regeneration projects. Strategy reports and evidence based reports in place to support current and future funding bids.	Regular review of risk register, annual service planning process, supervision arrangements including QMR, budget management arrangements	Quarterly	Derek Gouldburn
RPD R030 Continued support of partners in partnership activities	POL	REG01, REG02, REG03, REG04, REG05, REG10, REG11, REG12, REG13, REG14, PED03, PED04, PED05	M	Moving towards joint targets. Developing relationships with key partners to ensure buy in. Use of service level agreements. Established Local Area Agreement in place. Partners closely involved in NAP process.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Derek Gouldburn
RPD R031 Failure to provide a 'sound' Planning Policy Framework	POL	REG04, REG08, REG09, REG10, REG20	M	Local Plan adopted April 2006 provides current policy framework. 'Sound' evidence/information base being developed and updated regularly. Employ professional planning staff. Regular dialogue with Government Office on policy and procedural matters. Regular liaison on best practice with Planners in other TV authorities through Planning Managers Group. Annual Review of LDS prepared. Regular training in LDF process and planning policy and CPD undertaken.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Derek Gouldburn

RPD R032 Failure to deliver current regeneration programmes	POL REP	REG01, REG02, REG03, REG04, REG05, REG07, REG08, REG10, REG11, PED01, PED02	M	Established programme management systems. Well trained and qualified staff. Proactive and positive PR strategy. Established sub regional and regional networking and lobbying systems. Recognition of Hartlepool's priority within key regional and sub regional policy documents.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Derek Gouldburn
RPD R033 Personnel and financial issues arising from staff reaching the end of temporary contracts	FIN	SSD21	M	Close liaison with senior HR and Finance Division staff. Early analysis of potential financial commitment arising from employee legislation changes. Analysis on each individual affected by new employment legislation. Risk assessment to take place.	Regular review of risk register, annual service planning process, supervision arrangements including QMR, budget management arrangements	Quarterly	Jeff Mason
RPD R034 Potential violence to staff	PER	PED21, SSD22	M	Departmental health & safety policy and risk assessments in place. Building security measures and signing in procedures established. Procedure guides issued including those relating to 'out of office' working. Reception/Interview rooms designed in conjunction with advice from Health & Safety Unit. Corporate Group established to review the issue. Installation of CCTV camera into BHH.	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Quarterly	Jeff Mason
RPD R035 Failure to recruit and retain staff	PER	SSD24, PED20, PED22	M	Introduced a comprehensive career grade structure into the department Corporate relocation package available and has been used in the department. Flexible working arrangements in place along with other family friendly policies. Developing links with University of Newcastle to provide opportunities for students and increase recruitment potential. Investor on People approach including development programme for managers. Reflected in emerging Workforce Development Planning process.	Regular review of risk register, annual service planning process, supervision arrangements including QMR, workforce development plan	Quarterly	Jeff Mason

APPENDIX 2

EQUALITY AND DIVERSITY 2008/09 IMPACT NEEDS REQUIREMENT ASSESSMENT

Five Diversity Impact Needs Requirement Assessments have been carried out covering the main areas of the department's service as follows:

- **Housing**
- **Economic Development**
- **Crime, Anti Social Behaviour and Youth Offending**
- **Planning**
- **Community Strategy, Housing Market Renewal and Regeneration**

2008/09
Impact Needs Requirement Assessment

Title	Housing
Date	March 2008
Lead Officer	Alistair Simpson, Tenancy Relations Officer
Team members (Responsible officers)	Penny Garner-Carpenter, John Smalley, Lynda Igoe, Siobhan Rafferty

A jargon buster is available at the end of this document to explain any abbreviations, organisations and terms used.

STEP 1 – THE SERVICE AREA

A Scope – Define the service area (normally based upon Department / Service plan areas).

The Housing Division of the Regeneration and Planning Services is responsible for administering the Council's housing services and has three separate service areas:

- **Strategic Housing:** is the overarching area of the Housing Division and is currently led by the Strategic Housing Manager who is based at Bryan Hanson House, Lynn Street. Housing is a key priority for the council and this section facilitates the Housing Partnership and produces the Hartlepool's Housing Strategy which is aimed at promoting successful, safe and thriving neighbourhoods through Housing Renewal, Supporting People, Empty Properties, Fuel Poverty and Affordable Warmth, Housing Regeneration, Housing and Support for Older People and Homelessness strategies. It also links to a range of other regional, sub-regional and local policies and plans such as the Sub regional (Tees Valley) and Regional (NE England) Housing Strategies.

In addition, this area is responsible for monitoring and working with Registered Social Landlords (RSLs), such as Housing Hartlepool, to encourage the development and building of affordable and special needs housing, as well as working with Supporting People to ensure that priorities are taken account of.

- **Private Sector Housing:** A team of 15 people based at Bryan Hanson House, Lynn Street, deals with disrepair in private rented houses, licensing of landlords, managing the Landlord Accreditation Scheme, empty private houses, public health nuisance complaints, and unauthorised caravan encampments. In addition the Team deals with grants and loans for the improvement and repair of houses, promotes home energy efficiency improvements, and adaptations/nominations for disabled persons' accommodation.

The above can be contacted through Hartlepool Borough Council's telephone number 266522 during the following office hours:

Monday to Thursday - 8.30 am to 5.00 pm
Friday – 8.30 am to 4.30 pm

- **Housing Advice:** a team of 9 currently based at the Civic Centre, carries out the Council's statutory duties towards people who are homeless or at risk of becoming homeless (Housing act 1996, Homeless Act 2002 Chapter 7). This may include the provision of temporary

accommodation until permanent housing can be secured. The main focus of the service is to prevent homelessness wherever possible by providing effective advice and assistance at the earliest opportunity. This can be through offering free and confidential advice and assistance at County Court on housing and homelessness issues including possession proceedings for rent or mortgage arrears.

The team also provides a Floating Support Service to help people gain access to and sustain a successful tenancy. This includes advice and assistance with budgeting, life skills, benefits and money advice, effective communications etc.

Users of the above services are identified from homeless applicants or existing tenants who are at risk of homelessness due to being unable to manage their tenancy. Referrals for supported housing and other support schemes can be made through the Housing Advice Team's Supported Housing Coordinator.

The Tenancy Relations Service provided by the team provides advice and assistance to both landlords and tenants on any issue relating to their tenancy including rights and responsibilities, possession proceeding and mediation to resolve disputes. This service carries out the Council's enforcement powers to prevent harassment and illegal eviction and prosecuting the perpetrators where necessary.

The Advice Team can be contacted on Hartlepool Borough Council's telephone number 01429-266522 during the following office hours: Monday to Thursday - 9.00 am to 5.00 pm, Friday - 9.00 am to 4.30 pm

An emergency out of hours service is available on 01429 869424.

B Objectives. What need is it designed to meet?

1	Strategic Housing's objective is to ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live.
2	The Private Sector Housing team's objective is to improve the condition and management of private houses, maintain public health, and to meet the adaptation/accommodation needs of disabled persons through the enforcement of legislation, guidance, and assistance.
3	The Housing Advice team's objective is to give good quality advice that offers customers options and solutions to resolve their housing need, to prevent homelessness and support people to sustain their tenancies.

STEP 2 – WHAT DO WE ALREADY KNOW?

Available research and data

- **Details / results of consultation carried out. Who, When, How, feedback from consultation**
- **Previous Impact Needs Requirement Assessment**
- **Results of previous Diversity Impact Assessments**
- **Anecdotal and other evidence**

Housing Strategy: research from the 2007 housing needs assessment, a borough wide housing survey done in collaboration with other Tees Valley authorities, indicates a shortage of affordable

housing across all tenures.

Quarterly P1E homelessness returns: made to the Communities and Local Government Department on Homeless Acceptances gives a breakdown of reasons for homelessness and includes information on age, ethnicity, gender and households. This information is generated from the Council's housing advice and homeless database and records all homeless acceptances (59 acceptances were recorded from April-December 2007). It also records all cases that have required emergency temporary accommodation.

Housing advice data system: used to record all cases where applicants are given advice and information, as well as prevention of homelessness cases (1,342 files were opened from April-December 2007) analyses and reports information on age, gender, religion, sexual orientation and reasons for homelessness. The system also generates information to record Best Value Performance Indicators and allows for monitoring reasons and trends in homelessness and what prevention measures are working effectively. Information gathered from this database shows many vulnerable people are at risk of losing their home due to the main causes of homelessness which are friends or family no longer accommodating them, relationship breakdown, mortgage repossessions, rent arrears, termination of Assured Shorthold Tenancies and fleeing violence.

Housing waiting list: 492 lettings were made from April-December 2007 by Housing Hartlepool and there are over 4,000 applicants on their Housing Register. This shows a huge demand for social housing.

