

CABINET AGENDA



Monday 7 July 2008

at 9.00am

**in Committee Room B,
Civic Centre, Hartlepool**

MEMBERS: CABINET:

The Mayor, Stuart Drummond

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

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

To receive the Record of Decision in respect of the meeting held on 23rd June 2008
(previously circulated)

4. BUDGET AND POLICY FRAMEWORK

4.1 Community Strategy - *Head of Community Strategy*

5. KEY DECISIONS

5.1 Corporate Equality and Diversity Scheme (2008-2011) and the Corporate
Equality Plan (2008-2011) - *Chief Personnel Officer*

6. OTHER ITEMS REQUIRING DECISION

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

6.2 Heugh Gun Battery – Extension Of Bridging Finance Facility - *Chief Finance
Officer and Director of Regeneration and Planning Services*

6.3 Affordable Rented Social Accommodation - Policy For The Disposal Of Council
Land - *Director of Neighbourhood Services and Director of Regeneration and
Planning Services*

7. ITEMS FOR DISCUSSION / INFORMATION

No items

8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

8.1 Sustainability of Externally Funded Community Initiatives in Schools

- (a) Final Report – *Chair of Children's Services Scrutiny Forum*
- (b) Scrutiny Investigation Into 'Sustainability Of Externally Funded Community Initiatives In Schools' – Action Plan – *Director of Children's Services*

8.2 Final Report and Action Plan – Withdrawal of Emergency Care Practitioner (ECP) Services at Wynyard Road Primary Care Centre – *Former Chair of Adult and Community Services and Health Scrutiny Forum*

9. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

EXEMPT ITEMS

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

10. KEY DECISIONS

No items

11. OTHER ITEMS REQUIRING DECISION

- 11.1 Hartlepool People Centre, 21 Raby Road - *Director of Neighbourhood Services (Para 3)*
- 11.2 Throston Allotments Security - *Director of Neighbourhood Services (Para 3)*

CABINET REPORT

7th July 2008



Report of: Head of Community Strategy

Subject: COMMUNITY STRATEGY

SUMMARY

1. PURPOSE OF REPORT

To agree the final Community Strategy, *Hartlepool's Ambition*, (Appendix 1) for submission to Council.

2. SUMMARY OF CONTENTS

The report provides a brief summary of the review process undertaken for the Community Strategy and Neighbourhood Renewal Strategy. It also includes a response to the comments made by Scrutiny Coordinating Committee at their meeting on 14th March 2008.

3. RELEVANCE TO CABINET

The Community Strategy forms part of the Council's Budget and Policy Framework.

4. TYPE OF DECISION

Budget and Policy Framework

5. DECISION MAKING ROUTE

Hartlepool Partnership	4 th July 2008
Cabinet	7 th July 2008
Council	31 st July 2008

6. DECISIONS REQUIRED

Cabinet is asked to agree the final Community Strategy & Neighbourhood Renewal Strategy and recommend its adoption to Council.

Report of: Head of Community Strategy

Subject: COMMUNITY STRATEGY

1. PURPOSE OF REPORT

- 1.1 To agree the final Community Strategy, *Hartlepool's Ambition*, (**Appendix 1**) for submission to Council.

2. BACKGROUND

- 2.1 Part 1 of the Local Government Act 2000 places on principal Local Authorities a duty to prepare Community Strategies for promoting or improving the economic, social and environmental well-being of their areas, and contributing to the achievement of sustainable development in the UK.
- 2.2 In October 2006, the Local Government White Paper, *Strong and prosperous communities* was published. Chapter 5 sets out a framework for effective and coordinated local service delivery including:
- A duty on the local authority to prepare the Community Strategy in consultation with others as set out in section 4 of the Local Government Act 2000; and
 - That the Community Strategy and other local and regional plans to be drawn up with regard to each other.
- 2.3 The role of the Community Strategy is established as setting out the strategic vision for a place. It is to provide a vehicle for considering and deciding how to address difficult cross-cutting issues such as the economic future of an area, social exclusion and climate change. Building these issues into the community's vision in an integrated way is established as being at the heart of creating sustainable development at the local level.
- 2.4 The Local Government and Public Involvement in Health Act 2007 introduced a range of devolutionary and deregulatory measures to:
- give local people more influence over the services and decisions that affect their communities;
 - provide effective and accountable strategic leadership;
 - Operate in a performance framework – for local authorities working alone or in partnership – which supports citizen empowerment and secures better outcomes for all; and
 - lead local partnerships to provide better services for citizens.

These core objectives emanate from the Local Government White Paper (Strong and Prosperous Communities) on which the majority of the legislative measures in the Bill are based. Clause 89 of the Bill amends section 4 of the Local Government Act 2000 by requiring local authorities to consult and seek the participation of partner authorities in the development and subsequent modification of the Community Strategy.

3. SUSTAINABLE DEVELOPMENT

- 3.1 The Sustainable Communities Act 2007 seeks to promote the sustainability of local communities by encouraging the improvement of the economic, social or environmental well-being of an area. The Act further amends Section 4 of the Local Government Act 2000 requiring authorities to prepare a “Sustainable” Community Strategy.

- 3.2 Hartlepool Borough Council agreed its Local Sustainable Development Strategy (Local Agenda 21 Strategy) in January 2001. The Strategy aimed to:
- “achieve improvements in the quality of our lives without causing irreversible damage to the environment or preventing our children from being able to enjoy the benefits we have today”.*

The Local Government White Paper, Strong and Prosperous Communities, was published in October 2006, emphasises that the Community Strategy should contribute to sustainable development in the United Kingdom.

- 3.3 In response to this national policy change, a Sustainable Development Appraisal of the Community Strategy has been carried out to highlight practical ways to enhance the positive aspects of the Strategy and to remove or minimise any negative impacts. As a result, the Community Strategy now strongly sets out its contribution to Sustainable Development and a separate Sustainable Development Strategy is no longer required. It is therefore proposed to remove the Local Agenda 21 Strategy from the Council’s Budget and Policy Framework, and to revise the entry relating to the Community Strategy to read Sustainable Community Strategy. This work will be taken forward by Constitution Working Group.
- 3.4 Locally, although there is strong support for the principles behind the name change from Community Strategy to Sustainable Community Strategy, discussions with residents and partners has highlighted concerns relating to the communicability / understanding of the new term. It is therefore proposed to continue to refer locally to the Strategy as the Community Strategy.

4. NEIGHBOURHOOD RENEWAL

- 4.1 Neighbourhood Renewal aims to reduce inequalities in the most disadvantaged communities and to help tackle social and economic exclusion by lowering worklessness and crime and improving health, skills, housing and the physical environment. The approach adopted within Hartlepool was set out previously in a separately published 2002 Neighbourhood Renewal Strategy.
- 4.2 The 2008 Community Strategy incorporates Neighbourhood Renewal as an integrated, cross-cutting element of the Community Strategy and therefore a separate Strategy is no longer needed. For each Community Strategy aim Neighbourhood Renewal Key Issues and Objectives are identified. A separate section on implementing Neighbourhood Renewal is also set out.

5. COMMUNITY STRATEGY REVIEW

- 5.1 The Hartlepool Partnership, the town's Local Strategic Partnership, and the Council agreed a draft Community Strategy in April 2001 and adopted a final version in April 2002. Hartlepool's Community Strategy set out a timetable for review in five years. In line with this agreement, the Community Strategy Review 2006 was launched on 5th May 2006
- 5.2 A timetable for review was established with the identification of key stages of work leading to the adoption of a new strategy. The first stage, pre-consultation was launched on 5th May and concluded in July 2006. The second phase, consultation on the first draft, ran from September to 17th November 2006. A series of strategy appraisals were undertaken on the second draft during 2007, the most detailed being the Sustainability Appraisal.

6. SUMMARY OF FINAL CONSULTATION

- 6.1 Consultation on the 3rd draft ran for 10 weeks, closing on 14th April 2008. A number of responses were received from statutory agencies and individuals. Further details of the comments received and the policy response are set out in a report that is available on the Hartlepool Partnership Website by following the Community Strategy link.
- 6.2 Key revisions, in response to the comments received, include:
- the addition of an Executive Summary;
 - a "wider determinants" section for each of the Strategy's eight aims, highlighting the cross cutting and broader impact of that aim on other areas of the Strategy;
 - revision of the Community Safety objectives to reflect an increased emphasis on reducing offending;
 - strengthened references to sites of nature conservation, climate change and sustainable development;

- minor amendments to outcomes reflecting the negotiation of the new Local Area Agreement;
- re-ordering of the vision to improve readability.

7. RESPONSE TO COMMENTS MADE BY SCRUTINY COORDINATING COMMITTEE

7.1 At their meeting on 14th March 2008, Scrutiny Coordinating Committee considered the 3rd draft Community Strategy. Three suggestions were made:

- that the Financial Inclusion Partnership be included within the Jobs and Economy Section of the document as this was a key organisation.
- that the link between HBC's Corporate Plan and the Community Strategy should be identified within the Community Strategy document for clarification
- that there were a number of references to ensuring enjoyment for children and young people within the Lifelong Learning and Skills section in particular in relation to out of school hours activities and it was suggested that encouraging enjoyment within school hours should also be included.

7.2 In response to the suggestion on Financial Inclusion, the following narrative has been added along with an additional Neighbourhood Renewal objective:

The importance of financial services in all of our lives has, in recent years, risen significantly. Exclusion from the financial system brings with it, real and rising costs, often borne by those who can least afford them. Residents in the Neighbourhood Renewal Area can struggle to access appropriate financial services, enabling them to manage their money on a day to day basis, plan for the future and deal effectively with financial distress, should unexpected events lead to serious financial difficulty. Hartlepool's Financial Inclusion Partnership is working to improve access to free face-to-face money advice, banking and affordable credit.

To ensure Hartlepool's most vulnerable residents have access to free money advice, banking services and affordable credit.

The Financial Inclusion Partnership is also now mentioned in the introductory section on evolving partnerships.

7.3 In response to the suggestion to include references to HBC's Corporate Plan, the additional text shown below has been included in the section on Implementation of the Community Strategy – Local Area Agreements.

Hartlepool Borough Council will set out its delivery arrangements in the Corporate Plan.

7.4 In response to the third point relating to the "Enjoy and Achieve" objective of the Lifelong Learning and Skills Theme, the following text has been added:

A Play Strategy for Hartlepool has been developed with partners that sets out the importance of play for our children and young people. Play is crucial in ensuring healthy lifestyles and gives children and young people the opportunity to explore issues within an exciting environment.

8. DELIVERING THE COMMUNITY STRATEGY – THE ROLE OF THE LOCAL AREA AGREEMENT

- 8.1 Hartlepool's Community Strategy will be delivered through the Local Area Agreement (LAA). The LAA is a three year agreement based on the Community Strategy that sets out the priorities for a local area agreed between Central Government (represented by the regional Government Office) and a local area (represented by the Local Authority and other key partners through the Local Strategic Partnership).
- 8.2 At its meeting on 29th May, Council adopted the Local Area Agreement for 2008-2011. This included a set of Improvement Targets, statutory education and early years targets and Local Priority Targets.
- 8.3 Hartlepool Borough Council's contribution to the delivery of the Local Area Agreement is set out in the Corporate Plan, supported by Departmental and Section Plans.

9. RECOMMENDATIONS

- 9.1 Cabinet is asked to:
- agree the final Community Strategy, *Hartlepool's Ambition*, (Appendix 1) for submission to Council;
 - delegate responsibility to the Head of Community Strategy, in consultation with the Mayor, to undertake minor drafting amendments (including the completion of the Glossary of Terms and List of Abbreviations) before submission to Council.

10. CONTACT OFFICER

Joanne Smithson
Head of Community Strategy

Regeneration and Planning Services Department
Bryan Hanson House
Hanson Square
Hartlepool
TS24 7BT

Tel. 284147
e-mail joanne.smithson@hartlepool.gov.uk



Hartlepool's Ambition

Community Strategy & Neighbourhood Renewal Strategy

Final version

July 2008

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

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

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

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

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

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

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

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

Table of contents

Foreword by Mayor Stuart Drummond	5
Executive Summary	6
Introduction	10
Hartlepool Community Strategy – the first 5 years	13
Spatial Planning	15
Our Vision	17
Our Principles	18
The Renewal of Hartlepool's Neighbourhoods	19
Children and Young People	20
Sustainable Development	21
Our Eight Aims	23
Jobs and the Economy	24
Lifelong Learning and Skills	29
Health and Wellbeing	35
Community Safety	39
Environment	44
Housing	48
Culture and Leisure	51
Strengthening Communities	54

4.1 Appendix 1

Implementing the Community Strategy	58
Implementing the Neighbourhood Renewal Strategy	60
Timetable for future reviews	64
Appendix 1 List of Abbreviations	65
Appendix 2 Glossary of Terms	66
Endnotes	67

Foreword

Mayor Stuart Drummond
Vice Chair of the Hartlepool Partnership



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

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

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

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

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

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

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

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

Our task now is to deliver. And I'd urge you to get involved.

A handwritten signature in blue ink, which appears to read 'Stuart Drummond'. The signature is stylized and fluid.

July 2008

Executive Summary

The Hartlepool Partnership has brought together a wide range of partnerships delivering local services to prepare this Community Strategy. It has listened to the views and experiences of residents and service users. Building on the 2002 Community Strategy, this updated Strategy called ***Hartlepool's Ambition***, provides a policy framework for Hartlepool for the next 15 years. It contains:

- an updated vision, with stronger health and community safety dimensions;
- nine principles that set out the values and practices that will be followed by those delivering the Community Strategy that provide a clearer focus for activity;
- eight priority aims each with their own set of outcomes and objectives that provide further detail of the ambition behind the Community Strategy vision;
- a Neighbourhood Renewal Strategy that outlines how we will make certain that inequalities in the most disadvantaged communities will be tackled;
- a set of outcomes that aim to improve the lives of our children and young people;
- a renewed commitment to sustainable development and tackling the effects of changes to our climate;
- a stronger link between the priorities established in the Community Strategy and new arrangements for spatial planning;
- details of how the Strategy will be delivered and arrangements for future reviews.

Hartlepool Community Strategy: the first five years

There have been significant changes in the way that residents and local businesses provide and receive services. For many these changes have brought increased opportunities and improved quality of life. Reductions in levels of unemployment, the opening of new business premises and exciting plans for the development of Hartlepool Quays have contributed to Hartlepool's strong economic performance. Hartlepool's young people continue to achieve great vocational and academic success. Employers are investing in workforce development and providing opportunities for highly skilled and educated people to remain in Hartlepool. The introduction of neighbourhood policing has responded to residents' concerns and placed officers at the heart of communities. There have been significant decreases in crime with both domestic burglary and vehicle crime reducing by over 60% since 2001.

Some of the biggest changes have taken place in our housing market. The quality of our social housing stock has markedly increased as a result of substantial investment. However, from a period of relative stability, house prices have increased and affordability has become an issue for many more residents. Changes in the global economy have sparked a national housing market down turn putting at risk Hartlepool's ambitious plans for market renewal.

There has been an increased momentum to safeguard our natural resources. Recycling rates have increased by 20% and new nature conservation areas have been designated. The Partnership has committed itself to reduce greenhouse gas emissions and to be prepared for the climate change that cannot now be avoided.

The vision

The Community Strategy describes a long-term vision - Hartlepool's ambition and aspirations for the future:

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

The Neighbourhood Renewal Strategy vision has remained unchanged since 2002 and is to:

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

The Aims

1. Jobs and the Economy

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

Our strategy for doing this involves:

- Attracting investment
- Being globally competitive

- Creating more employment opportunities for local people
- Achieving economic wellbeing for our children and young people

2. Lifelong Learning and Skills

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

Our strategy for doing this involves:

- Enabling our children and young people to enjoy and achieve
- Increasing skills and academic achievement
- Providing excellent services and facilities
- Providing support and increased access

3. Health and Wellbeing

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

Our strategy for doing this involves:

- Easier access to services and increased choice
- Improved health
- Improved mental wellbeing
- Ensuring our children and young people are healthy

4. Community Safety

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

Our strategy for doing this involves:

- Reduced crime
- Reduced harm caused by illegal drugs and alcohol
- Improved neighbourhood safety and increased confidence
- Reduced offending and re-offending
- Ensuring our children and young people stay safe

5. Environment

Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.

Our strategy for doing this involves:

- Protecting and enhancing the natural and built environment
- Delivering an effective and efficient transport system
- Creating sustainable communities

6. Housing

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

Our strategy for doing this involves:

- Balancing housing supply and demand
- Improving the quality of existing houses
- Meeting the housing needs of vulnerable people

7. Culture and Leisure

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

Our strategy for doing this involves:

- Enriching lives through enjoyment of leisure, culture and sport
- Ensuring services better meet the needs of the community

8. Strengthening Communities

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

Our strategy for doing this involves:

- Empowering local people to have a greater influence
- Creating a thriving voluntary and community sector
- Increasing community cohesion
- Ensuring everyone, especially our children and young people, can make a positive contribution.

Ensuring it happens

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

The Hartlepool Partnership is made up of a Board and a series of Theme Partnerships. The Hartlepool Partnership Board has a Chair and 42 members. The role of the Board is to provide strategic co-ordination and agree policy on major issues of strategic importance to Hartlepool.

The Community Strategy is underpinned by a series of Strategies that make up the Hartlepool Partnership's Policy Framework. These strategies will be adopted by the Hartlepool Partnership Board and by partner organisations, many of whom share statutory responsibilities for their production and delivery. Once the strategies are in place, Theme Partnerships oversee their implementation.

Hartlepool's Community Strategy and Neighbourhood Renewal Strategy will need to be reviewed over time. A Community Strategy review might take different forms:

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

In both these cases new chapters will be drawn up while the remainder of the Strategy stays in place. The full Community Strategy and Neighbourhood Renewal Strategy will be reviewed again in five years.