Letting returns from RSLs: all RSLs provide a monthly return of all nominations to the Local Authority which are set at 50% of all lettings. From April-December 2007, 82 nomination requests were made to RSLs. Failed tenancies are also included in the return, and this amounted to 47 from April-December 2007.

Vulnerable Person Panel: the VPP is an operational group, set up to address the problems around ex offenders/substance misusers being housed. It is a multi agency group which meets monthly to discuss referrals and is made up of Youth Offending Service, Probation, Leaving Care Team, Supporting People, Mental Health Team, housing providers and support providers. Referrals are accepted from any agency. The outcomes from the Panel are fed to a quarterly Steering Group and there have been 34 referrals since its start in October 2007. Indications from referrals are that there is a need for more supported accommodation for women with complex needs and people with alcohol problems.

Floating Support Service: the Floating Support service has been in operation for the past 3 years and has assisted a number of people to live independently in the community in sustainable tenancies. The team is currently supporting 16 vulnerable adults some who will need to be supported for a long time due to the nature of their vulnerability. Other cases are short term, approximately 6 months, to ensure they get the best possible start with their tenancy. The main areas of vulnerability are alcohol dependency, learning disability, young people and physical disability.

Impact Needs Requirement Assessment (INRA) 2007/08: indicated that energy efficiency measures were not being significantly taken up by ethnic groups and a subsequent action was put in place to investigate. This was not carried out, however, and has been carried forward into this year.

Gypsy/traveller encampment data: currently held in Private Sector Housing Team records numbers of caravans, length of stay and locations of unauthorised encampments.

Special needs adaptation and accommodation data: two separate databases operated by Adult and Community Services and the Special Needs Section monitor referrals from first enquiry to completion of works/provision of accommodation. This is being used to measure demand against the ability to fund works or find alternative accommodation, and the impact this has on waiting times for disabled persons to receive assistance.

Monitoring forms: currently provides ethnic data on Licensed private landlords and age data on people making Housing Renewal Assistance enquiries.

STEP 3 – FINDINGS

Diversity areas	Evidence of adverse / differential impact on specific groups? Have any unmet needs been identified? Any evidence of non-compliance with legislation?
Age	<p>Research undertaken for the Housing Strategy indicated that there is an increasing elderly population. We currently offer a range of accommodation, support and care, but the range isn't enough to warrant true choice and this may have an adverse impact on the elderly. In addition, the introduction of loans for renewal assistance might act as a barrier to older persons securing essential works to their homes. A range of accommodation options across the tenures, along with a range of support and care is therefore required to provide a comprehensive Older Person's Housing Support and Care Strategy.</p> <p>Housing Advice data, Homelessness and Letting returns suggests there is an adverse impact on young people accessing the housing market. Youth homelessness may be due to issues of chaotic behavior and under-25's finding it more difficult to access accommodation in the private sector because of benefit regulations. Evidence points to young people 16-25 years being more likely to fail in their first tenancy and suggests that support services for this age group are required.</p> <p>Cases presented to the VPP highlight that ex-offenders and those with substance misuse issues find it more difficult to access settled accommodation.</p>
Disability	<p>The number of referrals for Disabled Facilities Grants from Adult and Community Services exceeds the funding available from central government to carry out the works. This can have an adverse impact leading to lengthier waiting times from initial enquiry to completion of the works. On the basis of referrals, the demand for suitably adapted accommodation as an alternative to carrying out adaptations to existing housing also exceeds the numbers available in all tenures, which can restrict the scope of options for disabled persons. A register of these properties has been developed by the council, but further work is needed to encourage social landlords to keep the register up to date. Funding is a key issue, but this has been partially tackled in 2008/9 by the council providing additional funding of £105,000 towards Disabled Facilities Grants.</p> <p>To increase the numbers of adapted properties available to disabled persons, 'lifetime homes', i.e. those built to a standard suitable for a disabled person but not specifically for that purpose, needs to be encouraged.</p>

Gender	Referrals to the VPP suggest there may be an adverse impact on women with complex needs and chaotic lifestyles being housed and that specialist supported housing is required.
Religious Belief	Not sufficient evidence to identify adverse impact. Further monitoring required.
Racial Group	<p>The action to investigate the take up of energy efficient measures by this group carried over from last year's INRA indicates that there was not enough data on ethnic groups to justify resource allocation last year. This may have resulted in an adverse impact on this group accessing energy efficiency measures. Further monitoring required.</p> <p>There are no authorised gypsy/ traveller encampments within the Hartlepool area and the current policy for dealing with this group may have an adverse impact on them visiting the town.</p>
Sexual Orientation	Not sufficient evidence to identify adverse impact. Further monitoring required.
All	

STEP 4 – WHAT DO WE NEED TO DO

<p>The findings from steps 1 to 3 should be informing the actions of the Service plans. The diversity actions are directly linked to the Objectives.</p> <p>- any gaps in available data</p> <p>- need to take action immediately</p> <p>- need to include future procurements (new contracts and at re-negotiation)</p>			
Objective	Action	Timescale	Responsible Officer
1	Carry out Diversity Impact Assessment and join with Housing Hartlepool and Adult Services to carry out some research to assess the situation with regard to the needs of older people before identifying an action plan.	March 2009	Penny Garner-Carpenter
1	Develop the feasibility of opening a Housing Options Centre to assist in the implementation of Choice Based Lettings and to improve access to effective advice on housing issues.	March 2009	Penny Garner-Carpenter
2	Review the policy and procedures for dealing with unauthorised encampments of gypsies/ travellers to	March 2009	John Smalley

	reconsider diversity issues in conjunction with other departments/agencies.		
2	Investigate the take-up of energy efficiency measures by ethnic groups and, if necessary, prepare an awareness programme.	March 2009	John Smalley
2	Monitor the impact of additional funding for Disabled Facilities Grants on waiting times for disabled persons to receive assistance.	December 2008 (interim report) March 2009 (final report)	John Smalley
2	Update the register of adapted houses in all tenures	March 2009	John Whitfield
2	Assess the likely levels of 'lifetime homes' to be built in the next three years	March 2009	John Whitfield
3	Monitor and collate ethnic minorities, religious belief and sexual orientation to identify who is or is not using the advice service. Develop housing advice data base to record and report on alcohol and drug dependency.	March 2009	Alistair Simpson
3	Evaluate number of referrals and the sustainment of tenancies for 16-25 year olds, and monitor to assess gaps in specialist services e.g. provision for females with complex needs, ex offenders, alcohol dependency etc.	March 2009	Siobhan Rafferty

JARGON BUSTER

Choice Based Lettings - system used by Councils and Registered Social Landlords to let their vacant properties For further information visit:

http://www.hartlepool.gov.uk/housinghartlepool/site/scripts/documents_info.php?categoryID=43&documentID=474

Diversity Impact Assessment (DIA) – process of predicting any adverse or differential impact on the diversity groups of age, disability, gender, race/ethnicity, religious faith/beliefs and sexual orientation when introducing new strategies, policies, plans, services or functions.

Hartlepool Housing Strategy – Hartlepool Borough Council's housing strategy for 2006-2011 can be viewed on its website at: http://www.hartlepool.gov.uk/downloads/CD029_Housing_Strategy.pdf

Housing Hartlepool - Housing Hartlepool is a registered Social Landlord which was formed in March 2004 to take over the ownership of the former housing stock of the Council. For further information visit their website at: <http://www.hartlepool.gov.uk/housinghartlepool/site/index.php>

Housing Partnership – a partnership inclusive of the Council, Registered Social Landlords, Private Sector (Landlords, Estate Agents, Mortgage Lenders) Voluntary Sector, and Residents operating across the Borough of Hartlepool. Further information can be accessed through the Hartlepool Partnership Website through the following link:
<http://www.hartlepoolpartnership.co.uk/partnership/site/scripts/documents.php?categoryID=36>

Impact Needs Requirement Assessment – process of identifying any adverse or differential impact or unmet needs to the diversity groups of age, disability, gender, race/ethnicity, religious faith/beliefs and sexual orientation when providing services

Landlord Accreditation Scheme - Hartlepool Borough Council operates this voluntary scheme which aims to encourage an improvement in the management and conditions of houses in the private rented sector by providing a reliable and accessible source of advice, information and assistance to member landlords. For further information, visit Hartlepool Borough Council's website at: http://www.hartlepool.gov.uk/site/scripts/documents_info.php?documentID=404

Housing act 1996, Homeless Act 2002 Chapter 7- can accessed on the following government website: http://www.opsi.gov.uk/acts/acts2002/ukpga_20020007_en_1.htm

Supporting People – a national programme delivered by local authorities to provide a better quality of life for vulnerable people to live more independently. For more information on Hartlepool Borough Council's scheme visit their website at:
<http://www.hartlepool.gov.uk/site/scripts/downloads.php?categoryID=>

Tees Valley Authorities – Hartlepool, Middlesbrough, Stockton, Darlington and Redcar and Cleveland are the five Borough Council Authorities of the Tees Valley area.