You can find out more about the work of the Hartlepool Partnership and the progress we are making in delivering Hartlepool's Ambition by visiting our website

www.hartlepoolpartnership.co.uk

Introduction

Hartlepool's Ambition

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

The Hartlepool Partnership

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

Community Strategy 2008 - 2020

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

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

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

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

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

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

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

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

The Evidence Base

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

Consultation and Strategy Appraisal

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

The first draft of the revised Community Strategy was published in September 2006 with a 9 week consultation period. There was broad support for the Strategy and agreement with the vision was at high at over 90%.

Comments received during this first phase of consultation were incorporated into a second draft, published in March 2007. Four strategy appraisals then took place to highlight practical ways to enhance the positive aspects of the Strategy and to remove or minimise any negative impacts. These were:

1. Sustainability Appraisal
2. Diversity Impact Assessment
3. Rural Proofing
4. Section 17 (Community Safety)

A report summarises the outcomes of these appraisals can be found on the Hartlepool Partnership Website at www.hartlepoolpartnership.co.uk by following the Community Strategy Review link on the homepage.

The Strategy was revised taking into account these outcomes, and a third consultation draft was published in February 2008 with a 10 week consultation period. A report summarising consultation activity is available on the Partnership's website.

The final strategy was adopted by the Hartlepool Partnership and Hartlepool Council.

The Strategy in Context

The preparation of the Community Strategy has been shaped by a number of Strategies that already exist at an international, national, regional and local level. These have provided an understanding of current trends and future plans, Drawing on a broad evidence base, many are rooted in economics and science; others analyse social research and statistics. A brief summary of these key documents is set out in Appendix A of the Community Strategy Sustainability Appraisal.

Hartlepool in Context

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

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

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

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

Plans for Hartlepool Quays, a regional priority for regeneration, establish a cutting edge 20 year vision with ambitious proposals to improve accessibility, and create confidence in the market. A new mixed-use community will be created setting new housing, community facilities, offices and retail in high quality public open space.

Routes to all surrounding areas will be improved through green infrastructure and a new pedestrian/cycleway bridge across the Harbour entrance to open up routes to the Headland. The scheme capitalises on the local coastline and creates a natural bond between the town centre, the Marina and the Headland ensuring Victoria Harbour acts not only as a centrepiece which local people can enjoy but also as an attractor for both visitors and inward investment.

Hartlepool's Community Strategy: The First Five Years

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

Five Years on – what has been achieved?

Since the first Community Strategy was agreed in 2002 unemployment has fallen from 6.9% in 2002 to 4.5% in 2008. The number of young people and long-term unemployed has also reduced.

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

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

Pupils achieving a grade A* to C at GCSE in Hartlepool has gone up by 3% per year, over the last three years, to 62% in 2007. This is an all-time high for the local authority. For the first time ever, the percentage of pupils achieving five A* to G grades at GCSE reached the national average. Performance at Key Stage 3 (aged 14) in English, Maths and Science and at Key

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

There have been significant reductions in crime with both domestic burglary and vehicle crime reducing by over 60% since 2001. Residents also report feeling safer with 58% saying they feel safe out in their neighbourhood after dark in 2007 compared to 44% in 2001. While there is still a long way to go to reduce the health inequalities that exist between life expectancy in Hartlepool and the rest of the country great progress has been made in reducing smoking. There have also been marked improvements in reducing teenage pregnancy.

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

An increasing number of people are satisfied with their area as a place to live – up to 83% in 2006 and more residents of Hartlepool now feel that there is a lot of community spirit in their area. Alongside these improvements steps have been taken to safeguard natural resources with recycling rates having increased by 20% in recent years.

Evolving Partnerships

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

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

Theme Partnerships including the Environment Partnership and the Culture & Leisure Partnership have become established, driving forward improvements. New partnerships focusing on emerging priorities of Skills and Financial Inclusion have been formed. The new Local Development Framework provides for closer alignment of planning policy with the Community Strategy.

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

The Hartlepool New Deal for Communities (NDC) Partnership is half way through its ten-year programme and significant improvements are being delivered. 44% of local residents are now in paid work compared to 38% in 2000. There has been significant improvement in the educational achievement of young people in the area and over 370 over 16s have received bursaries to help them access training and education. The most marked improvements have occurred in Community Safety where the number of burglaries has decreased from 351 in 2001/02 to 128 in 2007/08.

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

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

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

Spatial Planning

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

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

A new planning system

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

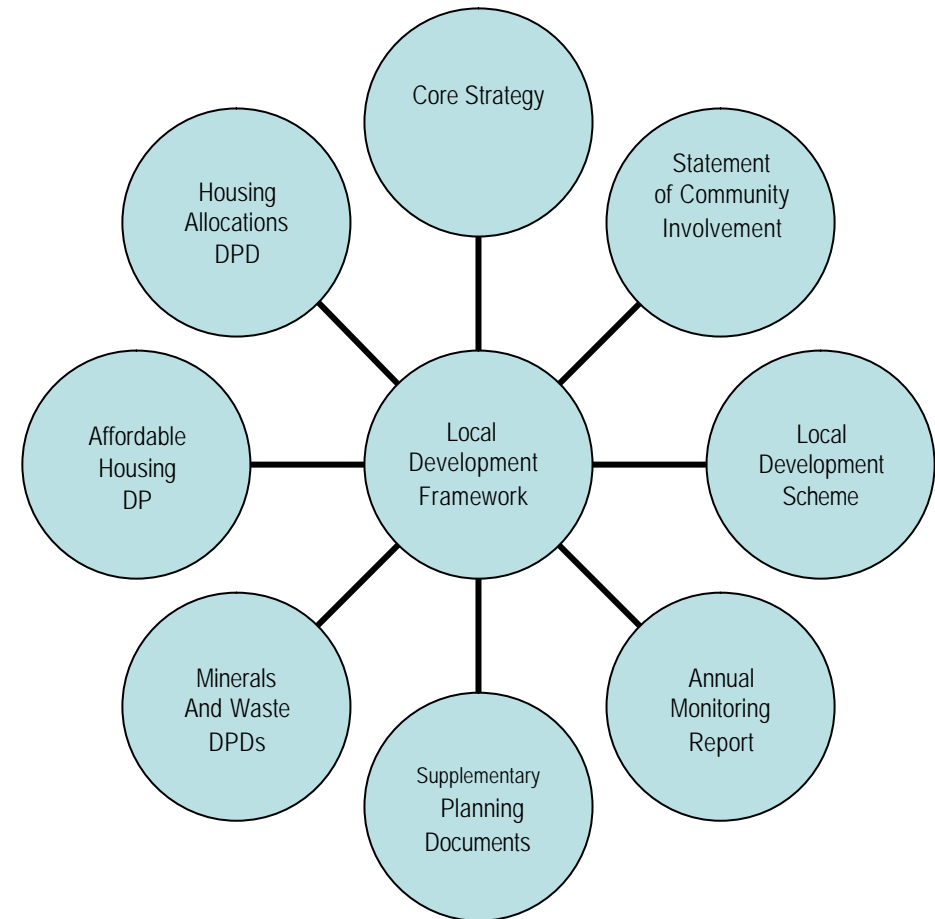
From this "folder" of different policies and plans, of primary importance to the delivery of Hartlepool's Community Strategy are:

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

4.1 Appendix 1

These various documents within the Local Development Framework are prepared and updated at different times through a continuous process. Further information on the timing of preparation and review of other elements of the Local Development Framework are set out in Hartlepool's Local Development Scheme.

This can be viewed online by visiting Hartlepool Borough Council's website www.hartlepool.gov.uk and clicking on the planning link.



Our Vision

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



Our Principles

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

Effective partnership working

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

Efficient partnership working

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

Skills and knowledge

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

Decision making and communication

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

Involvement and inclusion

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

Integrity

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

Sustainable development

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

Performance management

Actively managing the delivery of the Strategy by providing clear, robust and reliable, information for monitoring purposes, establishing clear lines of accountability, managing risk, reporting by exception, and, when performance is not on track, taking action to address this.

Leadership and influence

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

The Renewal of Hartlepool's Neighbourhoods

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

Neighbourhood Renewal aims to reduce inequalities in the most disadvantaged communities and to help tackle social and economic exclusion by lowering worklessness and crime and improving health, skills, housing and the physical environment.

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

Our Aim

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

Our Objectives

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

Children and Young People

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

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

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

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

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

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

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

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

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

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

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

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

Sustainable Development

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

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

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

Hartlepool's Community Strategy builds on the five principles of the UK sustainable development strategy:

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

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

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

Source: Egan Review of Skills for Sustainable Communities

Sustainability Appraisal

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

A Low Footprint Future



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

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

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

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

Climate Change

Climate change is a serious problem that affects us all. There is strong evidence that human emissions of greenhouse gases are changing the world's climate. The main greenhouse gas is carbon dioxide (CO₂), produced when we burn fossil fuels like coal, oil and gas for energy.

Hartlepool's Climate Change Strategy (October 2007) sets out how the Partnership will prepare for the impacts of Climate Change and secure local action to reduce future emissions. The Strategy's aim is that:

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

Over 40 per cent of carbon dioxide emissions in Hartlepool come directly from what we do as individuals; heating and using electricity in our homes and driving vehicles.

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

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

For each of eight Community Strategy aims shown on the following pages, there is a section showing what a low footprint future could look like. You can read more about footprints and climate change on the Hartlepool Partnership Website by clicking on the Community Strategy link on the homepage.

Our Eight Aims

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

Jobs and the Economy

Introduction

The transformation of Hartlepool over the last 15 years has in many ways been remarkable with major changes to the built environment, significant reductions in unemployment and a diversification of the town's economic base. Hartlepool Quays, including Victoria Harbour continues to be promoted as a regionally important, regeneration priority.

The proportion of jobs in Hartlepool's manufacturing sector has fallen by a quarter in the last 10 years. The infrastructure of Hartlepool's economy is now strongly influenced by the public sector, which provides a third of all employment. The private sector is dominated by a few large employers and major individual investment decisions, including those relating to the future of Hartlepool's nuclear power station, will have an impact on the town's economic, social and environment future.

The Tees Valley Vision, the Tees Valley City Region Business Case and the Single Programme Delivery Plan include a range of schemes in Hartlepool that together significantly contribute to the regional economy. These include Hartlepool Quays, the Southern Business Zone and Seaton Carew.

Almost three quarters of the Borough's jobs are in the Neighbourhood Renewal Area, though residents have to overcome many personal barriers to take up employment opportunities. More than 10% of the borough's working age population receive incapacity benefit, a legacy in part of the heavy industrial heritage of the town.

Business support services are effective and there is a strong drive to strengthen entrepreneurial activity. In 2006, Hartlepool had 170 new registrations. Though the economy of the surrounding sub-region is not strong, it provides a significant pool of potential jobs. New ways of supporting the local economy, including financial assistance, will be implemented where appropriate. Skills development is a high priority. For employers, a more highly –skilled workforce is key to achieving higher productivity and greater competitiveness and profitability. For residents better skills can be a route to achieving better jobs, career progression and higher incomes.

Hartlepool's renaissance as a vibrant town with a strong leisure and tourism offer is well established with facilities and place destinations of sub-regional and regional significance.

Aim

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

Outcomes and Objectives

Attract Investment

1. To invest in infrastructure and environmental improvements in industrial and commercial areas that encourage additional private investment, productivity and employment.
2. To encourage the implementation of improvements and developments in the town centre and other key employment sites such as Victoria Harbour,

the Southern Business Zone (Longhill / Brenda Road / Queens Meadow) and Wynyard Business Park.

3. To encourage and support on-going investment by the indigenous business community and diversification of the urban and rural economy.
4. To promote Hartlepool as a destination of choice for inward investors.
5. To develop Hartlepool's leisure and tourism offer to further increase the town's importance as a visitor destination.
6. To ensure the availability of suitable, sustainable, development sites to support business development and start ups.

Be Globally Competitive

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

Create more employment opportunities for local people

11. To encourage and promote social and financial inclusion, ensuring that all local residents are provided with opportunities to achieve their personal, social and economic goals.
12. To improve skills for life and key skills and promote workforce development in industrial sectors with growth potential such as construction, leisure and culture and health and social care.
13. To promote good recruitment and employment practices amongst the local business community, encouraging diversity so that all residents, irrespective of gender, ethnicity, age, disability, sexual orientation or religion and belief have equal access to employment opportunities.
14. To encourage the development of links between education and business that create employment and training opportunities for young people.
15. To support the community and voluntary sector to continue its important role as a provider of employment and deliverer of services to the local community.
16. To target employment, training and enterprise provision such as New Deal, Work Based Learning and Pathways to Work at neighbourhoods with the worst labour market position and disadvantaged groups such as residents with disabilities, young people and carers in order to reduce worklessness, deprivation and poverty.

Neighbourhood Renewal Strategy Key Issues:

To successfully deliver the Jobs and the Economy Theme of Community Strategy in Hartlepool's most disadvantaged neighbourhoods there are a number of challenges. These include physical barriers of a poor transport to employment opportunities and undesirable business premises within neighbourhoods.

There are also personal barriers for residents from the Neighbourhood Renewal Area to overcome to set up a business or enter employment. Evidence shows that residents from the area have relatively low skill levels, low aspirations and limited entrepreneurship.

Unemployment in Hartlepool has fallen in recent years and the gap between rates in the Neighbourhood Renewal Area and the rest of Hartlepool has narrowed. But unemployment both in Hartlepool and in the Neighbourhood Renewal Area still remains higher than average.

A higher take up of skills for life courses will enable more residents to access employment. It is also important that training providers deliver vocational courses that meet local employers' needs. There is a need to develop the aspirations of residents from the Neighbourhood Renewal Area so that they not only move into employment but also consider self-employment and their future career progression.

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

The proportion of Neighbourhood Renewal Area residents of working age who are unable to work through incapacity is significantly above the Hartlepool rate and this is a particular concern for the Burbank and NDC neighbourhoods. There is a growing emphasis from Central Government on supporting this section of the community and changes to the benefit system should see an increase in the number of people returning to work.

The image of the Neighbourhood Renewal Area can discourage investment both from companies within and outside of Hartlepool. Recent improvements to business premises in the area have increased the use of available units but there is still scope for further development to encourage future investment. Strong partnership working is underway to safeguard the vitality and viability of the town centre.

The importance of financial services in all of our lives has, in recent years, risen significantly. Exclusion from the financial system brings with it, real and rising costs, often borne by those who can least afford them. Residents in the Neighbourhood Renewal Area can struggle to access appropriate financial services, enabling them to manage their money on a day to day basis, plan for the future and deal effectively with financial distress, should unexpected events lead to serious financial difficulty. Hartlepool's Financial Inclusion Partnership is working to improve access to free face-to-face money advice, banking and affordable credit.

Objectives:

- To further develop employability initiatives that provide support to residents of the Neighbourhood Renewal Area to enable them to access jobs and training with specific focus on the target groups of young people, lone parents and residents on Incapacity Benefit.
- To investigate and remove the barriers that Neighbourhood Renewal Area residents face when moving into employment and training with particular focus on those related to benefits, aspirations, mobility, incapacity and discrimination.
- To ensure Hartlepool's most vulnerable residents have access to free money advice, banking services and affordable credit.
- To seek to develop Employment and Training Charters within major capital programmes to enable job creation to be targeted at economically inactive residents from the NRS area.
- To develop the skills, qualifications and adaptability of Neighbourhood Renewal Area residents, in order to better meet the needs of the labour market.
- To provide accessible and relevant advice and support to residents of the Neighbourhood Renewal Area to encourage self-employment and business creation.
- To support and encourage business investment and development in the Neighbourhood Renewal Area including the growth of community and social enterprises.

Children and Young People's Plan

Achieve Economic Wellbeing

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

Objectives:

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

A Low Footprint Future



An improved transport infrastructure links up business zones and promotes Hartlepool as a destination of choice for inward investors.

On-going investment by Hartlepool's business community supports the development of work-based travel plans and car pools. Business develop solutions that enable them to reduce their own impact on the environment as well as demonstrate ethical practices and social responsibility

Partnerships with public transport operators provide special deals for employees of companies with active travel plans. Business work closely together and create alternative uses and new markets for waste. This contributes to the development of globally competitive enterprises.

The development of *live/work* schemes, the creation of *work hubs* and promotion of flexible working contribute to the creation of more employment opportunities for local people.

National funding systems encourage the long term capital investment needed to make big CO₂ reductions.

Wider determinants

In delivering the Jobs and the Economy aim, there will be a broader impact on other Community Strategy aims. These include:

- a more focused demand for skills and training with employers developing their workforce and influencing provision for future employees
- raised aspirations and a stronger entrepreneurial spirit leading to higher achievement
- residents enjoying better physical and mental wellbeing as a result of being in employment
- more targeted interventions to support those previously unable to work as a consequence of sickness or disability
- reduced vandalism and commercial crime as a result of investment in business premises and increased occupancy
- reductions in total crime as a consequence of increased earnings and higher levels of employment
- increased satisfaction with the local area following environmental improvements to commercial areas
- increase affordability in the housing market
- more private investment in home improvements, increasing energy efficiency and stock conditions
- strengthened demand for a range of housing type and tenure following inward investment
- a stronger cultural identity from a strengthened tourism offer and development of leisure and arts sectors
- Increased financial inclusion giving more people access too affordable credit.
- older people will be able to maximise their income by choosing to stay in work or drawing pensions and taking up available benefits and entitlements
- employers adopting good recruitment and employment practice strengthening the work/life balance

Lifelong Learning and Skills

Introduction

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

Significant progress has been made in schools improving performance towards national rates. Attainment gaps are narrowing and in many areas performance in Hartlepool is now at or above national levels. Most children and young people, including those who are vulnerable, make better progress than expected given their starting points. The development of an innovative 14-19 programme ensures that young people leave school with the skills to progress to further learning or work.

Hartlepool is embarking on a programme of rebuilding, remodelling, and refurbishing its secondary schools and the accompanying investment in ICT (Information and Communications Technology) over the coming years will support new ways of teaching and learning. The Primary Capital Programme will bring much needed investment and address the long-term needs of primary school buildings. Hartlepool's further and higher education facilities and courses are being enhanced by major new college and higher education investment.

A Play Strategy for Hartlepool has been developed with partners that sets out the importance of play for our children and young people. Play is crucial in ensuring healthy lifestyles and gives children and young people the opportunity to explore issues within an exciting environment.

Hartlepool has the highest percentage of adults with no qualifications within the Tees Valley. A concerted effort by Trades Unions, employers, community organisations and support services enables over a 1,000 adults each year gain new literacy and numeracy qualifications through the Skills for Life programme. Targeted training is providing more women, lone parents, older people and people with a disability with the skills to find and progress in work. However, the number of adults attaining basic and intermediate level qualifications is still below regional and national averages.

Aim

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

Outcomes and Objectives

Enjoy and Achieve

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

Increased skills and academic achievement

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

Service Providers and Facilities

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

Support and Access

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

Neighbourhood Renewal Strategy Key Issues:

Lifelong Learning & Skills is an important theme for the Neighbourhood Renewal Area as poor educational attainment and low skills levels impact on the ability of residents from this area to gain employment.

In Hartlepool the participation by 3 year olds in nursery education in all parts of the town is high, but there is a significant gap between the Neighbourhood Renewal Area and the Hartlepool rate for the percentage of children who have reached a good level of communication, social and emotional development by the end of the foundation stage. This is not just a concern for the Neighbourhood Renewal Area as there is also a long way to go before Hartlepool as a whole reaches the national target of 50%.

Although educational attainment in Hartlepool has improved significantly in recent years there are still pupils from the Neighbourhood Renewal Area who are not achieving national standards.

Attainment at Key Stage 1 in Hartlepool is not far from the national average however the Owton, NDC and Dyke House/Stranton/Grange neighbourhoods are the lowest performing neighbourhoods.

Key Stage 2 attainment is above the national average and although the gap between the Neighbourhood Renewal Area and the Hartlepool rates is closing, attainment in Burbank, Owton, NDC and Dyke House/Stranton/Grange remains well below average.

Attainment for Maths at Key Stage 3 is above the national rate whereas attainment for English and Science is still below. Pupils from the Owton, North Hartlepool and NDC neighbourhoods perform well below the Hartlepool average.

Achievement of 5 A* to C GCSE grades at Key Stage 4 is below the national rate although performance has improved year on year. The gap between Hartlepool and the Neighbourhood Renewal Area has narrowed but the neighbourhoods of Burbank, NDC and North Hartlepool performed least well.

Poor performance at the key educational stages shows that pupils from the Burbank, Dyke House/Stranton/Grange, NDC, North Hartlepool and Owton neighbourhoods need additional support to achieve national standards.

Young people from the Neighbourhood Renewal Area form a significant part of the 'Not in Education, Employment or Training' (NEET) group. This includes a number of young offenders. This group is in need of specific targeting from advice and support initiatives to assist them back into education, employment or training. Ongoing support will be needed to ensure that these young people complete their chosen courses or remain in employment.

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

This demonstrates the success of targeted initiatives within the Neighbourhood Renewal Area and highlights the need for this targeted approach to be continued.

Achievement of Level 1 qualifications by residents in the Neighbourhood Renewal Area has reduced recently with achievement of Level 2 qualifications remaining steady. At the same time the number of residents from the area achieving Level 3 and Level 4 qualifications has increased. Whilst this increase is positive there remains a gap between the levels of skills attainment in the Neighbourhood Renewal Area and that of the rest of Hartlepool. Further work needs to be done to improve access to both formal and informal learning opportunities in the Neighbourhood Renewal Area.

Local employers indicate that applicants from the Neighbourhood Renewal Area have attitude and motivation problems along with low skill levels. Improved access to vocational ICT training and improved familiarity with new technologies have been highlighted as opportunities for development.

Objectives:

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

Children and Young People's Plan

Enjoy and Achieve

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

Objectives:

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

A Low Footprint Future



Funding for redevelopment and refurbishment of Hartlepool's schools, colleges and university buildings has transformed teaching and learning for all Hartlepool's children and young people and increasingly supports family and lifelong learning opportunities. Sustainable construction and refurbishment provides value for money and encourages the design of flexible buildings that work as an integral teaching and learning resource.

Hartlepool's further and higher education establishments are at the forefront of generating and transferring knowledge – finding technical and social solutions to the challenges of sustainable development. They are sharing this information with business and engaging with communities.

Physical access to all types of education and training facilities is improved through enhanced public transport and higher usage. All schools and colleges have an active travel plan. Training and greater access to shared ICT facilities affords opportunities for all to innovate and widen their learning.

Sustainable development is a key part of the curriculum with students learning from an early age the skill and knowledge they need to play their part in delivering a low carbon future. Workforce development in the construction sector places a focus on sustainable construction skills ensuring that developers can draw talent locally to build houses to high code for sustainable homes standards.

Hartlepool's future leaders receive training to improve their negotiation skills and competencies in the financial aspects of sustainability. They are confident in leading their organisations in more environmentally and socially responsible ways.

Wider determinants

In delivering the Lifelong Learning and Skills aim, there will be a broader impact on other Community Strategy aims. These include:

- employers keen to promote workforce development and engage with skills providers to shape future provision
- a capable and adaptable workforce able to support the competitive needs of employers
- a range of excellent schools and colleges, attractive to inward investors and future employees
- young people with higher levels of educational achievement that are less likely to have poor health as adults
- opportunities for offenders to engage in training or employment
- newly built and refurbished schools and colleges that design out crime, are adapted to changes in our climate and have low carbon and ecological footprints
- enhanced provision for older people to participate in lifelong learning, leisure and culture activities and sharing of skills
- more residents with improved skills for life with greater confidence and self esteem
- increased community capacity to participate in neighbourhood renewal activity

Health and Wellbeing

Introduction

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

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

Health services in Hartlepool are good; but they still need to be better. Plans are in place to provide a new system that will mean that more health care will be available in or near homes and that residents will only need to go to a new hospital for things which can't be provided locally.

Aim

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

Outcomes and Objectives

Improved Health

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

Easier access to services

- To work together to provide high quality, convenient, accessible and co-ordinated services when people need them.

Exercise of choice and control and retention of personal dignity

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

Improved mental wellbeing

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

Neighbourhood Renewal Strategy Key Issues:

Although health in Hartlepool is generally improving, residents from the Neighbourhood Renewal Area are still more likely to die younger than residents in other parts of the Borough.

The Neighbourhood Renewal Area suffers from a higher death rate from cancer than the rest of Hartlepool and deaths from heart disease, stroke and respiratory disease are also much higher. In part this is due to the high levels of smoking within the area with over 50% of the population in Dyke House/Stranton/Grange and Owton smoking. This is significantly higher than the national average.

Poor diet and lack of exercise are contributing factors to poor health. Participation in physical activity and sport is lowest in the Neighbourhood Renewal Area despite the variety of recreational facilities available within the neighbourhoods. With obesity emerging as a national concern, local monitoring has recently begun with school age children and it is recognised that obesity is a developing issue for the Neighbourhood Renewal Area.

Within the Tees Valley Hartlepool has the highest number of residents accessing drug treatment services and the majority of drug related litter collected in Hartlepool comes from the Neighbourhood Renewal Area. The availability of drug treatment services and support for addicts and their families is identified as a continuing need in the Neighbourhood Renewal Area.

Teenage pregnancy remains a concern within the Neighbourhood Renewal Area and although much progress has been made in recent years the rate of conceptions in those under 18 years of age is still above the Hartlepool, regional and national averages. The diagnosis of sexual transmitted infections has also increased greatly in recent years. The provision of accessible sexual health services within neighbourhoods has been welcomed by young people.

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

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

Objectives:

- To protect and improve health and increase life expectancy by reducing health inequalities in the Neighbourhood Renewal Area.
- To target neighbourhoods with screening and support services for heart disease, strokes and cancers.
- To encourage residents to adopt active and healthy lifestyles by promoting the benefits of regular exercise and working in partnership to provide additional support in local communities to increase participation in sport and physical activity.
- To improve the health, emotional development and well-being of all children, young people, and their families within the Neighbourhood Renewal Area.
- To reduce smoking, alcohol, drugs and solvent abuse in the Neighbourhood Renewal Area especially amongst young people.
- To focus resources on neighbourhoods to reduce the rate of teenage conceptions and improve sexual health.
- To improve mental wellbeing, raise awareness, reduce isolation, challenge discrimination and promote opportunities for people with mental health problems in the Neighbourhood Renewal Area.

Children and Young People's Plan

Be Healthy

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

Objectives:

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

A Low Footprint Future



New health care systems have brought services as near to homes as possible reducing the need to travel. As Hartlepool's population continues to live longer, when people do have to travel to clinics or the hospital, properly designed public transport make this much easier.

The newly built hospital with its innovative energy reduction design is highly energy and water efficient and has an ultra low carbon footprint. It uses natural resources to maintain air flow through the building and provides rooms for patients that create a healing environment.

Coordinated health and social care schemes are a feature of a strong and robust social enterprise sector working with the public sector to deliver health improvements.

New extra care developments provide real choice for people so that they can make decisions about their own care. Developments are notable for their extensive communal facilities and self-contained energy efficient accommodation.

Further investment in healthy eating projects, food cooperatives and lifestyle nurses, improve cooking skills and diets and support the people of Hartlepool in choosing healthy lifestyles.

Wider determinants

In delivering the Health and Wellbeing aim, there will be a broader impact on other Community Strategy aims. These include:

- an excellent health care system that is attractive to inward investors and future employees
- residents able to move from incapacity benefit into employment
- a healthier, older workforce able to support employers meet their workforce needs
- residents with more active lifestyle spending time outdoors, making use of green space, more inclined to walk and cycle and take part in sport and leisure opportunities
- a reduced need for adaptations to housing due to better management of long term conditions
- Residents with greater independence able to participate in community activities and shape service provision
- Higher rates of volunteering and engagement in local democratic processes

Community Safety

Introduction

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

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

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

Aim

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

Outcomes and Objectives

Reduced Crime

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

Reduced harm caused by illegal drugs and alcohol

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

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

8. To reduce anti-social behaviour, criminal damage and deliberate fire setting across the town, with particular focus on 'hot spot' areas.
9. To involve local communities in tackling crime and anti-social behaviour and the causes of crime and anti-social behaviour.
10. To introduce measures to promote reassurance and improve public confidence in all sections of the community.

Reduced offending and re-offending

11. To prevent and reduce offending and re-offending.
12. To work with young people and their parents/guardians and families to prevent youth offending.

Neighbourhood Renewal Strategy Key Issues:

In recent years crime in Hartlepool has reduced significantly, but the overall crime rate is still above the national level. Targeted work has been carried out to tackle community safety issues in Hartlepool. Awareness campaigns, target hardening of vulnerable properties and the development of the Neighbourhood Watch Scheme through the Ringmaster system have all contributed to the dramatic fall in the number of domestic burglaries. However, despite the progress being made the proportion of those burglaries taking place within the Neighbourhood Renewal Area has remained fairly static.

The proportion of incidents of Anti-Social Behaviour reported to the Police has remained around 70% with many incidents being alcohol related including under-age drinking. Within the Neighbourhood Renewal Area there are increasing numbers of properties which are privately rented. The behaviour of some tenants within those properties is causing increasing concern and compulsory Landlord Licensing is to be introduced in those areas where the problem is most acute.

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

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

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

With the community safety issues outlined above it is understandable that the proportion of people who feel safe walking alone at night in their local area is lower for the Neighbourhood Renewal Area than the Hartlepool average. Residents in Dyke House/Stranton/Grange, NDC and Owton feel the most unsafe.

The number of deliberate fires within the Borough is high and the proportion of those occurring within the Neighbourhood Renewal Area has remained the same since 2004. There are also problems of fly tipping.

As the Neighbourhood Renewal Area encompasses the town centre there is also a significant problem with crime against businesses including shop theft. Funding has been available to improve the security of business premises but this remains an important area for future activity.

Objectives:

- To maintain and where practicable increase the visibility of uniform presence within neighbourhoods.
- To develop further target-hardening and victim support measures in neighbourhoods to increase the security of homes and businesses, with particular emphasis on repeat victims.
- To work with young people from the Neighbourhood Renewal Area and their parents/guardians and families to prevent youth offending and in particular anti-social behaviour.
- To provide an increased range of accessible diversionary activities and facilities for young people within local neighbourhoods.
- To reduce anti-social behaviour in the Neighbourhood Renewal Area, with particular emphasis on behaviour associated with alcohol consumption generally and more specifically underage drinking.
- To improve communications with residents in order to increase the level of intelligence received and to ensure feedback on actions undertaken.
- To tackle the problem of drug misuse, particularly in respect of the under 30-age group, by education, enforcement and a harm reduction programme.
- To target those who deal in and supply illegal drugs in the Neighbourhood Renewal Area.
- To tackle environmental issues such as vandalism, graffiti and fly-tipping to improve the general appearance of neighbourhoods

Children and Young People's Plan

Stay Safe

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

Objectives:

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

A Low Footprint Future



A reduction in fear of crime has made residents of all ages feel more confident when they are about and about; day or night.

An established network of safe cycle routes and secure bike parking facilities has encouraged children and young people to cycle to school and employees to consider bicycles as a real alternative for their daily commute.

On public transport, improved safety at railway stations and on busses has convinced many to reduce their reliance on the private car and given those without cars opportunities to travel around Hartlepool and further a field.

A reduction in anti-social behaviour coupled with targeted interventions by landlords ensures houses remain in good condition saving energy and reducing running costs.

Strong partnership working has put in place robust arrangements to deal with more frequent extreme weather events.

Communities and businesses are actively adapting to risk. A review of planning controls and new guidance on buildings, drainage and sewerage systems will ensure Hartlepool is well placed to cope with the additional impacts of climate change.

Wider determinants

In delivering the Community Safety aim, there will be a broader impact on other Community Strategy aims. These include:

- strengthened inward investment from reductions in total crime
- more viable local businesses through reduction in commercial crime
- the development of safe communities where people want to live and relocate to
- Increased demand for training and employment opportunities together with specialist alcohol and drug treatment services as re-offending rates decline
- Improved levels of mental health as anxiety and worry about fear of crime diminish
- greater take up of public transport, walking and cycling as communities become safer
- cleaner, safer and green public spaces as enforcement tackles fly tipping and deliberate fires
- stronger communities as neighbourhood justice and tenant management develop
- the development of a vibrant, diverse night time economy as antisocial behaviour and alcohol related violence is reduced
- increased physical activity for children and young people and improved satisfaction with safer play areas

Environment

Introduction

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

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

Hartlepool has a well developed green infrastructure and a rich environmental heritage that gives rise to diverse landscapes, a wide range of buildings, along with important wildlife habitats and species. It has an attractive coastline and a number sites with international, national and local nature conservation designations.

Hartlepool's transport system is pivotal to the town's economic success and the quality of life of its residents. Delivering an effective and efficient transport system makes social, economic and environmental sense allowing employees to travel and business to flourish whilst reducing the harmful effects of transport on the natural environment. Plans to improve public transport links and initiatives to reduce travel by car and encourage other forms of transport are in place. Poor transport provision can act as a barrier to the take up of employment, training and education opportunities, the ability of younger people and older people to access services and the provision of accessible health care facilities .

Aim:

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

Outcomes and Objectives

Natural Environment

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

Built Environment

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

Provide a sustainable, safe, efficient, effective and accessible transport system

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

Global Environment

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

Neighbourhood Renewal Strategy Key Issues:

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

Positive end uses for vacant buildings and land are encouraged through proactive planning and regeneration schemes. The issue varies between neighbourhoods but vacant buildings are a particular problem in the Headland area of the North Hartlepool neighbourhood.

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

Accidents at junctions and on roads in the Neighbourhood Renewal Area need to be reduced. The speed and volume of road traffic is classified as a more serious problem in the NDC, Owton and Dyke House/Stranton/Grange neighbourhoods. A number of traffic management schemes have been developed through Neighbourhood Action Plan forums to ease these problems and make neighbourhoods safer.

Objectives:

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

A Low Footprint Future



Widespread public take up of community re-use schemes is reducing the generation of waste. Improvements in energy efficiency is reducing overall demand.

Many residents are opting to grow their own food in gardens and on allotments. Composting and grey water systems are common place. One of our neighbourhoods is piloting personalised carbon credits for residents.

National plans for a secure, diverse, low carbon electricity supply are reflected in local planning policy with all major new developments required to reduce their expected carbon emissions and consider using on-site renewables. New housing developments are well planned improving access to a high quality local environment and community open spaces. .

The continued development of an easy-access, a safe and convenient bus service promotes social inclusion. Bikes are freely available across Hartlepool for short rides; extendable for a small hire fee. As a result both walking and cycling are on the increase.

The Hartlepool Partnership promotes carbon management programmes aimed at helping organisations to reduce greenhouse gas emissions under their direct control.

Wider determinants

In delivering the Environment aim, there will be a broader impact on other Community Strategy aims. These include:

- strengthened inward investment as a result of an improved transport infrastructure and an enhanced local environment
- healthier lifestyles from a transport infrastructure that provides safe walking routes and encourages cycling
- increased opportunity for older people to go where they want to safely, conveniently and affordably
- increased tourism and leisure opportunities through protection and enhancement of Hartlepool's natural and cultural heritage
- development of sustainable communities through provision of accessible open space

Housing

Introduction

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

New housing completions remain high and housing costs remain lower than average for the region, particularly for terraced dwellings. Opportunities to undertake market renewal using Compulsory Purchase Order powers where necessary and to encourage new housing development and growth are being pursued.