2008/09
Impact Needs Requirement Assessment

Title	Economic Development
Date	March 2008
Lead Officer	Sheila Watson, Employment Relations Adviser
Team members (Responsible officers)	D Martin, P Wilson, J Cole, V Capaldi, S Watson, A Steinberg

A jargon buster is available at the end of this document to explain any abbreviations, organisations and terms used.

STEP 1 – THE SERVICE AREA

A Scope – Define the service area (normally based upon Department/ Service plan areas).	
<p>Economic Development is a section within the Regeneration and Planning Services department which provides the following services on tourism, business support and employment throughout the town:</p> <ul style="list-style-type: none"> • Tourism – a team of two people (based at Bryan Hanson House) responsible for promoting Hartlepool as a place to visit. • Business Support – a team of approximately 10 people (based at Bryan Hanson House and the Hartlepool Enterprise Centre), working to help new and existing businesses. • Employment – the Hartlepool Working Solutions team of approximately 20 people (based at Bryan Hanson House, Hartlepool Enterprise Centre, Jobsmart in Park Road and Queens Meadow) works with local employers to assist with staff recruitment and helps them to become good employers. The team is also responsible for developing training and recruitment programmes to support disadvantaged residents (including unemployed, those on incapacity benefit and lone parents) into the workplace. <p>All of the above teams can be contacted through Hartlepool Borough Council's telephone number 266522 during the following office hours:</p> <p style="padding-left: 40px;">Monday-Thursday - 8.30 am to 5.00 pm Friday – 8.30 am to 4.30 pm</p>	
B Objectives. What need is it designed to meet?	
1	The Tourism team's objective is to work with other organisations such as hotels, restaurants and tourist attractions (for example the Hartlepool's Maritime Experience) to attract visitors to the town.
2	The Business Support team's objective is to help businesses develop and grow with a view to increasing employment throughout the town.
3	The Hartlepool Working Solutions team objective is to increase employment and meet the skills demand of local employers through training programmes and get back to work schemes, such as the Site Safety Passport scheme and the Progression to Work scheme.

STEP 2 – WHAT DO WE ALREADY KNOW?

<p>Available research and data</p> <ul style="list-style-type: none"> • Details / results of consultation carried out. Who, When, How, feedback from consultation • Previous Impact Needs Requirement Assessment • Results of previous Diversity Impact Assessments • Anecdotal and other evidence 	
<ul style="list-style-type: none"> • Connexions and recent data collected by the Tees Valley Joint Strategy Unit (TVJSU) based on the 2001 Census, provides information on the levels of young people not in employment, education or training. • Service requests from the town's Lesbian, Gay, Bisexual and Transgender (LGBT) support organisation and local businesses gives us an insight into the type of assistance and guidance required with recruitment and employment case law. • The European Employment Service (EURES) as well as a north eastern seminar on Migrant Workers in March 2006 and evidence from employers provides information that enables us to assess the number of Polish workers in the town. • Evidence from the TVJSU figures shows there are a large number of people (approximately 7,000) in Hartlepool on Incapacity Benefit. Although unemployment has reduced significantly over recent years, the level of unemployment in Hartlepool is higher than regional and national figures. The evidence also indicates that there are many people with low skills. • The Regional Economic Strategy 2006 looks at tackling the barriers facing women and disadvantaged communities in starting up and running businesses. • Destination Access Audit of Brighton City Centre and Seafront Report dated 31st May 2005 highlights accessibility problems for people with disabilities and has been used by other local authorities as a basis for undertaking access audits. The report identifies issues and areas for improvement to increase access for all. • Awareness raising seminars for local employers, which include equality and diversity, are repeated throughout the year by Hartlepool Working Solutions' Employment Relations Advisor. The good attendance figures suggests the need for employers to be kept up to date on topics such as: <ul style="list-style-type: none"> ○ Employment Legislation Essentials covering all aspects of discrimination and equality affecting employers ○ Managing Absence covering the Disability Discrimination Act ○ Recruitment & Selection covering all aspects of discrimination ○ Employment Legislation updates which includes an update in case law. Attendance at these events indicates the level of representation from ethnic minorities. • The Economic Development section continuously collects data on beneficiaries of regeneration initiatives aimed at getting local residents into employment and training. 	

STEP 3 – FINDINGS

Diversity areas	Evidence of adverse / differential impact on specific groups? Have any unmet needs been identified? Any evidence of non-compliance with legislation?
Age	Analysis of Connexions and TVJSU data suggests that there is an adverse impact on young people with regards to training, education and employment within the region through lack of skills.

Disability	<p>Analysis of TVJSU figures suggests that there is an adverse impact on people with disabilities and health problems getting employment within the region due to lack of skills and employers' attitudes.</p> <p>Access Audit undertaken by Brighton City Centre and Seafront Report identifies accessibility problems for people with disabilities visiting hotels and tourist destinations.</p>
Gender	The Regional Economic Strategy suggests that there is an adverse impact on women starting up and running businesses within the region due to various factors including lack of expertise, confidence, finance and childcare opportunities.
Religious Belief	No sufficient evidence to identify adverse impact.
Racial Group	<p>Low attendance figures by ethnic minority employers suggest an adverse impact on representation at locally held seminars.</p> <p>Information collected on migrant workers has shown an increase in workers to the town and suggests an adverse affect on this group being able to understand their rights.</p>
Sexual Orientation	Requests from the local LGBT support organisation and local employers for advice and guidance suggests that there is an adverse impact on understanding recruitment and employment rights for members of the LGBT community.
All	<p>There is a need to upskill individuals or update skills to enable individuals to access employment opportunities or self-employment or return to the labour market from Incapacity Benefit.</p> <p>Much of the work within Economic Development relies on external funding which is given to work with particular groups or areas of the town based on the above findings. This results in a differential impact for the affected groups. For example, funding for a project to help unemployed young people into work cannot be used to get anyone outside this age group into work. Although it is not always possible to work with all areas due to funding restrictions imposed on us, the section is committed to monitoring the beneficiaries of such funding work and setting targets to reduce adverse impact on the various diversity groups.</p>

STEP 4 – WHAT DO WE NEED TO DO

<p>The findings from steps 1 to 3 should be informing the actions of the Service plans. The diversity actions are directly linked to the Objectives.</p> <p>- any gaps in available data</p> <p>- need to take action immediately</p> <p>- need to include future procurements (new contracts and at re-negotiation)</p>			
Objective	Action	Timescale	Responsible Officer
1	Review Tees Valley Access Audit report for Hartlepool and prioritised recommendations for improvement. Inform relevant parties of results, including transport providers, visitor attractions, retail, hotels and restaurants.	April 09	J Cole

1, 2, 3	Provide information, advice, guidance and training to organisations and individuals as required.	April 08	M Emerson J Cole S Watson
2	The Business Support Team to encourage participation in the business community through a programme of business events.	March 09	M Emerson
2	Support local residents with disabilities and health problems through the Progression to Work scheme.	March 09	P Wilson
2	Target communities to access and deliver European funds.	March 09	B Johnson
3	Develop and implement a Youth Strategy for employment and skills through delivery of targeted assistance	March 09	D Martin
3	Provide business and mentoring support to women through the Women's Development Fund and Women's Network,	May 08	V Capaldi
3	Monitor and set targets for the beneficiaries of regeneration initiatives aimed at assisting residents into employment and training.	June 08 September 08 December 08 March 09	A Steinberg

JARGON BUSTER

Business Support Team – Part of the Economic Development Section. For more information visit <http://www.investinhartlepool.com/>

Connect2Work Project - works with 16–19 year olds to provide information, advice and training with the aim of getting these young people into work.

Connexions - is a national public service designed to give advice to 13-19 year olds and support to disabled people and/or those with learning difficulties up to the age of 25. For more information visit <http://www.connexions-direct.com/>

ERDF – European Regional Development Fund which provides business opportunities for self-employment

ESF – European Social Fund which can be used to increase employment

EURES - is the European Employment Service which is part of Jobcentre Plus. For more information visit http://www.workpermit.com/news/uk_immigration.htm

Hartlepool Working Solutions – Part of the Economic Development Section. For more information visit <http://www.hartlepoolworkingsolutions.co.uk/>

Impact Needs Requirement Assessment – process of identifying any adverse or differential impact or unmet needs to the diversity groups of age, disability, gender, race/ethnicity, religious faith/beliefs and sexual orientation when providing services

JobSmart - is a government initiative aimed at matching employers' recruitment needs with those of skilled job hunters. For more information visit <http://www.jobsmart.org.uk/>

TVJSU – Tees Valley Joint Strategy Unit. For more information visit <http://www.teesvalley-jsu.gov.uk/old/tvstats/index.htm>)

Progression to Work – a scheme aimed at getting people with disabilities into employment.

Regeneration initiatives – the improvement of the economy through funded projects such as the Progression to Work scheme and targeted training including the Site Safety Passport scheme and Connect2Work project.

Regional Economic Strategy - provides information on the region and its economy and the key relevant Government policies for developing the region. For more information visit <http://www.onenortheast.co.uk/page/res.cfm>

Site Safety Passport - a health safety training requirement for people working on construction sites. For more information visit http://www.ecitb.org.uk/index.php?option=com_content&task=view&id=82&Itemid=165

Tourism for All – a registered UK charity to promote accessible holidays in the UK. <http://www.tourismforall.org.uk>

Tourism Team – Part of the Economic Development Section. For more information visit http://www.destinationhartlepool.com/index_tourism.php

2008/09
Impact Needs Requirement Assessment

Title	Crime, Anti Social Behaviour and Youth Offending
Date	March 2008
Lead Officer	Alison Mawson, Head of Community Safety and Prevention
Team members (Responsible officers)	Danny Dunleavy, Sally Forth, Brian Neale

A jargon buster is available at the end of this document to explain any abbreviations, organisations and terms used.

STEP 1 – THE SERVICE AREA

<p>A Scope – Define the service area (normally based upon Department/ Service plan areas).</p> <p>The Community Safety and Prevention Division is part of the Regeneration and Planning Services Department and covers the following services, many of which involve a significant level of partnership working with the public, private and voluntary sectors in their delivery, e.g. Cleveland Police and Community Network:</p> <p>Community Safety Team working within the Safer Hartlepool Partnership:</p> <ul style="list-style-type: none"> • Crime & disorder reduction – working with partner agencies on issues such as the Ringmaster service which sends out community safety messages, Pubwatch Scheme and Crimenet, whereby information is exchanged on people responsible for crime and disorder in pubs and shops. • Closed Circuit Television (CCTV). • Domestic Violence Strategy. <p>Anti-Social Behaviour Unit (ASBU):</p> <ul style="list-style-type: none"> • Anti-social behaviour and racially motivated incident case investigations, enforcement, individual/family support and prevention activities, such as provided through the FAST team and the Fire Brigade's LIFE programmes • Tenant Referencing Service (Good Tenants Scheme) which aims to reduce Anti-social Behaviour in the private rented sector. • Family Intervention Project which works intensively with a small number of families to deal with the factors which lead to offending and/or anti-social behaviour. <p>Youth Offending Team</p> <ul style="list-style-type: none"> • Youth Offending Service (YOS), involves supervision and packages of support to address risk factors associated with offending behaviour for young people who have or are at risk of offending. Examples of such support are anger management programmes, targeted education through schools and the Youth Intervention programme. <p>Contact Details for the above are:</p> <p>Safer Hartlepool Partnership Office - 8 Church Street, Hartlepool, TS24 7DJ. Telephone 01429 405577. Opening Hours 9.00 am – 5.00 pm, Monday to Friday. The building does not have disabled access.</p>

Youth Offending Service (YOS) – The Archive Building, Church Square, Hartlepool, TS24 7EQ. Telephone 01429 523986. The building has disabled access

Anti-Social Behaviour Unit (ASBU) – 73 Jutland Road, Hartlepool, TS25 1LP. Telephone 01429 296588. The building has disabled access

B Objectives. What need is it designed to meet?

1	The Safer Hartlepool Partnership's objective is to reduce total crime (against National Indicators and targets, as agreed with Government Office for the North East). These have not yet been finalised, due to national consultation process.
2	The Youth Offending Team's objective is to prevent and reduce offending by children and young people.
3	The Anti-Social Behaviour Unit's objective is to build respect in communities by reducing anti-social and criminal behaviour through improved prevention and enforcement activities and develop a community engagement model which draws together a range of community views. The model for gathering these views is currently being developed.

STEP 2 – WHAT DO WE ALREADY KNOW?

Available research and data

- **Details / results of consultation carried out. Who, When, How, feedback from consultation**
- **Previous Impact Needs Requirement Assessment**
- **Results of previous Diversity Impact Assessments**
- **Anecdotal and other evidence**

Fear of Crime surveys undertaken utilising the council's Viewpoint citizen panel indicate that residents feel safer, if the 2005 results are compared to 2007 results. In 2005, 29% felt safe out in their neighbourhood at night. In 2007 this had risen to 54%. The survey also indicates that it is not just older people who are fearful of groups of teenagers hanging about, but all ages.

The Ipsos MORI household survey undertaken in Hartlepool in 2006, reveals that 90% of residents rated their quality of life as good, which is higher than the national average of 83%.

Performance indicator data on crime, drugs, anti-social behaviour (ASB) collected quarterly and Youth Offending Service (YOS) data indicates that only 80% of young people who offend are in fulltime education training or employment, as against the target of 90%.

Neighbourhood Action Plans gather information from local residents on their priorities. Progress, which is monitored and evaluated annually, tells us that there are community safety issues in all of the NAP areas, but that these vary from area to area.

The first Partnership Strategic Assessment was conducted in November 2007. This process reviews the levels of crime, disorder, ASB, drugs and alcohol misuse in the town and then proposes which are the most significant strategic problem areas to tackle during the next 12 months.

Visual Audit and Priority Plans process, which takes into account community issues. Developed under Neighbourhood Policing project, this is a monthly walkabout used to highlight residents and councillor concerns at a very local level.

The ASB case management system complainant and perpetrator database records the six diversity strands. Evaluation of this data suggests that young people do not access the service. Whilst the ASBU sends out a

customer satisfaction questionnaire each time it closes a case, this does not currently record the diversity strands.

Age, gender, race, disability is recorded within the Youth Offending management information system. This information, combined with that on individual case files, suggests that there is no over representation of Black and Minority Ethnic (BME) young people in the youth justice system.

Consultation with user groups, residents groups, young people and other community groups carried out over the last two years indicates that there is growing confidence in the system that has been developed for dealing with anti-social behaviour which is demonstrated by an increased number of cases being reported. Also consultation with users of the Youth Offending Service highlighted the need for a bespoke building in which to deliver their services.

The Impact Needs Requirement Assessment (INRA) Critical Challenge Workshop held in November 2007 highlighted that there is a need to offer alternative ways to record incidents of anti-social behaviour other than through diary sheets, due to some people being unable to read and write. Also the need for increased levels of work in schools was highlighted.

A Diversity Impact Assessment (DIA) was carried out on the Domestic Violence Strategy last year. It indicated that every effort was made to ensure that equality of service provision and ability to access services was an integral part of the Strategy and inclusiveness and equality of opportunity was considered at a very early stage in that all types of victim are included in the services being provided and this is highlighted by the recognition that domestic abuse is across gender, sexuality, race and religious offence. The DIA, however, highlighted the need to increase reporting of victims from ethnic and minority groups and LGBT communities.

A CCTV strategy is under development and currently going through the scrutiny process. Any adverse or differential impacts will be identified through a Diversity Impact Assessment (DIA).

As part of the Tenant Referencing Service, a Good Tenant Scheme is being introduced. This requires a DIA to identify any adverse or differential impacts.

YOS have specific programmes for females

Many staff members in Community Safety underwent training in dealing with community safety aspects of diversity in March 2008. The impact of this needs to be assessed, and further training arranged as necessary.

STEP 3 – FINDINGS

Diversity areas	Evidence of adverse / differential impact on specific groups? Have any unmet needs been identified? Any evidence of non-compliance with legislation?
Age	<p>Young people congregating is a Performance Indicator measure – but Fear of Crime surveys suggests an adverse impact in that both young and older people are fearful and that intolerance is an issue.</p> <p>Information from service users suggests there is an adverse impact on young people accessing YOS services and indicates a need for a separate building where YOS could deliver its services.</p>
Disability	<p>Feedback from Critical Challenge Workshop November 2007 suggests an adverse impact on some people using diary sheets to record anti-social behaviour and that the ASBU needs to ensure that service users who are unable to fill in diary sheets are not disadvantaged.</p>

Gender	Data gathered within the division seems to suggest that there are no particular adverse impacts on this group accessing any of its services.
Religious Belief	Evidence does not seem to indicate any issues.
Racial Group	The DIA carried out on the Domestic Violence Strategy suggests that there may be an adverse impact on the reporting incidents of domestic abuse by ethnic groups and indicated that further monitoring was required. Youth Offending data indicates that the BME community is not over-represented in the Youth Justice system. Evidence, therefore, does not seem to indicate that there are any adverse issues in this area.
Sexual Orientation	The DIA carried out on the Domestic Violence Strategy suggests that there may be an adverse impact on the reporting incidents of domestic abuse by Lesbian, Gay, Bisexual, Transgender (LGBT) groups and indicated that further monitoring was required.
All	Analysis of ASBU customer satisfaction surveys shows there is no monitoring of the diversity strands within this area which may result in an adverse impact. Not all Community Safety and Prevention staff have received diversity training which could have an adverse impact on all service users.