Housing options services and letting policy are being modernised and new methods of management in the private sector are being developed.

Housing that does not meet recognised decency standards and problems associated with management of private rented properties can often be a root cause of disadvantage. There is increasing need for support and appropriate housing for vulnerable people especially with an increasingly elderly population. New ways of supporting residents in housing need and the provision of affordable housing will be implemented, including financial support where appropriate. There is increased need for a range of accommodation including extra care.

Aim

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

Outcomes and Objectives

Balancing Housing Supply and Demand

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

Improving the quality of existing housing

4. To encourage improvements to homes to meet and exceed 'decent homes standards'.
5. To enhance the standard of management of social and private rented housing.

Meeting the Housing Needs of Vulnerable People

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

Neighbourhood Renewal Strategy Key Issues:

Hartlepool has been affected by low and changing demand in the Housing Market. There are problems with vacant dwellings in the Neighbourhood Renewal Area. The majority of vacant dwellings are within the private rented sector with the vacancy rate being well above that expected within a healthy private sector housing market. The void rate in the Registered Social Landlord (RSL) sector is minimal, reflecting the high demand for social rented properties in the Borough.

Across Hartlepool, there is an over supply of smaller, older, terraced properties and this is reflected in concentrations of vacant and abandoned properties. There is a need to balance communities by encouraging a greater mix of housing types.

Much of this low demand housing is concentrated in the Neighbourhood Renewal Area and many neighbourhoods are the focus the market renewal activity. Large scale regeneration has seen areas of housing demolished and replaced with new homes and community facilities including green spaces.

In recent years there has been a rapid growth in the private rented sector within Hartlepool and there are concerns that poor management has led to increased incidents of anti-social behaviour. A voluntary licensing scheme for landlords has had limited success with a number of landlords choosing not to participate. In order to tackle those neighbourhoods where poor management is a particular concern compulsory Landlord Licensing is to be introduced.

Satisfaction with accommodation is high in Hartlepool although it is slightly lower in the Neighbourhood Renewal Area. The Burbank neighbourhood has the lowest satisfaction level. Significant investment is being used to refurbish social housing across Hartlepool.

The Neighbourhood Renewal Area is home to a high number of vulnerable households. It is important that their needs continue to be met by assisting them to live safely in their own homes, offering a choice of suitable accommodation, reducing fuel poverty and preventing homelessness.

Objectives:

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

A Low Footprint Future



Developers implement and use the Code for Sustainable Homes to market good quality housing where people want to live. Many new homes now come with office work space with communication links, secure cycle storage and greater security features.

Homes are more energy and water efficient, produce fewer carbon emissions and are better for the environment. They create less waste, have lower running costs and encourage their owners to live more sustainable lifestyles.

An increasing number of homes for life lead fewer families' homes to require expensive adaptations and means residents are able to remain independent at home for longer.

To eliminate fuel poverty and support the needs of vulnerable people, specific measures are taken to tackle the energy performance of larger, older and hard to treat houses. Social housing exceeds the government's minimum standards, and although there is still a waiting list, residents are more able to readily secure houses that meet their needs. Work in partnership with landlords is providing a higher standard of private rental accommodation.

Wider Determinants

In delivering the Housing aim, there will be a broader impact on other Community Strategy aims. These include:

- Strengthened inward investment from a housing market that is affordable for key workers and provides a choice of tenure, size and location
- Reduced greenhouse gas emissions and increased energy efficiency from improvements in housing stock
- Improved health from well maintained houses and an associated reduction in respiratory disease; mental illness, the spread of infectious disease and a reduced risk of accidents
- Increased opportunity through planning to fund new community sports and recreation facilities
- Development of sustainable mixed communities that bring people of all ages and backgrounds together
- More independent residents, able to live at home for longer

Culture and Leisure

Introduction

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

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

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

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

Aim

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

Outcomes and Objectives

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

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

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

5. Increase participation, opportunity for access and diversity.

Neighbourhood Renewal Strategy Key Issues:

Barriers to participation in culture and leisure opportunities are strongly linked to poverty and disadvantage. Residents from the Neighbourhood Renewal Area are less likely to visit museums and participate in arts and cultural events. There has been a recent increase in the number of residents from the Neighbourhood Renewal Area attending leisure centres, though some existing facilities do not have a universal appeal. Visits by some disadvantaged groups including those out of work or with disabilities are significantly lower. Satisfaction with sport clubs/facilities is lowest in the Burbank neighbourhood

Within Hartlepool library visitor numbers have fallen in recent years. This mirrors the national trend which is linked to changing culture and lifestyles. Although satisfaction with library services is generally high in the Neighbourhood Renewal Area it is significantly lower in the North Hartlepool neighbourhood.

Nationally, affordability and accessibility have been shown to be barriers to young people visiting youth and community centres. However, consultation with young people in Hartlepool highlights that the lack of informal meeting places, organised activities and the poor state of existing facilities are the main reasons why usage is low. Satisfaction with youth and community centres is low in the Burbank and Dyke House/Stranton/Grange neighbourhoods.

Satisfaction with public parks and open spaces is lower in the Neighbourhood Renewal Area than across Hartlepool with the lowest levels of satisfaction in Burbank and Dyke House/Stranton Grange neighbourhoods. Satisfaction with play areas is also lowest in the Burbank neighbourhood. The reasons for these low satisfaction levels include concerns relating to lighting, security and range of facilities. Further information is set out by residents in their Neighbourhood Action Plans

Objectives:

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

Children and Young People's Plan

Enjoy and Achieve

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

Objectives:

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

A Low Footprint Future



New sports facilities and attractions make the most of sustainable construction with environmental and ecological innovation.

Centres are supported by a transport infrastructure which increases participation and access to culture and leisure services.

Hartlepool's restaurants boast menus that combine seasonal, locally sourced ingredients with strong ties to fairly traded goods from developing countries.

Tourism is flourishing and visitors to the town are encouraged to "tread lightly" by choosing public transport to move around and using energy and water efficiently

Wider determinants

In delivering the Culture and Leisure aim, there will be a broader impact on other Community Strategy aims. These include:

- Strengthened inward investment from a strong cultural offer that attracts employees and their families to live in Hartlepool
- Increased economic investment and job creation through development of tourism and creative arts
- Increased health, well-being, physical confidence, coordination and skills from an uptake in active lifestyles associated with arts, sport and other culture and leisure activity
- Increased informal learning opportunities for residents of all ages
- Reduced antisocial behaviour and greater citizenship skills through participation in diversionary activities

Strengthening Communities

Introduction

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

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

Aim

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

Outcomes and Objectives

Empowered local people with greater influence

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

A thriving voluntary and community sector

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

Increased Community Cohesion

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

Neighbourhood Renewal Strategy Key Issues:

The empowerment of residents and the development of sustainable and cohesive communities are key elements of the Neighbourhood Renewal Strategy.

Within Hartlepool the Community Network supports residents to have an active role in their local community and in the decision making process through local Residents Associations, Neighbourhood Action Plan forums, Neighbourhood Consultative Forums and the Hartlepool Partnership. However, whilst significant steps have been taken to involve local people in decision making, fewer residents within the North Hartlepool neighbourhood believe they can influence the decisions that affect their area than in the rest of the Neighbourhood Renewal Area and the Borough.

Neighbourhood Renewal Area residents have relatively low feelings of involvement in the local community. This is demonstrated by low turnout rates at general and local elections and low levels of formal volunteering. Also, residents in the Neighbourhood Renewal Area are less likely to feel part of their community than those in the rest of the town. People living in the Rift House/Burn Valley, Rossmere and Burbank neighbourhoods are least likely to feel part of the community.

A significant number of people feel that there is little community spirit in their neighbourhood, especially in areas which have a largely transient population. The Burbank neighbourhood has the lowest number of people who believe that there is a lot of community spirit in their area.

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

More needs to be done to improve the communication between residents and service providers with a particular focus on special needs groups, people on low incomes and those groups regarded as hard to reach. Access to information on the services that are available in neighbourhoods needs to be improved and NAP forums have a role to play in this.

Objectives:

- To identify barriers to engagement within the Neighbourhood Renewal Area including those related to income deprivation, special needs and hard to reach groups.
- To develop and support residents associations across the neighbourhoods to enable local people to make their views and aspirations known.
- To develop networks and structures from the neighbourhood level to feed into strategic partnerships/policy makers to give a voice to specific communities of interest.

- To provide community development and capacity building support in key areas of need including targeted support for hard to reach and special needs groups.
- To support community and voluntary sector groups who provide vital support within the Neighbourhood Renewal Area.
- To ensure effective communications and access to information through networks and structures both to and from residents.

Children and Young People's Plan

Make a Positive Contribution

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

Objectives:

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

A Low Footprint Future



Residents are challenging businesses and public service providers to improve their services whilst reducing their footprints.

More businesses are responding to public pressure to publish reports allowing comparison with other organisations and demonstrating to stakeholders that they are making progress.

In one of Hartlepool's neighbourhoods a fledgling Carbon Action Rationing Group is building on the success of a neighbourhood climate change partnership.

Residents are engaging with the idea of low carbon living on a personal and collective basis; taking part in the democratic process, making a positive contribution to decisions on local services and reinforcing a sense of community.

Some residents are challenging banks to provide ethical finance for loans and mortgages; others are investing in local credit unions promoting financial inclusion. More generally, whether it is bags for life, or sustainable sourced local fish, residents are considering how they spend their money - looking for a high social and low environmental impact

Wider Determinants

In delivering the Strengthening Communities aim, there will be a broader impact on other Community Strategy aims. These include:

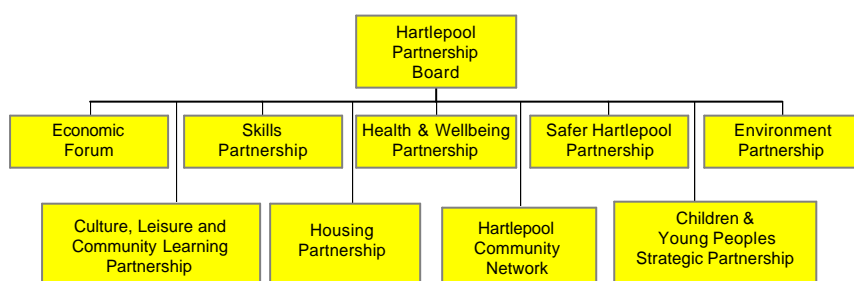
- more progression from volunteering into employment
- increased take up of formal training opportunities, and higher achievement as confidence is built through participation in informal training opportunities in communities
- improved mental wellbeing and reduced crime from living and/working in sustainable, cohesive communities
- stronger resilient families who share respect and engage with support networks when they need it.

Implementing the Community Strategy

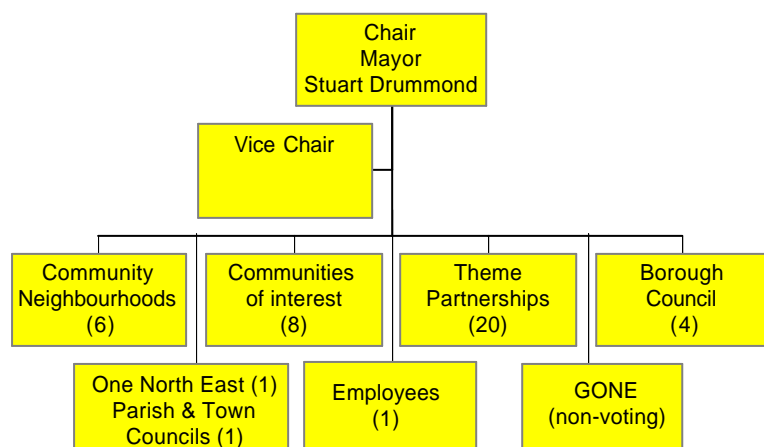
The implementation of the Community Strategy and the Neighbourhood Renewal Strategy will be overseen by the Hartlepool Partnership and will be dependent on the concerted actions of a range of agencies, organisations and individuals across the public, private, community and voluntary sectors.

The Hartlepool Partnership

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



The Hartlepool Partnership Board has a Chair and 42 members.



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

The Policy Framework

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

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

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

Theme Partnerships

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

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

Hartlepool's Local Area Agreement

Hartlepool's Local Area Agreement was signed in June 2008 and includes 32 outcomes structured around the Community Strategy Themes. Local Area Agreements translate the long term vision of the Community Strategy and Neighbourhood Renewal Strategy into a three year delivery plan; agreeing Improvement Targets and Local Priority Targets to monitor progress. The Agreement is signed by the Hartlepool Partnership, Hartlepool Borough Council and Central Government.

The Hartlepool Partnership Board agrees annual Delivery and Improvement Plans prepared by Theme Partnerships. Performance against this Plan is reviewed quarterly. Hartlepool Borough Council will set out its delivery arrangements in the Corporate Plan.

The Local Area Agreement provides a robust performance management framework to deliver Hartlepool's Ambition and improve quality of life across Hartlepool and within its most disadvantaged communities.

Holding each other to account

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

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

Giving an account

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

Being held to account

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

Taking account

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

Redress

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

Implementing the Neighbourhood Renewal Strategy

Introduction

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

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

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

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

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

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

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

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

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

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

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

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

Mainstreaming

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

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

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

Neighbourhood Profiles:

Burbank

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

Dyke House/Stranton/Grange

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

Hartlepool NDC

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

North Hartlepool

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

Owton

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

Rift House/Burn Valley

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

Rossmere

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

Throston Grange

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

A snapshot of neighbourhood statistics has been produced separately and is available from www.hartlepoolpartnership.co.uk by clicking on the Neighbourhood Renewal link on the homepage.

Timetable for future reviews

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

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

A Community Strategy review might take different forms:

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

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

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

List of Abbreviations

To be inserted

Glossary of Terms

To be inserted

Endnotes

This Strategy was compiled by Joanne Smithson (Team Leader), Catherine Frank, John Potts, Dawn Clennett and Richard Starrs with contributions from colleagues across the Hartlepool Partnership, and over 1550 submissions received during the public consultations that ran from May 2006 to April 2008.

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

Additional support was provided by:

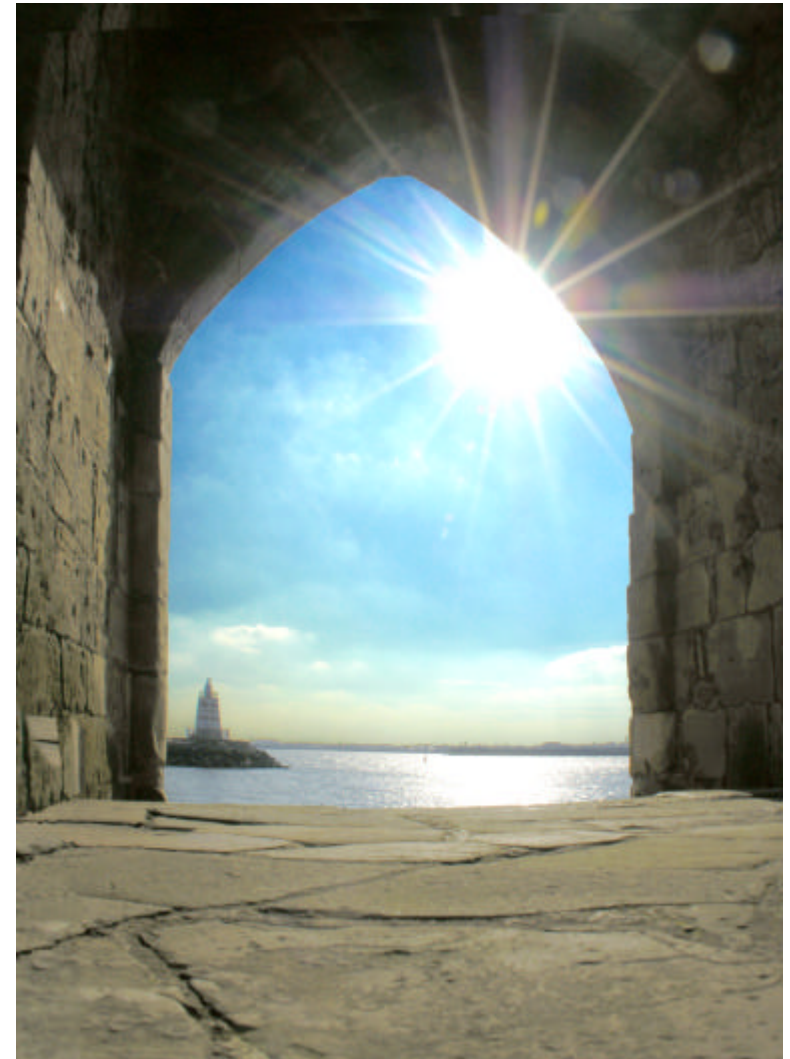
Stockholm Environmental Institute (A Low Footprint Future)

Tees Valley Joint Strategy Unit (Statistical information)

ERS (Hartlepool's Community Strategy – 1st five years)

ENTEC (Sustainability Appraisal)

Published July 2008.



CABINET REPORT

7th July 2008



Report of: Chief Personnel Officer

Subject: Corporate Equality and Diversity Scheme (2008-2011)
and the Corporate Equality Plan (2008-2011)

SUMMARY

1. PURPOSE OF REPORT

To obtain the Cabinet's endorsement of the Corporate Equality and Diversity Scheme for 2008-11 and the Corporate Equality Plan for achieving Level 4 of the Equality Standard for Local Government (BVPI 2a) by March 2011.

2. SUMMARY OF CONTENTS

The report provides details on the Council's Corporate Equality and Diversity Scheme 2008-11, and corporate equality actions planned to achieve Level 4 of the Equality Standard for Local Government by March 2011.

3. RELEVANCE TO CABINET

Corporate Issues

4. TYPE OF DECISION

This is a key decision

5. DECISION MAKING ROUTE

Portfolio holder followed by the Cabinet

6. DECISION(S) REQUIRED

Endorse the report and action plan.

Report of: Chief Personnel Officer

Subject: Corporate Equality and Diversity Scheme (2008-2011)
And the Corporate Equality Plan (2008-2011)

1. PURPOSE OF REPORT

To obtain the Cabinet's endorsement of the Corporate Equality and Diversity Scheme for 2008-11 and the Corporate Equality Plan for achieving Level 4 of the Equality Standard for Local Government (BVPI 2a) by March 2011.

2. BACKGROUND

- 2.1 The report provides details on the Council's Corporate Equality and Diversity Scheme 2008-11, and corporate equality actions planned to achieve Level 4 of the Equality Standard for Local Government by March 2011.
- 2.2 In order to meet with general and specific duties of Equality legislation, it is mandatory for the authority to prepare and agree its next strategic Equality & Diversity Scheme. The previous Race and Diversity Scheme (2005-08) expired in May 2008.
- 2.3 The previous Race and Diversity scheme (2005-08) was developed to incorporate all six strands and this was reinforced by the legally required Disability and Gender schemes being incorporated into it as an interim measure in December 2006 and April 2007 respectively.
- 2.4 The Council's Corporate Race and Diversity Scheme 2005-2008 requires review and revision in the light of current legislation and codes of practice.
- 2.5 Consideration was given to preparing
 - a) A separate Race, Gender and Disability schemes (the minimum legislative requirement) or
 - b) one single scheme which incorporates all six diversity strands identified in the Equality Standard, including the additional three strands of Age, Sexual Orientation and Religious Beliefs and is capable of being extended further as the equality agenda changes to include disadvantaged groups not included currently e.g. asylum seekers, refugees, those from deprived communities etc.
- 2.6 A single scheme has been developed with diverse stakeholders being initially consulted through Talking with Communities, the All Ability forum and the Lesbian, Gay, Bi-Sexual & Transgender (LGBT) Forum. The draft scheme was amended to incorporate comments received during the initial stakeholder consultation and was endorsed by the Performance Portfolio

Holder on 28th March 2008 for wider consultation e.g. via the website, further consultations with Talking with Communities, All Ability forum, Hart Gables, press release, short article in Newline and by mailing copies to other stakeholders (almost 200). The draft scheme presented today incorporates comments received as a result of the wider stakeholder consultation.

3.0 Equality and Diversity Scheme 2008-11

3.1 The single Equality and Diversity Scheme details

- how it might build upon the recent improvements in service planning and impact assessment arrangements
- the Council's approach to moving through the various levels of the Equality Standard
- any possible implications of the Equality Review by the Government including how any possible future requirements for schemes may be addressed
- how the remaining strands (Sexual Orientation, Religion and Age) are to be covered
- how equality is to be mainstreamed into all aspects of the Council's work within existing resources
- how all six strands may be integrated, particularly where more than one applies e.g. an ethnic minority person with disabilities
- how the scheme is capable of being extended as the equality agenda changes to include disadvantaged groups not necessarily included in the Equality Standard strands e.g. asylum seekers, refugees, those from deprived communities etc.
- the commonality in approach in respect of the arrangements for each equality strand
- the need for action plans which meet the needs of the three strands requiring schemes (Race, Gender and Disability)

3.2 Attached as Appendix A is the draft Equality and Diversity Scheme 2008-2011

4. ACTIONS PLANNED TO ACHIEVE LEVEL 4 OF THE EQUALITY STANDARD BY MARCH 2011

4.1 The Council has declared itself as achieving level 3 of the Equality Standard in March 2008 and has set itself a target of achieving Level 4 by March 2011.

4.2 The Equality Standard provides a systematic framework for mainstreaming equality issues into all aspects of service delivery and employment in all departments. It has 5 levels as follows:-

- Level 1: commitment to a comprehensive Equality Policy
- Level 2: assessment and consultation
- Level 3: setting equality objectives and targets

- Level 4: information systems and monitoring against targets
- Level 5: achieving and reviewing outcomes

Within each level there are substantive areas as follows:

- Leadership & Corporate Commitment
- Consultation and Community Development and Scrutiny
- Service Delivery and Customer Care
- Employment & Training

- 4.3 The Corporate Equality and Diversity Action Plan 2008 -2011 is attached as Appendix B. The Council has already made progress in undertaking or completing the actions identified in the action plan. Those actions require to be completed to ensure that the Council progresses from Level 3 of the Equality Standard to Level 4 by March 2011. The action plan has been summarised for the purposes of consulting with stakeholders. During the next three years, further detailed actions to supplement the Level 4 action plan will be identified and included in Departmental and Service Plans and will be monitored via standard performance management arrangements.

5 RISK IMPLICATIONS

It is mandatory for all public authorities to produce a Gender, Disability and Race scheme(s). Failure to do so may place the reputation of the Council at risk with the Equality and Human Rights Commission having responsibility for monitoring compliance with the legislation.

6.0 RECOMMENDATIONS

That the Cabinet:

- a) endorses the draft Corporate Equality and Diversity Scheme 2008-11 as set out in Appendix A
- b) endorses the action plan for achieving Level 4 of the Equality Standard for Local Government by March 2011 as set out Appendix B.

7.0 CONTACT OFFICER

Vijaya Kotur
Principal Diversity Officer
Tel No: 01429-523060
e-mail: Vijaya.kotur@hartlepool.gov.uk



**EQUALITY AND DIVERSITY SCHEME
(2008-2011)**

DRAFT

If you would like information in another language or format, please contact us on 01429-523060.

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

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

ئەگەر زانیاریت بە زمانیکی که یا بە فۆرمیکی که دەوی تکایە داوامان لی بکە
(Kurdish)

如欲索取以另一语文印制或另一格式制作的资料，请与我们联系。
(Mandarin)

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

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

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਓ।
(Punjabi)

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

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

(Polish)

Hartlepool Borough Council's Equality and Diversity Scheme (2008-2011)

Contents	Page No
1. Introduction by Mayor	4
2. Foreword by Chief Executive	5
3. Introduction (Our Vision and commitment- Values, Principles and overall aims)	6
4. Hartlepool – Its people	8
5. Hartlepool-Its Council (i) Political Structure of the Council (ii) Management Structure of the Council	10
6. Diversity Structure	13
7. Arrangements for the delivery of diversity outcomes	15
• Community Strategy	15
• Community Involvement through Consultation and gathering information	17
• Impact assessments, Service Planning, Action Plans	19
• Corporate Access Strategy	21
• Procurement	22
• Equality Standard	23
• Diversity Monitoring	24
• Annual Report and Publishing	25
Appendix	
1. Services provided by Chief Executives Department	26
2. Services provided by Regeneration and Planning	27
3. Services provided by Adult & Community Services	28
4. Services provided by Neighbourhood Services	29
5. Services provided by Children Services	30
6. Legislation and Duty	31
7. Legislation relevant to Equality and Diversity	34
8. Action Plan to implement the Scheme	37

1. Introduction by the Mayor



Welcome to Hartlepool Borough Council's Equality and Diversity Scheme. This scheme contains important information about the work the Council is doing in the area of equality and diversity and builds upon the firm foundations established by our previous scheme.

We see everyone in Hartlepool as an equal citizen and recognise that they have different and diverse needs. As a Council we encourage and aim to provide services free from discrimination by promoting equal opportunities and good community cohesion.

The Council is committed to promoting equality and diversity and works very hard to encourage this throughout the organisation by ensuring that this commitment is evident in everything we do. The Corporate Diversity Steering Group, which includes representatives from across the whole Council, meets regularly to work towards equality in service provision for all sections of the community.

Regular consultations with all our diverse stakeholders help and assist us in providing our services according to their diverse needs. During the life of this scheme, our plans to improve our services address the needs of all diverse strands – race, gender, disability, age, sexual orientation and religion/belief. Our plans will be revised and monitored to ensure compliance with current and any changes in legislation.

Finally as the Mayor of Hartlepool, I would like to express my personal commitment to the vision, values and objectives set within this Scheme. Along with all Council employees, I will work to meet the challenging targets that we have set ourselves and will provide the support and leadership required to deliver success.

A handwritten signature in dark ink, appearing to read 'Stuart Drummond'.

Councillor Stuart Drummond
Mayor of Hartlepool

2. Foreword by the Chief Executive



We are pleased to present our Equality and Diversity Scheme (2008-2011). Action to promote equality and diversity is an integral part of the Hartlepool Borough Council's service objectives. We can only realise our vision, if we remove barriers, eliminate discrimination and address disadvantage.

Our Equality and Diversity Scheme shows how we will put this into practice. By incorporating our schemes for race, gender and disability into one overarching scheme, we are creating a coherent framework. This will enable us to address equality and diversity in everything we do.

As Hartlepool's largest employer, we will demonstrate best practice, with a diverse workforce where everyone has equal opportunities to develop and progress and enjoys equal treatment and pay. Every employee will have a contribution to make towards the objectives of this scheme.

We will work along with all our Local Strategic Partners to promote and mainstream equalities in all the services we provide.

We will monitor our performance rigorously, reporting on our progress and setting fresh new objectives and targets as we move forward. We welcome your continued views about how well we are doing over the three years covered by our scheme.

A handwritten signature in black ink, appearing to read 'P. Wall'.

Chief Executive
Hartlepool Borough Council

3. Introduction:

Our Vision and Commitment- Values, Principles and overall aims

Hartlepool Borough Council is pleased to present the Equality and Diversity Scheme 2008-2011. By Equality we mean treating people fairly and by Diversity we mean by valuing people's differences.

Our Vision and Goal: "Our mission is that Hartlepool will be a prosperous, caring, confident and outward looking community in an attractive environment, realising its potential"

Our approach to equality and diversity is to focus on people who access our services by looking at their whole identity and recognising and valuing that each individual resident, visitor, partner, service provider, service user and employee is unique. The Council is also committed to promoting a community and organisational culture that fully respects and values the diverse differences and needs. The Council promotes equal opportunities and encourages good race and community relations.

What is the Equality & Diversity Scheme?

The Equality and Diversity Scheme is a corporate strategy and plan showing how the Council intends to meet its obligations in relation to all equality strands (race, gender, disability, age, sexual orientation, religion or belief) over the next three years. Since we produced our first Race and Diversity Scheme in 2002 and revised it in 2005, there have been a number of changes to the legal framework that affect equality and diversity in the work we do. Along with changes to public attitudes and best practice these have placed a greater emphasis on public bodies and the Council has to promote equal opportunities and not discriminate when providing services and employing people.

A New Approach

We recognise that although the three equality duties for race, disability and gender are very similar in spirit there are important differences between them. These differences reflect the specific experience of inequality and discrimination of each particular group. This Equality and Diversity Scheme incorporates our Race and Diversity, Disability Equality and Gender Equality Schemes, which are required by law. However we believe that we need to make a similar commitment to all groups and therefore extended the scheme to include sexual orientation, religion/belief and age. It can accommodate any further strands as appropriate for e.g. asylum seekers, refugees, travellers etc. This single combined Scheme brings together and strengthens the work we have done over the past years. This single Scheme provides us with an

opportunity to extend best practice across all areas of the services we provide as a Council.

This Single Equality and Diversity Scheme of the Council aims towards:

- an inclusive society
- a common vision and a sense of belonging for all communities
- diversity being appreciated and valued
- people from different backgrounds getting similar life opportunities by ensuring all council services are accessible without unnecessary barriers and that their provision is free from prejudice and unlawful discrimination and sensitive to the needs of all local communities
- strong and positive relationships being developed between people from different backgrounds
- striving for, and achieving in the longer term, a workforce that reflects the diversity of the population of Hartlepool

(The aims are extracted from the Council's Equality and Diversity Policy).

This Single Equality Scheme explains the positive steps taken by the Council to identify and remove barriers to ensure fair and equal treatment in services and employment for all. It supports a mainstreaming approach to equality by providing a systematic approach to equality issues. By complying with legislative requirements and incorporating the Equality Standard for the Local Government it places all equality strands (race, gender, disability, age, sexual orientation, religion and belief) on an equal footing.

4. Hartlepool – Its people

Hartlepool is located on the North East coast at the eastern end of the Tees Valley. It has a significant port facility and the A19 passes through the Borough. Hartlepool is compact and densely populated, covering an area of 9,386 hectares with a population in 2005 of 90,000. It is relatively isolated from the national transport infrastructure and main markets.

The breakdown of the diverse communities in Hartlepool is as follows:

Age

The age break down at 2007 was:

0-4	5-15	16-24	25-59	60-69	70-79	80 plus	All Ages
5,200	12,600	10,400	41,300	9,200	7,100	3,500	89,200
5.8%	14.1%	11.7%	46.3%	10.3%	8.0%	3.9%	100%

Gender

The overall split is 51% female, 49% male. The balance between female and male stays broadly equal until after the age of 70, as men's shorter life expectancy increases the proportion of women.

	0-4	5-15	16-24	25-59	60-69	70-79	80 plus	All Ages
Males	2,700	6,400	5,200	20,100	4,500	3,300	1,300	43,400
Females	2,500	6,200	5,200	21,200	4,700	3,800	2,200	45,800
% Female	48%	49%	50%	51%	51%	54%	63%	51%

Race

Ethnic minority information is cross tabulated with age, country of birth, health economic activity, tenure and other housing characteristics.

Office of the National Statistics (ONS) published some experimental estimates of population by ethnic group in 2006. The data relates to 2004. These suggest that from a total population of 90,100, White groups comprised 88,400 or 98.1% and all other ethnic groups comprised 1,700 or 1.9%.

There has been a gradual increase in migrant population from Eastern Europe along with a very established small migrant community.

All disabilities

The **Health Survey for England** (2003) suggests there are 14,100 people 16 and over with one or more disabilities in Hartlepool. (21%).

3,800 of these have a serious disability. (6% of population 16 plus) and 10,300 (15%) a moderate disability.

The **Labour Force Survey** (2006) suggests that 13,000 (24%) of people of working age in Hartlepool are disabled, 9,100 of these meet both Disability Discrimination Act (DDA) and work limiting definitions of disability.

A further 2,400 (4.5%) of working age meet the DDA definition only and 1,500 (3%) meet the work limiting definition only.

4,300 disabled people are in employment in Hartlepool (a third of all disabled people of working age).

Religion

The only local statistics on religion come from the 2001 Census.

All people	% people stating religion as:						
	Christian	Hindu	Muslim	Sikh	other religions	no religion	religion not stated
88,611	80.7	0.2	0.4	0.0	0.2	9.4	9.1

Sexual Orientation

There are no reliable data on sexual orientation but the Department of Trade and Industry (DTI), in its Regulatory Impact Assessment for the Employment Equality (Sexual Orientation) Regulations 2003, estimated that between 5% and 7% of the population as likely to be affected by the legislation. On this basis, between 3570 and 4998 people aged 16 and over within Hartlepool may be similarly affected by the legislation.

Overall, the population is projected to be fairly stable over the next ten years, with older age groups increasing and younger age groups reducing.

Hartlepool has its strengths, which are less easily measured. It is a close-knit community with a pride and ambition for the town. The multiple nature of the social problems experienced by a large proportion of the population means that a partnership approach, bringing together members of the community, public agencies and other stakeholders, is essential if improvements are to be continued. This is fully recognised by the Council.

5. Hartlepool - It's Council

Hartlepool Council became a unitary authority in 1996. By population, it is the smallest of five small unitary authorities in the Tees Valley sub-region, and is the second smallest unitary council in England.

The Council currently has an Independent elected Mayor and 47 elected members representing 17 wards. The Council adopted a Mayor and Cabinet executive decision making system in May 2002, electing Stuart Drummond. The Mayor was re-elected in May 2005, with an increased majority. For the past 6 years he has led an inclusive coalition Cabinet and his new Cabinet brings together Labour, Independent and Liberal Democrat councillors with decision making delegated to individual portfolio holders and officers where and when appropriate. The portfolios are: Regeneration; Liveability and Housing; Culture, Leisure and Transportation; Performance; Children's Services; Adult and Public Health; and Finance.

The Performance portfolio holder is responsible for the overall equality and diversity activities of the Council. The progress of diversity activities of the Council are reported regularly to the Performance portfolio holder.

(i) Political Structure of the Council

The Council

The Council is composed of an executive function that is made up of the mayor and a cabinet of councillors, and a non-executive function consisting of the remainder of the Council.

Members of the Council are collectively the ultimate policy makers who also represent their communities and their ward and the interests of individual constituents. They therefore have wide ranging responsibilities to individual members of the public, community groups, voluntary organisations and staff within the Council. These responsibilities include taking into account equality and diversity issues whilst:

- providing leadership and support,
- contribute to achieving the Council's commitments outlined in the policy statement
- engaging with the local community, and
- ensuring appropriate resources are available to achieve equality and diversity objectives. (the Council has the ultimate responsibility for agreeing the budget)

The code of conduct for Members of the Council outlined in Hartlepool Borough Council's Constitution makes reference to general obligations for Members to promote equality and diversity and treating others with respect.

The Cabinet

The Cabinet, which consists of the mayor and executive portfolio holders, is responsible collectively or individually for determining new policies and procedures and changes to existing policies and procedures. This includes the Equality and Diversity Scheme, equality & diversity policies and other policies and procedures likely to have a significant impact on service provision, the organisation of the Council and its employees. Cabinet members are therefore ultimately responsible to ensure that all policies, service plans and procedures reflect and incorporate equality and diversity

targets and objectives. It is the Mayor and the cabinet's responsibility to propose budget to the Council.

Scrutiny Forums

The Scrutiny Co-ordinating Committee and four Scrutiny Forums provide the opportunity for councillors to review the work of the Cabinet and Council officers, provide policy advice and examine issues of local concern.

Their general roles are:

- to review and/or scrutinise decisions made, or actions taken, in connection with the discharge of any Council functions
- make reports and/or recommendations to the full Council and/or any policy, joint or area committee in connection with the discharge of any functions, and
- to consider any matters affecting the area or its communities.