STEP 4 – WHAT DO WE NEED TO DO

<p>The findings from steps 1 to 3 should be informing the actions of the Service plans. The diversity actions are directly linked to the Objectives.</p> <ul style="list-style-type: none"> - any gaps in available data - need to take action immediately - need to include future procurements (new contracts and at re-negotiation) 			
Objective	Action	Timescale	Responsible Officer
1	Carry out a DIA to evaluate diversity impact on introduction of new CCTV strategy.	March 2009	Brian Neale
1	The Strategy Group and Domestic Violence Forum will continue to monitor and assess how the actions and policies contained within the strategy and how they affect service users regarding equality of opportunity	March 2009	Brian Neale
2	Provide new building for work with young people. Carry out Diversity Impact Assessment (DIA).	March 2009	Danny Dunleavy
3	Promote tolerance and reassurance through setting up group to co-ordinate intergenerational activities. Residents Associations to be involved in this and positive images of Young people to be promoted.	March 2009	Sally Forth
3	Dictaphones to be provided for ASBU service users who are unable to complete diary sheets	July 2008	Sally Forth

3	Carry out DIA on Good Tenant Scheme.	September 2008	Sally Forth
3	Amend ASBU customer satisfaction survey so it records the six diversity strands and amend the database so that reports may be pulled off by strand.	September 2008	Sally Forth
1, 2, 3	Evaluate Diversity training delivered to staff in Division, and review provision, ensuring all new staff receive appropriate training.	June 2008	Brian Neale

JARGON BUSTER

Diversity Impact Assessment (DIA) – process of predicting any adverse or differential impact on the diversity groups of age, disability, gender, race/ethnicity, religious faith/beliefs and sexual orientation when introducing new strategies, policies, plans, services or functions.

Critical Challenge Workshop – a group of people from the diversity groups of age, disability, gender, race/ethnicity, religious faith/beliefs and sexual orientation engaged in reviewing the Impact Needs Requirement Assessments carried out by the Council.

Impact Needs Requirement Assessment (INRA) – process of identifying any adverse or differential impact or unmet needs to the diversity groups of age, disability, gender, race/ethnicity, religious faith/beliefs and sexual orientation when providing services.

Safer Hartlepool Partnership – Part of the Economic Development Section. For more information visit <http://www.saferhartlepool.co.uk/>

Good Tenant Scheme - A Scheme to encourage landlords in the private rented sector to take up references via the Anti-social Behaviour Unit before letting their properties

Youth Intervention Programme (YIP) - A scheme whereby young people in danger of entering the criminal Justice system are offered a programme of individual and group work aimed at motivating them to more positive act

2008/09
Impact Needs Requirement Assessment

Title	Planning
Date	March 2008
Lead Officer	Stuart Green, Assistant Director (Planning & Economic Development)
Team members (Responsible officers)	G Hutchison, R Teece, A Laws, R Waldmeyer, S Scarr

A jargon buster is available at the end of this document to explain any abbreviations, organisations and terms used.

STEP 1 – THE SERVICE AREA

A Scope – Define the service area (normally based upon Department/ Service plan areas).	
<p>The Planning service within the Regeneration and Planning Services department deals with the following services throughout the town:</p> <ul style="list-style-type: none"> • Planning Policy: is a team of 7 people which deals with the preparation of spatial and other plans as set out in the Local Development Scheme. • Development Control: is a team of 12 people which deals with assessment of planning applications and informal development proposals. • Building Control: is a team of 9 people which deals with the assessment and determination of Building Regulation applications and provision of access advice service. • Landscape Planning and Conservation: is a team of 7 people which deals with the provision of conservation, ecology and aboriginal advice and related project development. <p>All of the above teams are based at Bryan Hanson House, Lynn Street and can be contacted through Hartlepool Borough Council's telephone number 266522 during the following office hours:</p> <p style="padding-left: 40px;">Monday-Thursday - 8.30 am to 5.00 pm Friday – 8.30 am to 4.30 pm</p> <p>Planning Applications can be made on line and accessed through the Council's Public Access Portal at http://eforms.hartlepool.gov.uk:7777/portal/index.html, along with other planning information.</p>	
B Objectives. What need is it designed to meet?	
1	The Planning Policy team's main objective is to co-ordinate the preparation of the new Local Development Framework, so as to guide the future development and use of land in the Borough.
2	The Development Control team's main objective is to determine all planning applications having regard to the provisions of the Hartlepool Local Plan and other material considerations.
3	The Building Control team's main objectives are to provide an efficient, effective and customer-focussed Building Control service and to improve physical access to buildings.

4	The Landscape Planning and Conservation team's objective is to review and implement planning policy guidance relating to the historic and natural environment.
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STEP 2 – WHAT DO WE ALREADY KNOW?

Available research and data	<ul style="list-style-type: none"> • Details / results of consultation carried out. Who, When, How, feedback from consultation • Previous Impact Needs Requirement Assessment • Results of previous Diversity Impact Assessments • Anecdotal and other evidence
	<p>An Internal Audit Report of January 2008 highlighted the risk to HBC of not complying with the Disability Discrimination Act (DDA) 1995 if Council properties do not meet the minimum access standards. This finding reinforces the acknowledgement of the need to provide access for all within the Hartlepool Local Plan (2006), Policy GEP2.</p> <p>The Hartlepool Local Plan, having taken account of evidence from a range of housing studies, includes an objective, "to ensure that there is available throughout the plan period an adequate supply of suitable housing land which is capable of offering a range of house types to meet all needs". Policy Hsg5, Management of Housing Land Supply indicates, inter alia, that in considering applications for housing development, particular regard will be given to "the provision of a variety of type of housing to meet the needs of all sectors of the local community". The Local Plan also acknowledges the role of social housing, eg in the provision for elderly people's bungalows at Middle Warren.</p> <p>Additional housing-related evidence linked to age, ethnicity and disability is provided within the Strategic Housing Market Assessment (2007). The Assessment highlights that "Hartlepool's population is going to age and there will be increasing pressure on support services and the need to provide appropriate types of accommodation." The Assessment also identifies needs such as households containing people with mobility impairment or other special needs.</p> <p>The Local Plan also addresses diversity areas in the following ways:</p> <ul style="list-style-type: none"> • Little evidence to support the need for a gypsy site (para 7.119) • An assessment of the need for children's play facilities (paras 11.15-20 and Policy Rec2)

STEP 3 – FINDINGS

Diversity areas	Evidence of adverse / differential impact on specific groups? Have any unmet needs been identified? Any evidence of non-compliance with legislation?
Age	Analysis of the Local Plan and Housing Market Assessment identifies current needs in the provision of housing for different age groups, as well as the provision of children's play areas
Disability	The Internal Audit carried out on the DDA and Access Audits of Council buildings suggests that there is a risk of Council buildings not complying with the DDA indicating an adverse impact on people with disabilities accessing the buildings.
Gender	No sufficient evidence to identify adverse impact/unmet needs
Religious Belief	No sufficient evidence to identify adverse impact/unmet needs
Racial Group	No sufficient evidence to identify adverse impact/unmet needs

Sexual Orientation	No sufficient evidence to identify adverse impact/unmet needs
All	

STEP 4 – WHAT DO WE NEED TO DO

<p>The findings from steps 1 to 3 should be informing the actions of the Service plans. The diversity actions are directly linked to the Objectives.</p> <p>- any gaps in available data - need to take action immediately - need to include future procurements (new contracts and at re-negotiation)</p>			
Objective	Action	Timescale	Responsible Officer
1	Continues to prepare appropriate planning policy to promote provision of housing for different age groups, play facilities for children and an accessible environment.	March 2009	R Waldmeyer
2	Ensure compliance with Local Plan Access for All policy in determining planning applications, via the assessment of access and design statements.	March 2009	R Teece
3	Implement three year access audit programme to promote good practice in accessibility for all to all local authority buildings with public access and schools throughout the borough.	March 2010	G Hutchison
3	<p>Extract from DDA Audit report</p> <p>A design guide should be developed which incorporates the minimum standards required to achieve DDA compliance. This should be presented to Members for approval. Departments should be advised that these minimum standards be used on all capital works to Council properties.</p>	June 2008	G Hutchison
4	Incorporate Access for All standards within any environmental improvement schemes within the historic or natural environment.	March 2009	S Scarr

JARGON BUSTER

Arboriculture - the cultivation of trees and shrubs especially for ornamental purposes.

Disability Discrimination Act - The Disability Discrimination Act (DDA) 1995 aims to end the discrimination that many disabled people face. This Act has been significantly extended by the Disability Discrimination Act 2005 and now gives disabled people rights in the areas of employment, education, as well as access to goods, facilities and services. For more information on the Act, visit http://www.direct.gov.uk/en/DisabledPeople/RightsAndObligations/DisabilityRights/DG_4001068

Ecology - The study of how organisms interact with each other and their physical environment.