Scrutiny Co-ordinating committee and scrutiny forums agree a programme of various investigations. Diversity issues are identified and considered as part of the investigation process.

Members of scrutiny forums must therefore work to contribute to improving equality practices at corporate and departmental levels and ensure robust monitoring and audit and scrutiny processes take place.

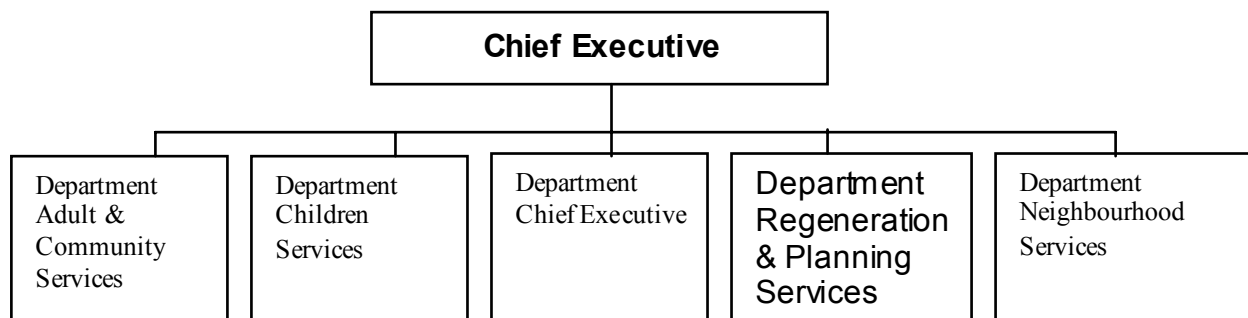
Role of the Ward Councillors

Councillors hold ward surgeries that are available to the public. They offer residents an opportunity to meet their local councillor and discuss individual issues or seek advice and guidance on local council services.

Councillors decide when to hold their surgeries and the dates and venues are publicised in the Council's magazine, Hartbeat. Posters are also displayed in each ward. Further details about ward surgeries can be obtained by contacting the Councillors' Office on 01429 523704.

(ii) Management Structure/arrangements of the Council

Political and managerial leadership has created an organisation capable of achieving its ambitions for the future. The Council underwent a restructure in 2005/6 and now has 5 departments: Chief Executive's, Regeneration and Planning, Adult and Community Services, Neighbourhood Services and Children's Services.



The Chief Executive

The Chief Executive leads the Corporate Management Team of Directors who together provide a lead for strategic support services that deal with Council-wide issues and co-ordinates the activities of all departments. The Chief Executive ensures that equality and diversity is seen as an essential aspect of delivering quality services to the whole community and is addressed in corporate aims and objectives. The Chief Executive has overall responsibility for ensuring appropriate corporate resources are available to achieve equality and diversity objectives.

Directors and Chief Officers are responsible for

- contributing to achieving the Council's commitment towards Equality and Diversity
- working towards implementation of this Scheme and other Council Equality objectives and targets
- implementing Performance Management arrangements in to all planning processes and mainstreaming equality and diversity issues within this
- promoting a community and organisational culture that fully respects and values individual and group differences
- earmarking specific resources for improving equality practice
- ensuring systematic consultation takes place when required
- adhering to the equality & diversity policy and the equality in employment policy
- Implementing an equality proof pay and grading structure
- ensuring that diversity impact assessments are carried out as a matter of routine when introducing and reviewing existing services, policies, functions, procedures or systems
- being accountable for ensuring robust monitoring and audit processes are implemented and results are acted upon
- ensuring services are provided in a non-discriminatory manner
- removing barriers to accessing services.

The services provided by each department can be viewed in Appendix 1

6. Diversity Structure of the Council

The Council's constitution details specific responsibilities for Members and Officers in relation to equality and diversity. It places additional responsibilities on Members, the Chief Executive, Directors and Chief Officers and employees. Collectively, the Corporate Management Team (CMT) has responsibility for day-to-day implementation of the Equality and Diversity Scheme. To assist in this role, a specialist group (the Diversity Steering Group) has been set up.

The Diversity Steering Group has a strategic and corporate focus co-ordinating diversity activity and reports to the Corporate Management Team. It comprises of a CMT Director (Diversity Champion), Chief Personnel Officer who is Head of Equalities for the Council (Chair), Principal Diversity Officer, HR representatives and Senior Departmental representatives who chair their respective departmental diversity working groups and monitor the progress.

The remit of the DSG is

- To co-ordinate and mainstream all council activity in relation to diversity and equality issues
- To be responsible for setting and achieving targets set in relation to Equality Standard for Local Government
- To provide a strategic and corporate lead in developing policy and making improvements in relation to equality and diversity issues across the Council
- To identify how diversity and equality training needs are met
- To explore funding opportunities in order to support the Council in progressing the work on diversity and equality issues.
- To oversee, and provide help and support on, diversity and equality actions within departments
- To prepare the Council's Equality and Diversity Scheme (including race, disability, gender, age, sexual orientation & religion and belief equality schemes) and monitor progress
- To provide corporate guidance on diversity and equality issues
- In conjunction with the Assistant Chief Executive, to determine and co-ordinate consultation on diversity matters and to respond to corporate issues raised during consultation.

The Departmental Diversity working group reports to:

- Diversity Steering Group
- Departmental Management Team

Their remit is:

- To develop and implement corporate equality and diversity policies, for example by engaging with colleagues and communities in consultations and contributing to the Corporate Annual Diversity Report and Diversity Plan
- To collect, co-ordinate and disseminate diversity information amongst managers and colleagues
- To work towards achieving the levels of Equality Standard for local government and provide information/ evidence for self-assessment process

- To work with service colleagues to complete the impact assessments of services and identify service improvement objectives and actions for inclusion in department and service plans
- Monitor progress on departmental and service plans quarterly and suggest remedial action where required
- Recommend programme of Diversity Impact Assessments to their directorate following completion of corporate and departmental plans
- To monitor departmental consultation exercises
- To monitor departmental use of language translation and interpretation services
- To advise and promote on Equality Training throughout the department

Monitoring arrangements:

An Equality and Diversity Report is published annually, which monitors progress against the Council's Diversity Scheme. In addition half yearly reports are submitted to the Performance Portfolio Holder.

7. Arrangements for the delivery of diversity outcomes

The scheme describes how the Council intends to comply with all the relevant Equality legislation and its relevant codes of practice. The Council's commitments to general and specific duties for gender, race and disability equality are outlined in **Appendix 6**. The Council extends these duties to include sexual orientation, religious belief and age to comply with the equality legislation along with changes to public attitudes and best practice. All policies and procedures relating to these issues will be reviewed at least every three years to ensure they are up to date.

Community Strategy

The Council recognises that it is a community leader in Hartlepool and seeks to work in partnership with other organisations in the delivery of services to promote and develop Hartlepool. We encourage partners to develop shared objectives and work towards shared targets of Strengthening Communities.

There is a relationship between the Local Area Agreement with partners and the themes of the Community Strategy. Hartlepool's new Local Area Agreement (LAA) 2008-2011 builds on the previous agreement that firmly established the LAA as the short - medium term delivery plan for the Community Strategy. The agreement continues to be structured around the Themes of the Community Strategy, with a more detailed set of outcomes identified for each Theme.

Hartlepool's LAA is defined by 8 priority themes aligned with the Community Strategy and contains priority Outcomes that provide a focus for the key issues that need to be tackled.

Under the new statutory duty on the local authority to prepare an LAA, and the duty on partners named in the Local Government and Public Involvement in Health Act 2007 (generally referred to as 'the named partners'), named partners are required to co-operate in the setting of targets and named partners have a 'duty to have regard' to targets that have been agreed.

The current and new LAA has the outcome 'Freedom from Discrimination and Harassment' under the strengthening Community Theme. The current focus is articulated in the current Delivery and Improvement Plan 2007-08 (to be reviewed in 2008).

One of the principles of the Community Strategy within each of the 8 Objectives includes Equality and Social Inclusion by recognizing the needs of everyone. The Local Strategic Partnership sets out its aims and objectives in eight themes.

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

The purpose of the Community Strategy is to bring services closer together and to improve the way they are provided, so that they better reflect the needs of the community. The Strategy is the common planning framework for all services in Hartlepool. It promotes the social, economic and environmental well-being of the town and reinforces sustainability as a principle running through all the plans and strategies for the town.

Many plans and strategies exist or are being prepared for Hartlepool. Sometimes such plans are prepared by a single organisation and often address a narrow range of issues. The Community Strategy shows how the different plans fit together and provides the framework for the Hartlepool Partnership, which is the “Local Strategic Partnership” for Hartlepool consisting of local people, local business, public sector bodies and community and voluntary sector organisations operating in the area. All members of the Hartlepool Partnership Board are fully committed to the Community Strategy, which strengthens partnership working by ensuring that:-

- all stakeholders in the community have an opportunity to be involved;
- the Partnership Board is representative of all interests, and;
- all key partnerships understand how their work relates to each other.

Community Involvement through Consultation and gathering information

A variety of techniques is used including postal surveys, face-to-face interviews, discussion groups, consultative forums, mystery shopping and e-consultation.

Examples of current regular consultations are:

- Viewpoint (citizen's panel) – postal and on-line questionnaires
- Talking with Communities (ethnic minority groups) – discussion forum
- Lesbian, gay, bisexual and trans-sexual discussion forum with HartGables; E-consultation system (for general population, employees and Viewpoint members) – on line questionnaires and discussions
- General satisfaction surveys (Place Survey) – self completion/postal questionnaires
- Employee Surveys – postal and on line surveys

In addition, departments carry out ad hoc consultations to meet their current demands/needs. These can be through postal surveys, face to face interviews, on-line surveys, discussion groups, consultative meetings, community conferences, residents groups, Neighbourhood Action Plan (NAP) Forums and NAP Youth Forums etc.

The Council also consults and engages with residents through the political process through such mechanisms as:

- Neighbourhood Consultative Forums (local area meetings)
- Scrutiny Forums
- Ward Surgeries and other individual elected member activity

The Council aims to work with partner organisations to use existing groups and consultation mechanisms, for example, the All Abilities Forum, Hartlepool Access Group, the 50 Plus Forum, Hartlepool Young Voices Forum, and HartGables.

However we recognize that traditional methods of consultation are not always accessible to all groups in the community. In order to provide effective consultation we will continue to explore the most appropriate ways of doing good, inclusive consultation. The 'Talking with Communities' initiative has been an effective forum for the Council and other agencies, working in partnership with the Council, to consult with the BME communities on local services and issues.

The Council's e-consultation website, "Your Town Your Say", has a separate diversity consultation section. Further information is available on the Council's website using the following link:

<http://consultation.hartlepool.gov.uk/inovem/consult.ti/system/text/diversity>

With the setting up of the Life Chances Partnership Board, it will endeavour to work with all the Disability groups in the town to enable Council's consultation to take place in an appropriate and meaningful way. The emphasis will be on appropriate and accessible consultation. The Learning Disabilities Partnership has increased and promoted consultation with people with learning disabilities and their involvement in decision-making.

We will strive to:

- Go to communities rather than expecting them to come to us;
- Use meeting places that are informal, that people find comfortable and that are easy to get to;
- Allow a reasonable timescale for the consultation;
- Arrange translation/interpretation services as necessary;
- Consult a range of communities and avoid selecting single minority ethnic organizations or individuals;
- Feedback at every event on issues raised at the previous consultation event;
- Encourage pro-active discussions and workshops rather than just presentations and information giving; and
- Avoid consultation overload.

The Council's Consultation Toolkit includes guidelines to help officers in the Council to plan and carry out community consultation effectively. This can range from providing interpreters to help a face to face interview to take place; to producing questionnaires in large print or Braille and ensuring that the Council's e-consultation website is accessible through Browsealoud on the web-site for people with learning difficulties, dyslexia, mild visual impairment and also to those whose first language is not English. To download Browsealoud please use the following link
<http://www.browsealoud.com/downloads.asp?dl=bl>

The council is currently consulting on a draft Compact, which set out for consideration a series of "codes" providing ground rules of good practice for all signatories to strive to achieve. The codes cover:

1. Funding
2. Consultation and Policy
3. Children and Young People
4. Minority and Small Community groups
5. Volunteering Code
6. General support

A Diversity Impact Assessment will now be carried out on the first draft of the Compact and findings fed into the final version

Impact assessments, Service Planning, Action Plans

The Impact Needs/Requirement assessment is a strategic process and is intended to support consideration of equality and diversity issues during the planning process of its service provision across the Council. It is a mechanism to ensure that equality and diversity considerations are integrated within service delivery from the outset.

The Council has adopted the Equality Standard for Local Government, which includes all six strands (race, gender, disability, age, sexual orientation and religion or belief) and has complied with relevant legislation accordingly.

The purpose of carrying out an Impact Needs/Requirement Assessment (INRA) is to identify any adverse or differential impact or unmet needs and therefore provide the basis for creating Equality Objectives and Performance Indicators that will drive improvement and change in delivering better services for all communities in Hartlepool.

Hartlepool Council uses two separate forms and procedures to impact assess so as to assist the departments to assess their services and functions and update this assessment on an annual basis.

1. The INRA is used to identify how closely the needs and requirements of the community are being met by an authority's policies and practices. In simple terminology as an authority assess the services you provide, assess the needs of your service users, assess what sort of impact it has on them and provide services accordingly. It is an ongoing activity informed by monitoring data, and is used to review equality objectives as part of the Council's Performance Management Process. In effect, this is a retrospective impact assessment.
2. The Diversity Impact Assessment (DIA) is a predictive tool to evaluate the potential future impact of a new policy/procedure, changes in the service, introduction of a new service or closure of a service, before it is implemented.

The INRA process requires input from all departments about their functions and is consistent with Corporate Equality and Diversity policies. It looks at consultation (who, when and how) and asks for any evidence of adverse impact, unmet needs or non-compliance with legislative requirements that have been identified. Any actions required to address such deficiencies are identified and included in the service plans with clear objectives and targets. The potential impact of new policies and arrangements based on all six strands are assessed via the DIA process. This enables any adverse impact of new policies and arrangements to be considered and addressed whilst they are being developed.

For **critical analysis** purpose an arrangement will be in place (subject to ongoing funding being identified) wherein INRAs and DIAs will be subject to review and challenged by members of the public from the diverse stakeholders and peer-reviewed by Council employees (inter-departmental). The outcomes of the reviews of these assessments are used to inform the Corporate, department and service plans.

This creates a higher level of internal and external challenge to the Council's diversity assessments.

This process enables the Council to establish community stakeholders' focus groups (representing all diverse communities of Hartlepool) and Council's inter departmental focus groups. The diverse stakeholders and interdepartmental staff focus groups will critically assess the service plans of the council and its impact. This process assists the Council in looking at the impact it has had in providing its services to all diverse communities. It would assist in providing better and more accessible council services meeting the needs of Hartlepool's communities achieved through service improvements identified by the focus groups.

Summaries of INRAs and DIAs are published annually in the Diversity report and actions in the service plans are monitored on a regular basis.

Action Plans:

A unified approach to service planning applies across the council, ensuring a consistent approach. A number of specific improvements have recently been made including linking diversity planning arrangements (Impact Needs Requirement Assessments (INRAs) with service planning as part of the commitment to embed and mainstream equality in all the services it provides.

Corporate initiatives on Diversity are being included in the service planning process. The objectives in Corporate Equality Plan will provide a framework within which actions can be identified and cascaded down into Departmental and service plans as appropriate. A number of specific improvements are included

- Linking service planning with the production of the LAA Delivery and Improvement Plan, ensuring, within the Council, there is one planning process.
- Linking service planning with risk management and process of producing the Statement on Internal Control (SIC).
- Linking diversity planning arrangements (Impact Needs Requirement Assessments (INRAs) with service planning
- Incorporating workforce development and asset management arrangements within the service planning process.

Actions identified, as part of the each department's completion of their Impact Needs and Requirement Assessment (INRA), will also need to be incorporated into departmental or service plans. The internal and external scrutiny (Stakeholders and interdepartmental focus groups) will have identified and informed the actions through the INRA process. Targets are set through INRAs and service planning process and these are monitored for achievement/non achievement every year. This is monitored through the performance management arrangements and reported regularly to the portfolio holder and the Cabinet.

The action plans within the Service planning process has taken into consideration and reflects the priorities of the diverse people and the outcomes are published annually in the Equality and Diversity report.

Corporate Access Strategy

To ensure that Hartlepool residents and visitors get the best in terms of service and support, the Council has developed an Access Strategy framework to establish an inclusive society where members of the public can, in practice, without discrimination - direct or indirect - and regardless of their personal situation (in terms of their ethnicity, disability, age, gender, sexual orientation and religious beliefs) have real and equal access to Council service and support, information, employment, education, transport and buildings, land, sites and other facilities.

There are 6 key themes that the framework addresses:

- Access to Council services and support
- Access to Council Information
- Access to Council employment
- Access to Council education (children and adults)
- Access to Council transport
- Access to Council buildings, land, sites and other facilities

The aim of the Strategy is to establish an inclusive society where all Hartlepool residents and visitors

- have equal access to all Council services and support, information, employment, education, transport and buildings, land, sites and other facilities without discrimination (both direct and indirect) except where statutory restrictions or other eligibility criteria apply
- to ensure that all Hartlepool residents and visitors are aware of what is available/provided and how to access them

Key principles of this strategy are that:

- All Council services are delivered in line with people's needs
- The people of Hartlepool have a right to expect to have an excellent level of service
- That all Council services and support, information, employment, education, transport and buildings, land, sites and other facilities should be accessible to all and where necessary, reasonable adjustments should be made to remove barriers preventing such access

Key Outcomes we anticipate to achieve are that:

- The people of Hartlepool are satisfied that they have equality of access to all Council services, information, employment, education, transport and buildings, land, sites and other facilities
- An inclusive society is created within Hartlepool
- All council services are accessible and that their provision is free from prejudice and unlawful discrimination and sensitive to the needs of all local communities, subject to any statutory restrictions or other eligibility criteria which apply

It is recognised that achievement of some of the key outcomes will take some time and will be subject to the availability of resources to the Council. General priorities for the next 3 years will be outlined in this Equality and Diversity Scheme's Action Plan. The objectives and actions will be identified in Corporate and Departmental Plans cross-referenced to individual Access Strategies. Predictive Impact Assessments

(DIA's) will be undertaken whenever significant changes to policies and procedures are being planned and access will be a key feature of such assessments.

Procurement

The Council's Procurement Strategy is aligned with the strategic aims and objectives set out in the Hartlepool Community Strategy, the Council's Corporate Plan and with other corporate and service based strategies and plans that form elements of the Council's strategic framework. Key documents in the framework that relate specifically to the Procurement Strategy include the Council's policy to support diversity and equality, which ensures that Council procurement complies with national and international equality and human rights legislation.

The Council must make sure public money is spent lawfully and is used to support and encourage equality of opportunity and good community relations.

There are four main aspects to consider in terms of ensuring equality of opportunity in relation to procurement:

- avoidance of discrimination against a provider
- the requirement on a supplier to be in line with our own equality of opportunity commitment ensuring compliance with legislation by the Council
- avoidance of discrimination against users and potential users of a service.
- and the Council's duty to promote equality.

Contract Officers should ensure that they do not discriminate against providers, who in turn should not discriminate against any of their providers on the grounds of gender, race, disability, age, sexual orientation or religious beliefs. The wording of the contract, advertisements or other description must not discriminate on these grounds. It should not be possible to associate gender, race, disability, age, sexual orientation or religious beliefs with an advertisement or contract.

The Council expects suppliers to:

- operate within employment practices and
- deliver the service or product in a way that is compliant with the legislation and in line with our equal opportunities policies and our duty to promote equality.

Potential providers are therefore provided with a questionnaire about their equal opportunities practice at the selection stage of the procurement process. Additionally equality clauses are inserted into the standard Contract Conditions, to which providers must comply.

Contract officers must consider the impact that the purchase will have on all users or potential users of the product or service, no matter what gender, race, disability, age, sexual orientation and/or religious beliefs. It must not be more difficult for a person to use the product or receive the service because of these reasons.

When developing specifications, contract officers should take account of the results of Impact Needs Requirements Assessments (INRA'S) and incorporate requirements to address any adverse impact or unmet needs.

In order to ensure that providers comply with the four main aspects of ensuring equality in procurement, contracts must contain equality and diversity targets and

objectives relating to both the employment policies and actions of the provider within their own organisation, and those related to the actual service that is being provided – the subject of the contract. Contract officers will monitor these equality related targets and objectives as part of the 'normal' contract monitoring process therefore ensuring that equality and diversity issues are imbedded into day-to-day procurement processes.

Equality Standard

The Council has made a commitment of achieving the Equality Standard. The Standard seeks to encourage a local response to local circumstances while securing an approach that will ensure continuous improvement in equality practice.

A major objective for the Standard is to secure equality as a corporate goal and ensure that equality is considered as part of all aspects of work within and across local government. These are set out in the Standard as five levels of achievement:

- Level 1 – we have made a commitment to a comprehensive equality policy
- Level 2 – we engage and involve our stakeholders in assessing our services
- Level 3 – we set our Equality objectives and targets for services through our diversity impact assessment process
- Level 4 – we set information systems and carry out robust monitoring against the set targets
- Level 5 – we achieve and review our outcomes

The Council has declared Level 3 of the Equality Standard in March 2008 and will be undergoing an external assessment and validation in autumn 2008.

The Council uses the Equality Standard to address equality issues strategically and systematically. The framework on which the Standard has been built recognises and takes account of:

- wide differences in the range of services offered by the Council
- different levels of activity and experience in the field of equal opportunities
- specific local circumstances.

The Equality Standard has been designed around the principles of quality management and can easily be adapted to work with an existing system. The Council has developed its own Performance system to conform to the requirements of the Standard, within which it has included the equality objectives and actions.

The Corporate Equality Plan focuses on our arrangements to aim to meet the requirement of the Equality Standard. The Corporate Equality action plan sets out key actions, which the Council will take to promote equality.

The actions will be reflected in the four main themes of:

- Leadership and Corporate Commitment
- Community Engagement and Accountability
- Service Delivery and Customer Care

- Employment and Training

The Corporate Equality action plan will demonstrate that:

- it has achieved progress across the authority against the targets set at Level 3 of the Standard for race, gender and disability
- by 2009, it will achieve progress across the authority against targets for sexual orientation, age, religion and belief
- it will develop information and monitoring systems that will allow it to assess progress in achieving targets
- it will measure progress against targets and effectively using its information and monitoring systems
- monitoring reports will be produced at specified intervals and circulated to designated consultation and stakeholder groups
- it will continue to use the self-assessment process to review and revise targets, monitoring and consultation systems
- self-assessment will include involvement of designated community, staff and stakeholder groups and will seek external analysis through community involvement, peer review or expert opinion
- it will continue to carry out impact assessments for new policies and where gaps are identified through self-assessment
- it will initiate action planning and target setting
- monitoring systems will be providing useful information about progress towards specific targets.

The Action plan to implement this scheme is attached in Appendix 7.

Diversity Monitoring

In order to progress through all the levels of the Equality Standard for Local Government and achieve targets set in our action plan we need to show that:

- we monitor progress and have corporate guidance on how to do this
- we set targets based on our equality objectives
- we consult and discuss our targets with our partners and stakeholders

The collection and analysis of diversity information will aim to:

- establish whether we offer real equality of opportunity and treatment for our service users and customers
- determine whether our policies on tackling discrimination are working
- enable policy makers and service providers to tackle inequalities and promote equality.

Diversity monitoring not only provides the evidence to show that the above aims have been achieved but also helps our policies to achieve credibility.

Externally, service user and customer monitoring can help us to evaluate whether our policies and the actions that we are taking to support the delivery of the Council's stated aims and objectives are effective. The diversity monitoring process fits closely with the Council's diversity assessments (INRAs and DIAs). Monitoring will enable us:

- to find out if our equality and diversity policies are working
- to find out which groups are using our services (and how satisfied they are with them)

- to determine whether we are offering equality of opportunity and treatment to all groups
- to highlight areas where we are not complying with our equality and diversity policy
- to enable the Council to find solutions and make changes, rather than using guesswork or assumptions
- to provide evidence that we know who our users and non-users are, and that we have found out what their needs are
- to avoid what could be costly complaints of discrimination, by making sure that we identify problems and issues at an early stage
- to improve our reputation as a good and fair provider of services.

In addition there are legislative drivers, which compel us to collect and analyse diversity data. It is essential that monitoring information be used to inform practice. If data shows, for example, that a service is not being equitably used by the whole community it will be important to find out why this is so and take any necessary action. This may need different techniques to those used to identify the gap, for example discussing with community representatives and groups.

Diversity monitoring is part of continually improving council services, service planning and performance management. Departments and service areas are, therefore, expected to report annually as part of their diversity assessments (DIA's/INRA's - Diversity Impact Assessments/Impact Needs Requirement Assessments) on the results of monitoring they have undertaken and diversity objectives, actions, performance indicators and targets that have been established.

Annual Reporting and Publishing

The Cabinet, Portfolio holder and Corporate Management Team will endorse the Equality and Diversity Scheme. The Chief Personnel Officer takes overall responsibility for the Equality and Diversity Scheme and the Diversity Steering Group is responsible for implementing the scheme and monitoring progress.

The Council will on an annual basis publish a report containing a summary of

- The actions it has taken to fulfil its equality duty
- What the authority has done to eliminate discrimination and promote equality of opportunity
- Whether it is meeting its targets?
- Summary of INRA's and DIA's undertaken
- Planned actions

The report will be incorporated into the Annual Diversity report and published to demonstrate the Council's commitment to making progress on equality for people and allow the Council's employees and the community to assess how successfully the Council is delivering equality.

The Equality and Diversity Scheme will be published and made accessible to the whole community.

CHIEF EXECUTIVES DEPARTMENT

The Chief Executives Department is headed by the Chief Executive and in the main provides services to other departments within the Council. These services include financial accounting and auditing, legal services, IT services and personnel matters including recruitment of employees. Within the Chief Executive's Department there are four divisions, Corporate Strategy, Finance, Human Resources and Legal. The Chief Executive's Management Team comprises the head of each division and meets every four weeks. Every six weeks they meet with the Corporate Management Team.

The main functions that directly affect the public that each division is responsible for include:

Corporate Strategy

Planning and carrying out consultation to gather the views of the public, organising and keeping a record of Council meetings, undertaking scrutiny investigations requested by Councillors, registration of births, deaths, overseeing arrangements for civil marriages and partnerships and citizenship ceremonies.

Finance

Collect the Council tax from residents, business rates from businesses, receive and process housing and council tax benefits claims.

Human Resources

As well as dealing with all personnel matters the division also runs the Hartlepool Connect contact centre based in the Civic Centre and supports Councillors in undertaking their duties.

Legal

Manage all litigation and legal processes relating to personal services such as child protection and property and development

REGENERATION AND PLANNING DEPARTMENT

The purpose of the Regeneration and Planning Services Department is to eliminate disadvantage in the community by delivering a range of services that will enable the regeneration of Hartlepool to continue, further develop the local economy and provide employment opportunities for people of the town. In addition the department promotes the Council's strategic lead role in relation to Community Safety.

Community Strategy

The Community Strategy Division provides the secretariat for the Hartlepool Partnership, the Borough's Local Strategic Partnership, which brings together a wide range of partners to look at what local services and developments are needed in Hartlepool and how these can best be provided. The Division also coordinates 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.

Planning and Economic Development

The Planning and Economic Development Division provides a comprehensive planning service, as well as support for businesses and tourism within the town. The division is made up of the four sections of Building Control, Development Control, Landscape Planning and Conservation and Economic Development.

Regeneration

The Regeneration Division comprises the Urban Policy Section, which plays the leading role in the preparation of town-wide planning policies, regeneration strategies and regeneration programmes, and represents Hartlepool's interests in regional and sub-regional policy and strategic developments, including the Regional Spatial Strategy, Regional Economic Strategy and the Tees Valley Partnership.

Community Safety

Community Safety and Prevention Division is responsible for the Council's contribution to partnership working in relation to crime and disorder, anti-social behaviour, drugs and youth offending. This involves co-ordination of the statutory Safer Hartlepool Partnership, which is responsible for delivering the community safety theme in the Community Strategy. The division also provides the Council's strategic lead role in relation to community safety.

Housing

The Housing Division is responsible for administering the Council's housing services including the Housing, Housing Renewal and Homelessness Strategies. The Division works in partnership to produce a Sub-Regional Housing Strategy, the Affordable Housing Programme, working with Registered Social Landlords to build housing in the town and to develop the Housing Partnership. In addition, they work with the Regeneration Division to deliver those aspects of the Regeneration Strategy relating to housing and with Adults and Community Services to deliver the Supporting People Programme. They also have a responsibility for assisting and monitoring Housing Association developments. There are three separate service areas: strategic housing, private sector housing and housing advice.

ADULT AND COMMUNITY SERVICES

The Department of Adult and Community Services was created in June 2005 to encourage comprehensive and collaborative links across a wide number of services and agencies. The department is structured around three key areas: adult services, community services and support services and aims to provide greater opportunities for people to learn; to be better able to access relevant vocational, cultural and leisure activities; and for care to be delivered in a responsive, person-centred way.

The various social care teams within the Adult and Community Services Department assist, enable and, where eligible, provide services for people of all ages who are vulnerable or at risk, and to their carers.

The groups of people the department provide a service to include:

- Older People
- People with physical disabilities or sensory loss
- People with learning disabilities
- People with mental ill health
- People who care for relatives/friends (adults & young people)

Much of the work of Community Services is undertaken in collaboration with external partners and significant funding is sourced from regeneration schemes, government agencies and income generation to support a range of innovative schemes and services through:

- Adult Education
- Libraries
- Sports and Recreation
- Cultural Heritage
- Museums
- Strategic Arts
- Parks and Countryside

Support Services provide specialist assistance at departmental level. The aim of Support Services is to maintain and improve services for those who use them, and ensure that the department works effectively within the wider local authority. Support Service functions include:

- Planning of community the Supporting People programme
- Safeguarding Adults and complaints for the department
- Management information and information technology

DRAFT

- Financial planning and management
- Commissioning, contracting and procurement processes
- Workforce planning and development

NEIGHBOURHOOD SERVICES DEPARTMENT

APPENDIX 4

The purpose of the Neighbourhood Services Department is to work hand in hand with communities and to provide and develop a range of services that will improve the quality of life for people living in Hartlepool Neighbourhoods.

Emergency Planning

The Emergency Planning Unit works across four local authorities (Hartlepool, Stockton, Middlesbrough, and Redcar and Cleveland Boroughs). The Unit aims to ensure that appropriate levels and standards of resilience and civil protection are in place for a wide range of emergencies, complementing and supporting the emergency services. The unit also undertakes Business Continuity Management (BCM) across the four authorities

Neighbourhood Management

Neighbourhood Managers are a key link between service providers and local communities, working with residents, elected Ward Members and many agencies, including the Police, Schools, Health Authorities, etc, on issues affecting neighbourhoods. The Neighbourhood Management Division provides neighbourhood managed services, including horticulture, street cleansing; highway services; environmental enforcement; school catering; refuse collection and disposal; building cleaning; and client services to the people living, visiting and working in Hartlepool.

Procurement & Property Services

The Procurement & Property Services Division is responsible for the Council's building management and maintenance; building consultancy; land and property management; procurement; and logistics functions. The division plays the lead role in ensuring the Council makes best use of its land and property assets in terms of service delivery, accessibility and financial return whilst developing a strategic procurement capacity to deliver value for money and achieve community aims.

Public Protection

The Public Protection Division's role is to protect and enhance the well-being of Hartlepool people by effective application of Public Protection legislation, education and maximising funding opportunities. Comprising of the Consumers Services Section and the Environmental Standards Section the division undertakes statutory and non-statutory functions including trading standards, licensing, environmental health, health promotion and pollution, noise and pest control. The division leads on the Council's Community Environmental Action initiative Pride in Hartlepool and the Council's open markets and cemeteries/crematorium service are also situated in this division.

Technical Services

The Technical Services Divisions is responsible for ensuring that highways, transportation and civil engineering services are delivered within the Borough of Hartlepool in an effective and efficient manner providing a safer and sustainable environment for everyone to benefit from". The services provided by the Division

DRAFT

include engineering consultancy, coastal defences, watercourses', contaminated land, local transport plan, social transport' and vehicle repair and maintenance.

CHILDREN SERVICES DEPARTMENT

Children's Services is committed to improving the outcomes for children and young people in the town in relation to the five Every Child Matters outcomes. The department covers a broad range of work with children and young people covering children's Social Services, Education, the Youth Service, Sure Start, Connexions and the Children's Fund. The department is committed to working with a wide range of partners in the town, including children and young people, to ensure that we make a difference to the lives of our young people.

Performance and Achievement

The Performance and Achievement division is responsible for the 'Enjoy and Achieve' and 'Economic Well-being' outcomes of Every Child Matters. The division also has leads on school improvement, curriculum development and enrichment, social inclusion, workforce development, regeneration activities and Children's services' performance management and self-evaluation.

Safeguarding and Specialist Services

The Safeguarding and Specialist Services division is responsible for the 'Be Healthy' and 'Stay Safe' outcomes of Every Child Matters. This division has responsibility for services to children in need, particularly children who are in need of protection or care or have a disability. They also represent Children's Services on Hartlepool's Local Safeguarding Children Board, a forum where local agencies work in partnership to safeguard children and promote their welfare. The division also provides services to children and young people over 11 years such as supporting those leaving foster care, fostering and adoption.

Planning and Service Integration

The Planning and Service Integration Division of the Children's Services Department has responsibility for a diverse range of preventative services such as Sure Start, extended schools and Children's Centre development, Special Educational Needs, Educational Psychology, Access to Learning, Connexions and the Youth Service, Commissioning and the Children's Fund. The division takes the lead on planning such as service planning and the Children and Young People's Plan. Priorities also include taking forward the 'make a positive contribution' outcome of Every Child Matters.

Resources and Support Services

The Resources and Support Services Division of the Children's Services Department provides much of the infrastructure through which the Department functions. As well as administering the Individual Schools Budget, and the Children's Services budget, the division is also responsible for planning provision of school places and admissions, ICT and performance data management as well as a wide range of administrative and pupil support functions.

LEGISLATION AND DUTY

Gender Equality

The Equality Act 2006 amends the **Sex Discrimination Act 1975** to place a statutory duty on all public authorities, when carrying out their functions, to have due regard to the need:

- To eliminate unlawful discrimination and harassment
- To promote equality of opportunity between men and women

This is known as the 'general duty' and came into effect in April 2007.

The Gender Recognition Act came into effect in April 2005. This outlines the act and implications for employers. The new Gender Equality Duty also includes specific guidance on transgender issues, which this scheme takes into account. The Sex Discrimination (Gender Reassignment) Regulations 1999 already includes some protection for transgendered people on the grounds of gender reassignment or potential gender reassignment in employment and vocational training.

The Gender Equality Duty (GED) came into force in April 2007 and requires public authorities to promote gender equality and eliminate sex discrimination. Instead of depending on individuals making complaints about sex discrimination, the duty places the legal responsibility on public authorities to demonstrate that they treat men and women fairly. The duty will affect policymaking, public services, such as transport, and employment practices such as recruitment and flexible working.

The duties set out a framework to assist public authorities in planning, delivering and evaluating action to meet the general duty and to report on these activities.