Hartlepool Local Plan – the statutory development plan for Hartlepool, adopted in April, 2006 by the Council for use in guiding its consideration of planning applications and shaping the Council's own investment plans. Eventually, documents prepared within the Local Development Framework will supersede the Local Plan. The Local Plan can be accessed through the Planning Portal website at http://www.planningportal.gov.uk/wps/portal/?PpAction=select_dev_plan&dev_plan_id=0

Impact Needs Requirement Assessment – process of identifying any adverse or differential impact or unmet needs to the diversity groups of age, disability, gender, race/ethnicity, religious faith/beliefs and sexual orientation when providing services

Local Development Framework (LDF) – group of documents which collectively will provide policies for meeting the community's economic, environmental and social aims for the future of the area, where this affects the development and use of land and buildings. For more information on the LDF and other associated planning documents please visit our website at http://www.hartlepool.gov.uk/site/scripts/documents_info.php?categoryID=372&documentID=108

Local Development Scheme (LDS) – statement of the programme for the preparation of the documents within the Local Development Framework. The LDS can be accessed through our website at http://www.hartlepool.gov.uk/downloads/HBC_corrected_LDS_March_07.pdf

Strategic Housing Market Assessment – a comprehensive survey and analysis of Hartlepool's housing market, focussing on dwelling profiles, market trends, market drivers, current need, future requirements for affordable housing and for households with particular needs, eg older people and people with specialist needs. This document can be accessed through the website at http://www.hartlepool.gov.uk/downloads/Hartlepool_Strategic_Housing_Market_Assessment_2007_FINAL.pdf

2008/09
Impact Needs Requirement Assessment

Title	Community Strategy, Housing Market Renewal, Regeneration
Date	March 2008
Lead Officer	Sylvia Burn, Team Leader, Regeneration
Team members (Responsible officers)	Joanne Smithson, John Potts, Nigel Johnson , Derek Gouldburn, Gemma Clough, Rob Smith

A jargon buster is available at the end of this document to explain abbreviations, organisations and terms used.

STEP 1 – THE SERVICE AREA

<p>A Scope – Define the service area (normally based upon Department / Service plan areas).</p> <p>The Regeneration and Housing Market Renewal Teams are two of the three teams which sit in the Urban Policy Section of the Regeneration and Planning Department. The Community Strategy Team also sits in the Regeneration and Planning Department, as a separate division.</p> <p>These three teams work closely together to provide integrated services to improve the quality of life of residents in the Borough, particularly through the following key service areas :</p> <p><u>Community Strategy, a team of five people</u> - Provides support for the Hartlepool Partnership, the Borough's Local Strategic Partnership (LSP), which brings together a wide range of partners to look at what local services and developments are needed and how these can be best provided. The Division also co-ordinates work on the Community Strategy, the Local Area Agreement (LAA), Neighbourhood Renewal and Sustainable Development. It contributes towards bid submissions for additional financial resources for the Borough Council and the Hartlepool Partnership.</p> <p><u>Housing Market Renewal (HMR), a team of two</u> – Co-ordinates and implements a programme of strategic housing market renewal across Hartlepool, in partnership with other bodies including Hartlepool Revival, Housing Hartlepool and other local housing associations. A number of sites have already been assembled, and are being developed by the private sector to provide a range of new homes, on a mixture of tenures, with various sale price levels. The team represent Hartlepool on the Tees Valley Living Partnership, and are actively involved in bidding for funding, sub-regional research, monitoring and achieving targets. In addition the team facilitates the delivery of affordable housing options with partners identified above.</p> <p><u>Regeneration Team of 13 people</u> - Co-ordinates the Hartlepool element of the Tees Valley Single Programme, which entails the design, implementation and monitoring of regeneration projects which create jobs and boost the economy of the sub-region. This team also significantly contributes to Neighbourhood Renewal, leading on both the preparation of Neighbourhood Action Plans and the managing of associated neighbourhood budgets. In addition support is provided to the New Deal for Communities Programme, both in terms of managing and delivering the Commercial Areas Strategy and providing an independent Appraisal Panel Service to assess projects coming forward for funding. The team also works in partnership with other organisations and the community/voluntary group sector to improve the quality of life for residents, workers and visitors. This includes implementing the Coastal Arc Strategy, which promotes investment and funding opportunities within the key regeneration action zone in Hartlepool and Redcar and Cleveland, developing the Hartlepool Compact, which aims to improve working relationships between the public sector and the community and voluntary sector, working up proposals to secure the expansion and improvement of facilities</p>
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at Hartlepool College of Further Education, and agreeing and managing a Central Area Investment Framework for the town centre.

All of the above Teams are based at Bryan Hanson House and can be contacted through Hartlepool Borough Council's Contact Centre number 01429 266522 during the following office hours:

Monday to Thursday – 8:30 am to 5:00 pm
Friday – 8:30 am to 4:30 pm.

B Objectives. What need is it designed to meet?

1	Ensure a fit for purpose Local Strategic Partnership.
2	Complete the Review of the Community Strategy.
3	Co-ordinate the preparation, implementation and partnership monitoring of the Local Area Agreement.
4	Ensure the delivery of Neighbourhood Renewal in the Borough.
5	Pursue a strategic housing market renewal programme in partnership with Tees Valley Living and key local partners.
6	Develop investment and development programmes for the key regeneration action zones within the Coastal Arc framework and pursue funding opportunities to support investment.
7	Continue to work with partners to provide key manufacturing, tourism and service sector infrastructure, including appropriate sites and premises.
8	Secure due recognition of Hartlepool's economic role, needs and opportunities in national, regional and sub-regional policy.
9	Continue to liaise with PD Ports, Tees Valley Regeneration and funders to secure agreed project delivery arrangements for Victoria Harbour.
10	Co-ordinate key regeneration programmes
11	Facilitate the physical enhancement and improvement of key higher education facilities.
12	Review significant features of Hartlepool's natural environment.
13	Continue the programme of Neighbourhood Action Plans (NAPs) preparation, implementation and review.
14	Support the development and implementation of regeneration programmes within disadvantaged areas.
15	Develop a co-ordinated strategy for appropriate partnerships with the voluntary sector.

Objectives 1-4 relate to the Community Strategy Team, objective 5 relates to the HMR Team and objectives 6-15 relate to the Regeneration Team.

STEP 2 – WHAT DO WE ALREADY KNOW?

Available research and data

- **Details / results of consultation carried out. Who, When, How, feedback from consultation**
- **Previous Impact Needs Requirement Assessment**
- **Results of previous Diversity Impact Assessments**
- **Anecdotal and other evidence**

Community Strategy Team

The Hartlepool Partnership Board includes representatives from a diverse range of communities including the BME Community, the 50+ Forum, young people, disabled people and residents representatives. The Hartlepool Partnership's themed partnerships are similarly constituted. The Partnership oversees work on the Community Strategy, the LAA and Neighbourhood Renewal. To assist in this work it uses a range of research and data, including Joint Strategy Unit (JSU) Statistics which cover a range of statistics from a variety of sources that are regularly updated by the JSU, Ipsos MORI surveys every two years, and the Index of Multiple Deprivation (IMD) 2007. This data is used to identify key gaps and inequalities across all seven themes of the Community Strategy - Jobs and Economy, Lifelong Learning and Skills, Health and Care, Community Safety, Environment and Housing, Culture and Leisure and Strengthening Communities - and is used to identify priority areas for the Neighbourhood Renewal Area.

The team are currently in the process of updating the Hartlepool Community Strategy and Neighbourhood Renewal Strategy (Hartlepool's Ambition). This has entailed a major consultation programme including on-line consultation, drop-ins, an Annual Event and feedback sessions for both partners, residents, councillors, stakeholders, voluntary and community groups. This programme was designed to be as inclusive as possible within the constraints of resources available. In addition a Diversity Impact Assessment (DIA) was identified as an action in the 2007 INRA and undertaken in February 2008 on the 2nd draft of the Strategy. The DIA identified that much progress had been made in delivering the Community Strategy and that a more detailed assessment was not required. There was, however, a need to do more intense consultations with young people and the Black Minority Ethnic (BME) groups to develop the vision for the review.

The Team are also responsible for co-ordinating the preparation of Hartlepool's new Local Area Agreement (LAA), scheduled to be signed off in June 2008.

Housing Market Renewal (HMR) Team

The HMR Team uses a range of research and data, including housing market analysis, housing market assessments and local housing assessments which have been undertaken over the last few years and used to identify potential renewal areas across the Borough. In addition the Council sponsored a study in 2004 to identify a strategy to improve the imbalances between supply and demand in the local housing market. This study was updated in 2006 and has been used to inform current housing market renewal strategies. Once these strategies have been developed to identify specific areas to be targeted, consultation is then undertaken to identify any diversity issues or specific steps which need to be taken. To assist in the identification of specific sites for demolition and redevelopment, full consultation is carried out with all residents and local businesses, including feedback sessions. A variety of methods have been used (in line with an action in the 2007 INRA), including drop-in sessions, newsletters, exhibitions, key stakeholder interviews, and meetings with residents groups to ensure an inclusive approach. Where major issues have arisen in key localities full door knocking consultation has been undertaken. A locally based regeneration office has also been set up in the neighbourhood where renewal works are being undertaken.

Regeneration Team

The Regeneration Team uses a range of research and data, similar to that of the Community Strategy and Housing Market Renewal Teams. This data identifies key gaps and inequalities in specific neighbourhoods which impact on diverse groups. The data then helps to identify priority concerns and actions.

The Team has currently appointed consultants to produce a Central Area Investment Framework which will identify key regeneration priorities for the town centre area and will set out a mechanism for their implementation. The work will also support the development of the Local Development Framework identifying key development opportunities to attract both public and private sector investment development activity. Consultations with key public and private sector stakeholders have been undertaken as part of this process and a DIA was carried out in March 2008 on the interim findings of the study. Consultations revealed a series of main priorities for improving the Central Area, including proposals to improve public access and connectivity between key sites which would promote diversity issues. The DIA revealed that there would be no negative impact from any emerging policies on diverse groups, therefore no additional assessment was required.

The preparation of Neighbourhood Action Plans (NAPs) is also a key area of work for the Regeneration Team. NAPs are important in encouraging local people and organisations to work together to narrow the gap between the most deprived wards and the rest of the country and they should be influential in allocating resources. The objective of the NAP is to integrate policies at the local level to improve the way services are provided. NAPs have now been prepared for all of the seven Priority Areas identified in The Neighbourhood Renewal Area, and some of the earlier plans prepared have now also been updated. Each Plan draws on a wide variety of research information covering the seven themes of the Community Strategy, from a wide variety of sources, including anecdotal evidence from Councillors and residents, to identify key issues to be addressed in the Plan. Last year, two Plans were reviewed and updated – the Owton NAP was finalised in November 2007 and the Rossmere Plan in March/April 2008. Each new plan/update is developed through a range of consultation sessions with residents, children and young people, the elderly, community/voluntary groups, Councillors and those who deliver services in the area (e.g. Cleveland Police, Hartlepool Borough Council, Housing Hartlepool and Hartlepool Community Network). Household survey data and other statistics also provide an understanding of the conditions in each NAP area. For all recent new NAPs and NAP updates DIAs have been undertaken (last year in line with commitments in the 2007 INRA), and actions implemented. Generic lessons learnt from the Internal Peer Review undertaken in December 2007 on the Dyke House/Stranton/Grange NAP DIA are also now taken into account.

The Rossmere NAP was the last NAP to be updated with the Rossmere DIA (identified as an action in the 2007 INRA being carried out in February 2008). This includes actions to ensure that views on the NAP represent a balanced and diverse view of the whole of the community. This has resulted in holding additional drop-in sessions in the evening so people who work during the day have the opportunity to be involved, ensuring there are opportunities to be involved at venues where alcohol is not available and where there is full disabled access, and undertaking additional consultations with people who are unable or unconfident at raising views in traditional public meetings (e.g. special sessions are tailored for primary and secondary school children, youth groups, local resident's associations and community/voluntary groups). In addition, throughout the consultation process it is being made clear that anyone who has any special needs can be accommodated (for example the Team would try to respond positively to any requests for audio or Braille versions of the Plan or for it to be published in large print or other languages). Presentations to the Talking With Communities Group and the Lesbian, Gay, Bisexual, Transgender Group to outline the Neighbourhood Action Plan process have also been arranged for June 2008. Full details of consultation and feedback on the NAP development process are attached, to illustrate the inclusiveness of the work.

The final area of work managed by the Regeneration Team is the development of the Hartlepool Compact – a framework which will set out the shared values, principles and operational guidelines between public sector agencies (such as Hartlepool Borough Council, the Primary Care Trust and Housing Hartlepool) and the Voluntary and Community Sector. The relaunch of the first Hartlepool Compact (prepared in 2003) was a key recommendation of the Council's Best Value Review of Strengthening Communities and was reflected as an action in the 2007 INRA. In response to this a new Hartlepool Compact has been drafted and consulted

upon –mainly through a Conference Event, and a DIA is now being prepared and will form part of a second round of on-line consultation (on-line consultation being identified as the preferred method by consultees). The Conference Event included groups representing minority and other diverse groups and feedback will be used to influence the next draft of the Compact.

As a consequence of issues raised around a Consultation Code for Young People, consultation has also taken place with The Hartlepool Young Voices Group in December 2007. This group asked if the precise wording of their seven visions for young people’s participation could form part of the Compact and this has now been taken on board.

STEP 3 – FINDINGS

Diversity areas	Evidence of adverse / differential impact on specific groups? Have any unmet needs been identified? Any evidence of non-compliance with legislation?
Age	The Community Strategy DIA suggested an adverse impact and identified that more consultation was needed with young people to seek their views on the Community Strategy Review. Housing Market Renewal consultations have revealed that the elderly have difficulty in affording new houses in redevelopment schemes. Various NAP DIAs have identified the need to reach more young and elderly people in the consultation process.
Disability	Various NAP DIAs have identified that there could be an adverse impact on people with disabilities accessing venues. There is a need, therefore, to ensure consultation event venues have disabled access opportunities so inclusion is promoted.
Gender	There is no direct evidence to indicate any adverse impact on this group, however, the Rossmere NAP DIA identified the need to explain the NAP process to more diverse groups
Religious Belief	Various NAP DIAs have identified there may be an adverse impact on this group attending events where alcohol is sold, therefore there is a need to ensure consultation event venues used do not sell alcohol so inclusion is promoted.
Racial Group	The Community Strategy DIA identified that more consultation was needed with BME groups to seek their views on the Community Strategy Review. The Rossmere NAP DIA identified that more consultation was needed with diverse groups
Sexual Orientation	There is no direct evidence to indicate any adverse impact on this group, however, the Rossmere NAP DIA identified the need to explain the NAP process to more diverse groups
All	The national overarching aim of the Neighbourhood Renewal Agenda is to narrow gaps between the most deprived wards and the rest of the country. The Community Strategy and Regeneration Services are therefore key to increasing equality of opportunity for residents in deprived wards.

STEP 4 – WHAT DO WE NEED TO DO

<p>The findings from steps 1 to 3 should be informing the actions of the Service plans. The diversity actions are directly linked to the Objectives. - any gaps in available data - need to take action immediately - need to include future procurements (new contracts and at re-negotiation)</p>			
Objective	Action	Time-scale	Responsible Officer
1, 2 and 4	Workshop with BME Communities to establish their vision for Hartlepool in 2020 (DIA action).	June 2008	Joanne Smithson
1, 2 and 4	Explore opportunities to work with young people to develop their vision for Hartlepool in 2020. (DIA action).	June 2008	Joanne Smithson
3	Undertake a DIA on the 2 nd Draft of the LAA. (DIA action).	Spring 2008	John Potts
5	Ensure identification, demolition, assembly and redevelopment of any new housing renewal sites follows an inclusive community consultation process	Sept 2008	Nigel Johnson
5	Seek to incorporate provision of affordable homes and shared ownership agreement options in redevelopment schemes, so low income families, the elderly and individuals have opportunities.	March 2009	Nigel Johnson
7, 8 and 11	Monitor the Central Area Investment Framework development through the Corporate Plan and Departmental Service Plans (DIA action)	Quarterly	Rob Smith
9, 10, 11 and 12	For all works to improve the physical and natural environment compliance with the Local Plan Access for All policy will be ensured and inclusive consultations will be undertaken in line with the Council's Corporate Communications Policy and Statement of Community Involvement.	Timescales will relate to individual schemes.	Derek Gouldbum
13 and 14	Undertake further consultation on NAPs to seek views of groups poorly represented in the first round of consultations, where possible. (DIA action).	June 08	Gemma Clough
13 and 14	Undertake DIA on the 1 st draft of the 6 th updated/new* NAP. (* = subject to Hartlepool Partnership decision to include Throston in the Neighbourhood Renewal area).	Sept 08	Gemma Clough
13 and 14	Undertake DIA on the 1 st draft of the last update/new* NAP. (* = as above).	Feb 09	Gemma Clough

15	Undertake a DIA on the 2 nd draft of the Hartlepool Compact.	Consult on draft in April /May 08 and finalise in June/July 08	Sylvia Burn
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Neighbourhood Action Plan (NAP) Development

The development of a Neighbourhood Action Plan (NAP) comprises the following steps:

- The collection, collation and analysis of key statistics (e.g. Ipsos MORI, Census data etc.) is initially undertaken to identify the themes of disadvantage and any key gaps between the NAP area concerned, the other Neighbourhood Renewal Fund priority areas and the Borough averages. This quantitative information is supplemented by qualitative resident and community information from a range of sources, including local community/voluntary groups, residents associations and Ward Councillors (and Parish Councillors where applicable). This analysis is used to produce an Issues Paper.
- A draft mailing list is established and circulated to Hartlepool Community Network and the relevant Neighbourhood Manager for comment.
- The Issues Paper is taken to the relevant Local NAP Forum where the contents of the Issues Paper are discussed.
- The Local NAP Forum also agree the arrangements for the Community Consultation event (e.g. times, venues, publicity arrangements etc.) as well as highlighting any further consultation sessions they would like to see undertaken. The Forum are also requested to identify the community/voluntary groups operating in the area, including any youth groups etc. to ensure all groups are contacted about the consultation process.
- A letter is sent to all Ward Councillors* to inform them of the consultation process.
- The Issues Paper is then circulated to other Council Departments, external organisations, businesses, Ward Councillors, Neighbourhood Consultative Forum representatives and LSP Theme Partnership representatives, for comment.
- A leaflet is sent to all households within the NAP boundary and posters are displayed in public venues throughout the area, to advertise the Community Consultation event. The leaflet also provides contact details (telephone number, postal address, e-mail address and fax) of the Regeneration Team for those wishing to raise their concerns and issues, but can not or do not wish to attend the Community Conference(s). It is also widely publicised that Council Officers are willing to visit residents should they wish to raise their concerns on a one to one and that childcare facilities are offered free of charge for pre-school age children (Hartlepool Families First and/or Kiddikins Crèche facilities). Further publicity, in addition to the above, can occasionally be requested by the Local Forum, this is responded to as required.
- An invitation to the community conference is sent to all those on the mailing list including local residents, Ward Councillors*, service providers, primary and secondary schools and community/voluntary groups.
- The Community Consultation event(s) is then held in a venue, agreed by the Local Forum, to identify residents' priority concerns and potential actions needed to address the concerns. Hartlepool Community Network and Housing Hartlepool often assist in involving residents and community/voluntary groups in the consultation process. The revised Issues Paper (which includes all comments received) is used to stimulate debate and discussions at the

Community Conference, and a standard conference workbooklet, designed by the Regeneration Team, is used to ensure conference discussions can be easily transferred into the standard NAP format. Each group has a facilitator (a Council Officer or an officer from a partner organisations or community/voluntary group), to help stimulate group work. All of the main points; the priorities and actions along with any disagreements are recorded on a flipchart by a scribe elected by the group, with feedback sessions providing opportunities for key themes to emerge and be recorded by Regeneration Team staff. Young people from primary and secondary schools in the NAP area are often in attendance at events. The young people are provided with an adapted workbooklet.

- An online consultation is also made available at <http://consultation.hartlepool.gov.uk> in order to provide as many methods of consultation as possible. The online questionnaire is designed to identify residents' priority concerns and potential actions to address the concerns
- The concerns and findings from the Conference are then transferred into draft one of the NAP along with the information detailed in the Issues Paper and other verbal or written comments received.
- A letter is sent to all those in attendance at the Community Conference and Ward Councillors* to outline the main findings from the event.
- The draft plan is sent to all residents and community/voluntary groups involved or who have expressed an interest at any stage in the consultation process, and to all service providers, other Council departments, businesses, Ward Councillors*, Neighbourhood Consultative Forum representatives and LSP Theme Partnership representatives, for comment.
- A newsletter is delivered to all households in the NAP area to inform them about the NAP and to outline the main findings of the Community Consultation event(s). The contact details of the Regeneration Team (telephone number, postal address, e-mail address and fax) are also highlighted to enable people to contact the Regeneration Team to find out how they can become involved in the consultation process. The Newsletter is also used to advertise the drop-in sessions and the venues where a paper copy of the NAP is available for comment (see below).
- Copies of the draft NAP, accompanied with a comments book, are distributed in public buildings throughout the area e.g. community buildings, libraries, dentists, doctors, clubs etc. to allow residents to access them at all times and make comments anonymously if they wish.
- Draft one of the plan is also placed on HBC's online consultation website (<http://consultation.hartlepool.gov.uk>) to obtain comments on the draft Plan.
- Numerous drop-in sessions are held at various venues in the NAP area for local residents, Ward Councillors* and service providers to comment on the draft NAP. These are held at various times of the day, including evenings, and at various venues to ensure resident involvement is maximised. At the drop-in sessions individuals can speak to members of staff from the Regeneration Team about any concerns they have on the contents on the Plan, whether there were any gaps or omissions etc.
- Draft one of the Plan is taken to the relevant Local Forum, the relevant Neighbourhood Consultative Forum, the relevant Portfolio Holder and the Local Strategic Partnership; Hartlepool Partnership, for comment.
- Themed service provider meetings (which all Ward Councillors are invited to) are held to discuss potential resources available or needed to address the priority concerns and actions identified in draft one of the plan. The meetings are also used to gain commitment to the identified actions

- Further consultation sessions are arranged with primary and secondary schools, local youth groups, local residents associations, community/voluntary group etc.
- All of the comments and amendments are then recorded in draft two of the NAP following the consultation.
- Draft two is circulated to all on the mailing lists to ensure that the views and comments received have been incorporated, and that these have been accurately reflected in the Plan.
- A further online consultation is made available at <http://consultation.hartlepool.gov.uk> to obtain comments on the second draft of the Plan, again to ensure that the views and comments received have been incorporated, and that these have been accurately reflected in the Plan.
- The final Plan is then produced.
- The final Plan is taken for endorsement from the relevant Local NAP Forum, the relevant Neighbourhood Consultative Forum, the relevant Portfolio Holder and the Local Strategic Partnership; Hartlepool Partnership.
- The endorsed Plan is printed and circulated to all on the mailing list.
- The final Plan is placed on the internet and intranet for information. The final Plan is also made available in local libraries and community venues etc.

NAP Development Process

- 1. Issues Paper developed**
(quantitative and qualitative information included)
- 2. Local NAP Forum consulted**
(discuss the contents of the Issues Paper and agree the arrangements for the consultation process)
- 3. Ward Councillors (and Parish Councillors where applicable*) contacted**
(informed about the consultation process via a letter)
- 4. Issues Paper circulated**
(sent to all contacts for comment)
- 5. Conference advertised**
(leaflet distributed to every household in the NAP area, posters displayed in public venues and invitations sent out to all contacts)
- 6. Conference held**
(group work undertaken to identify residents' priority concerns and potential actions to address the concerns)
- 7. Online consultation provided (<http://consultation.hartlepool.gov.uk>)**
(to identify residents' priority concerns and the potential actions to address the concerns)
- 8. Draft one of the NAP developed**

(includes concerns and findings from the conference along with the information detailed in the Issues Paper and other verbal or written comments received)

9. Initial feedback

(letter sent to all those in attendance at the Conference and Ward Councillors* to outline main findings from the event)

10. Draft one of the NAP circulated

(sent to all contacts for comment and is taken to relevant Local Forum, the relevant Neighbourhood Consultative Forum, the relevant Portfolio Holder and the Hartlepool Partnership)

11. Newsletter prepared

(delivered to all households in the NAP area to inform individuals about the NAP, to outline the main findings of the Conference and to advertise future consultation events e.g. drop-in sessions)

12. Online Consultation provided (<http://consultation.hartlepool.gov.uk>)

(to obtain comments on draft one of the NAP)

13. Drop-in sessions held

(to identify any concerns on the contents of the NAP, whether there are any gaps or omissions etc.)

14. Themed service provider meetings held

(to discuss potential resources available or needed to address the priority concerns and actions identified in draft one of the NAP. The meetings are also used to gain commitment to the identified actions. NB all Ward Councillors* are invited to the meetings)

15. Further consultation sessions undertaken

(with Primary and Secondary schools, local youth groups, local residents associations, community/voluntary groups etc.)

16. Draft two of the NAP developed

(includes all of the comments and amendments following the consultation process)

17. Draft two of the NAP circulated

(sent to all contacts to ensure that the views and comments received have been incorporated, and that these have been accurately reflected in the NAP)

18. Online Consultation provided (<http://consultation.hartlepool.gov.uk>)

(to obtain comments on draft two of the NAP, again to ensure that the views and comments received have been incorporated, and that these have been accurately reflected in the NAP)

19. Final NAP produced

(incorporates any comments received on draft two of the NAP)

20. Final NAP endorsed

(taken to the relevant Local NAP Forum, the relevant Neighbourhood Consultative Forum, the relevant Portfolio Holder and the Hartlepool Partnership)

21. Endorsed NAP circulated

(sent to all contacts and also made available in local libraries and community venues etc.)