Hartlepool Borough Council is committed to implementing gender equality in employment and service provision and complying with current legislation, the former Equal Opportunities Commission codes of practice (the current Equality and Human Rights Commission), Best Value requirements and any future equality legislation. This commitment includes trying to eliminate any form of discrimination or unfair treatment that may occur because of a person's gender, marital status, sexual orientation or because of gender reassignment. In its role as an employer, the Council will agree annual action plans that will contain actions and targets specifically aimed at addressing gender and associated work-life balance issues. The Council is also committed to complying with equal pay legislation. As a service provider, the Council will address gender issues through departmental service planning arrangements and carry out consultation exercises with relevant interest groups as well as other public bodies, voluntary, community and trade union groups. All plans and services will be monitored and regularly reviewed to conform to legal requirements. Hartlepool Borough Council's progress towards achieving the agreed targets will be published annually.

Race Equality

The **Race Relations (Amendment) Act 2000** imposes general and specific duties upon all councils to promote race equality in respect of all public service functions. The general duty requires the Council to aim to eliminate unlawful racial discrimination, promote equality of opportunity, and promote good relations between people of different racial groups. The specific duties require the Council to produce a Race Equality Scheme and put in place arrangements to monitor and report on race equality issues in relation to employment and training.

The Council is committed to ensuring that direct, indirect or institutional discrimination on the grounds of race does not occur in any of the functions it performs as an employer or as a service provider. We aim to promote equality of opportunity and good relations between people of different racial backgrounds. The Council will strive to ensure that the workforce will reflect the ethnic diversity of the population of Hartlepool and will ensure a responsive and appropriate service for all service users. The requirements of a Race Equality Scheme and an annual progress report will be produced in keeping with the Council's overall commitment to equality and diversity. We will aim to comply with current legislation, the former Commission for Racial Equality codes of practice (current Equality and Human Rights commission), Best Value performance requirements and any future legislative changes.

Disability Equality

Disability Discrimination Amendment Act 2005 introduces a positive duty on public bodies to promote equality for disabled people.

From the 1st of October 2006 part III of the Disability Discrimination Act 1995 (DDA) and also, the new Disability Equality Duty (2005) makes it unlawful to discriminate against disabled people in terms of access to the employment and the services we provide. It places a general duty on public authorities to promote disability equality. Under the new duty, and through all relevant functions, public authorities are required to have due regard to the need to:

- promote equality of opportunity between disabled people and other people
- eliminate discrimination that is unlawful under the DDA
- eliminate harassment of disabled people that is related to their disabilities
- promote positive attitudes towards disabled people
- encourage participation by disabled people in public life
- take steps to take account of disabled people's disabilities, even where that involves treating disabled people more favourably than others.

The Council is committed to pursuing disability equality in its capacity as an employer and service provider. The Council recognizes that the barriers faced by people with disabilities are often the result of the environmental factors rather than the individual's impairment or medical condition.

DRAFT

The Council aims to tackle disability discrimination in a practical way. It is committed to developing policies that actively promote opportunities and so prevent discrimination-taking place.

Meeting this duty is not necessarily about changes to buildings or adjustments for individuals. It is, however all about mainstreaming equality for people with disabilities, into the culture of the Council in practical and demonstrated ways. This means considering people with disabilities and disability equality in everything from the outset, rather than focusing on individualised responses to specific people with disabilities.

The Council will comply with current legislation, the former Disability Rights Commission codes of practice (current Equality and Human Rights Commission), Best Value performance requirements and any future legislative changes. In terms of employment, the annual corporate equality and diversity plan will contain specific references to disability to ensure that any discriminatory practices are addressed and equality for people with disabilities is promoted. As a service provider the Council will ensure that issues affecting people with disabilities are addressed within departmental service planning through Impact Assessments.

Legislation relevant to Equality and Diversity

The history of equality and diversity legislation begins in 1970 with the Equal Pay Act, and takes us right up to present day. Figure one is a timeline of equality legislation at a glance and looks to the future at likely developments.

Below is a list of the legislation and a brief description

Civil Partnerships Act 2004:

Provides legal recognition and parity of treatment for same-sex couples and married couples, including employment benefits and pension rights.

Disability Discrimination Act 1995

Outlaws the discrimination of disabled people in employment, the provision of goods, facilities and services or the administration or management of premises.

Disability Discrimination Amendment Act 2005

Introduces a positive duty on public bodies to promote equality for disabled people.

Employment Equality (Age) Regulation 2006

Protects against discrimination on grounds of age in employment and vocational training. Prohibits direct and indirect discrimination, victimisation, harassment and instructions to discriminate.

Employment Equality (Religion or Belief) Regulation 2003

The directive protects against discrimination on the grounds of religion and belief in employment, vocational training, promotion and working conditions.

The Employment Equality (Sex Discrimination) Regulations 2005

Introduces new definitions of indirect discrimination and harassment, explicitly prohibits discrimination on the grounds of pregnancy or maternity leave, sets out the extent to which it is discriminatory to pay a woman less than she would otherwise have been paid due to pregnancy or maternity issues.

Employment Equality (Sexual Orientation) Regulation 2003

The directive protects against discrimination on the grounds of sexual orientation in employment, vocational training, promotion, and working conditions.

Equal Pay Act 1970 (Amended)

This gives an individual a right to the same contractual pay and benefits as a person of the opposite sex in the same employment, where the man and the woman are doing: like work; work rated as equivalent under an analytical job evaluation study; or work that is proved to be of equal value.

Equality Act 2006

Establishes a single Commission for Equality and Human Rights by 2007 that

DRAFT

replaces the three existing commissions. Introduces a positive duty on public sector bodies to promote equality of opportunity between women and men and eliminate sex discrimination. Protects against discrimination on the grounds of religion or belief in terms of access to good facilities and services.

Gender Recognition Act 2004

The purpose of the Act is to provide transsexual people with legal recognition in their acquired gender. Legal recognition follows from the issue of a full gender recognition certificate by a gender recognition panel.

Race Relations Act 1976

The Act prohibits discrimination on racial grounds in the areas of employment, education, and the provision of goods, facilities, services and premises.

Race Relations Amendment Act 2000

Places a statutory duty on all public bodies to promote equal opportunity, eliminate racial discrimination and promote good relations between different racial groups.

Race Relations Act 1976 (Amendment) Regulation 2003

Introduced new definitions of indirect discrimination and harassment, new burden of proof requirements, continuing protection after employment ceases, new exemption for a determinate job requirement and the removal of certain other exemptions.

Racial and Religious Hatred Act 2006

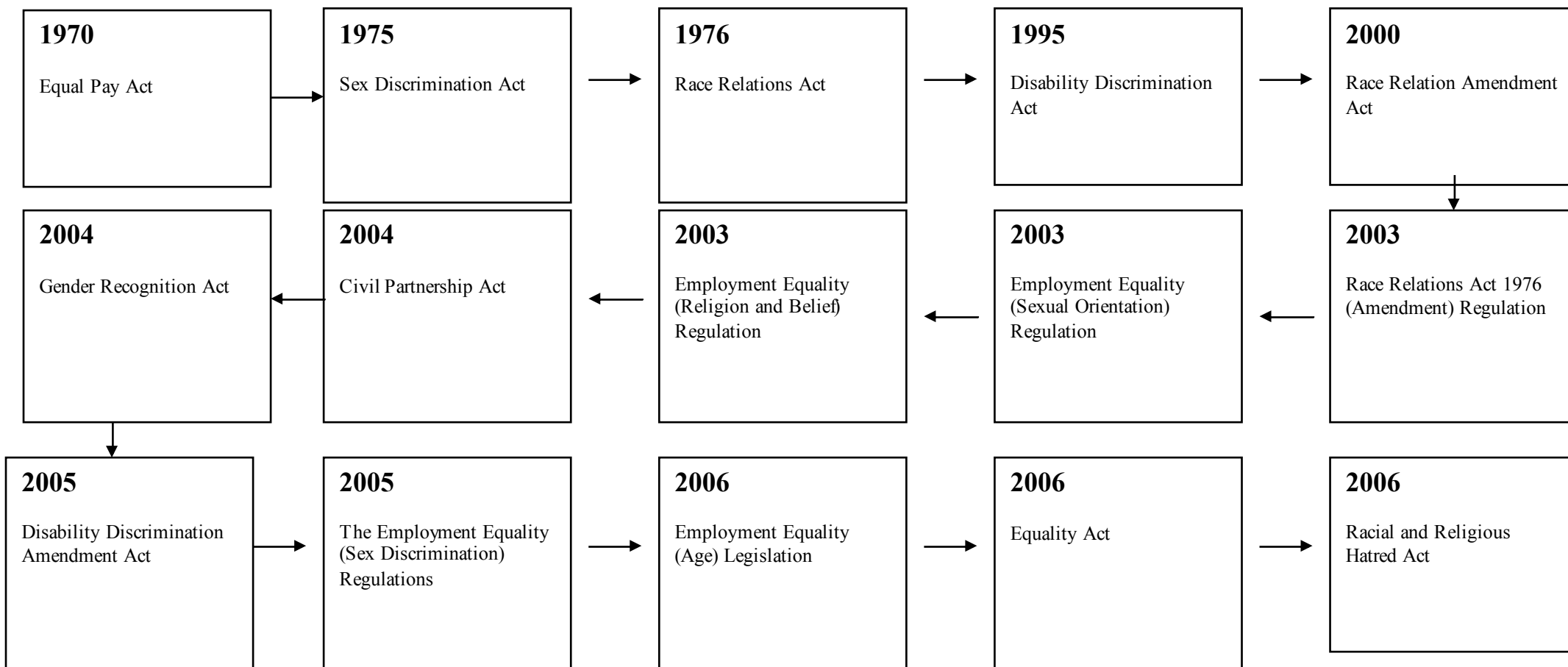
The Act seeks to stop people from intentionally using threatening words or behaviour to stir up hatred against somebody because of what they believe.

Sex Discrimination Act 1975

The Act makes it unlawful to discriminate on the grounds of sex. Sex discrimination is unlawful in employment, education, advertising or when providing housing, goods, services or facilities. It is unlawful to discriminate because someone is married, in employment or advertisements for jobs.

Sexual Orientation (Provision of Goods and Services) Regulations. These regulations extend the prohibition of discrimination from employment to education, goods, services, facilities and public sector duties.

DRAFT
A timeline of Equality and Diversity Legislation that public bodies must be aware of:



The Future

2007 has seen a consultation on “A Framework for Fairness: Proposals for a Single Equality Bill for Great Britain”. The proposals were developed as a result of the Discrimination Law Review, launched in February 2005 to consider the opportunities for creating a clearer and more streamlined discrimination legislative framework which produces better outcomes for those who currently

DRAFT

APPENDIX 8

ACTION PLAN TO IMPLEMENT THE SCHEME

Equality and Diversity actions	Checklist	Milestones	Responsible officer	Progress
Publish Equality and Diversity scheme (a Single scheme incorporating all the diversity strands – race, gender, disability, age, sexual orientation, religion and belief).	<ul style="list-style-type: none"> Consult widely with stakeholders and publish the Single Scheme Publish on Intranet and Internet 	<p>June 2008</p> <p>June 2008</p>	Chief Personnel Officer/VK	In Progress
Declare Level 3 of the Equality Standard for Local Government and progress towards an external validation process	<ul style="list-style-type: none"> Self assessment for Level 3 Prepare for validation process 	<p>March 2008</p> <p>Nov/Dec 2008</p>	<p>Chief Personnel officer/DSG</p> <p>DSG/sub group</p>	
Work towards implementing Level 4 of the Equality Standard framework.	<ul style="list-style-type: none"> Monitoring the Equality objectives and targets set in Level 3 of the Standard Action plan (Corporate Equality Plan) to achieve Level 4 	March 2011	Chief personnel officer/DSG	

DRAFT

Implement the Corporate Access Strategy	<ul style="list-style-type: none"> Consult with all diverse stakeholders and staff on the strategy Publicise on the HBC logo to represent receiving information on services in alternative formats. Promote ESOL for non-English speakers 	<p>April 08 – Oct 08</p> <p>From May 08 onwards</p> <p>Ongoing</p>	<p>DSG/VK</p> <p>DSG/VK</p>	
Departments to prioritise and collect data for monitoring on the usage of their services and report on them.	<ul style="list-style-type: none"> Departments review progress and priorities for service monitoring of diversity 		All departments	
Continue to embed the current systems of Impact assessments/ Performance Indicators related to Diversity.	<ul style="list-style-type: none"> Review progress on INRAs/DIAs/PI's annually and assess service action plans accordingly Impact assessments to include all six strands (race, gender, disability, age, sexual orientation and religion/belief. 	Annually	All departments	
Consider conclusions of the independent review	<ul style="list-style-type: none"> Review the process and implement it 		DSG/VK/PT	

DRAFT

of the Critical challenge Pilot project	<p>within the INRA and service planning process.</p> <ul style="list-style-type: none"> • Amend the INRA and service guidance to complement the Critical challenge process • Submit as budget pressure for 2009/10 	September 2008	JM	
Review the inter-departmental peer review process on the Council services	<ul style="list-style-type: none"> • Review the process and implement it within the INRA and service planning process. • Amend the INRA and service guidance to complement the Critical challenge process 		DSG/VK/PT	
Continue with the existing consultations with all the diverse groups to inform, involve and provide feedback on the Council services	<ul style="list-style-type: none"> • Regular consultations with Talking with communities, LGBT, All ability forum and other groups 		LC/VK	

DRAFT

Continue to prepare regular reports on these consultations and provide the reports as feedback to these diverse groups in the format requested.	<ul style="list-style-type: none"> Regular reports 		VK/LC	
Apply service delivery monitoring procedures across partnerships and advise partners of requirement to comply with these procedures	<ul style="list-style-type: none"> Review Hartlepool Partnership offer letters Carry out verification visits 	May 2008 March 2009	R Starrs R Starrs	In progress In place
Incorporate Sexual orientation and religion and belief/no belief in Employee Monitoring Forms Monitor and prepare reports on the workforce profile	<ul style="list-style-type: none"> Amend Employee Monitoring forms to include all six strands Prepare reports on the workforce profile and assess with statistics whether the council's employment profiles closely fit the profile of the local labour market. 	June 2008 July 2008	AO AO	
Implement Equal pay and Single Status	<ul style="list-style-type: none"> Approve and implement Pay and Grading Structure and Single Status Agreement 	September 2008	WS	

DRAFT

Meet the identified and agreed training needs of all employees resulting from appraisal appropriately	<ul style="list-style-type: none"> • Amend Training Monitoring forms to include all six strands • Implement Annual Training Plan 	LA	June 2008 Annually	
Review Equality and Diversity Policy and Equality and Diversity in Employment Policy	<ul style="list-style-type: none"> • Review Equality and Diversity Policy and Equality and Diversity in Employment Policy 	September 2010	WS/VK	
Prepare half yearly and annual diversity progress reports and publish them.	<ul style="list-style-type: none"> • Half yearly reports to Portfolio holder • Annual reports to the Portfolio holder 	Oct/Nov (each year) April/May (each year)	Chief Personnel Officer/VK	

If you would like information in another language or format, please contact us on 01429-523060.

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

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

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

如欲索取以另一语文印制或另一格式制作的资料，请与我们联系。
(Mandarin)

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

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

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਓ।
(Punjabi)

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

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

DRAFT

Appendix B



CORPORATE EQUALITY PLAN (2008-2011)

Equality and Diversity

Corporate Equality Plan (CEP) 2008-2011 (DRAFT)

The Corporate Equality action plan will demonstrate that:

- it has achieved progress across the authority against the targets set at Level 3 of the Standard for race, gender and disability
- by 2009, it will achieve progress across the authority against targets for sexual orientation, age, religion and belief
- it will develop information and monitoring systems that will allow it to assess progress in achieving targets
 - it will measure progress against targets and effectively using its information

and monitoring systems

- monitoring reports will be produced at specified intervals and circulated to designated consultation and stakeholder groups
- it will continue to use the self-assessment process to review and revise targets, monitoring and consultation systems
- self-assessment will include involvement of designated community, staff and stakeholder groups and will seek external analysis through community involvement, peer review or expert opinion
- it will continue to carry out impact assessments for new policies and where gaps are identified through self-assessment
- it will initiate action planning and target setting
- monitoring systems will be providing useful information about progress towards specific targets.

Target to meet Level 4 of the Equality Standard for Local Government by March 2011

Equality Standard Actions	Action Classification	Cross Reference to Actions	Checklist	Milestones	Responsible Officer/Group	Progress Reports
4.1.0 Leadership & Corporate commitment						
4.1.1 Publish Equality and Diversity Scheme (including corporate equality action plans)			<ul style="list-style-type: none"> Publish Equality and Diversity Scheme Publish on intranet & internet 	June 2008 July 2008	Chief Personnel Officer/VK	Portfolio holder in March'08 Consultation widely April and May 08 Cabinet in June 08
4.1.2 Corporate assessment of adequacy of departmental information and monitoring systems	Information systems	<u>4.2.1</u> <u>4.2.6</u> <u>4.3.1</u> <u>4.3.4</u>	<ul style="list-style-type: none"> Review progress and priorities for service monitoring of diversity with depts 	March 2009 March 2010	Peter Turner (lead) /DSG/All departments	Guidance on monitoring system is in place. Data Quality Policy in place. Depts have prioritized on services to be monitored.
4.1.3 Set up system for review of service and employment monitoring reports by designated consultation and scrutiny groups	Reporting arrangements	<u>4.1.4</u> <u>4.1.5</u> <u>4.2.2</u> <u>4.2.4</u> <u>4.2.5</u> <u>4.2.7</u> <u>4.3.2</u> <u>4.3.3</u> <u>4.3.8</u>	<ul style="list-style-type: none"> Critical challenge project in place. Review required once funding is established. Review Local Joint Consultative Committee involvement in employment monitoring reports 	March 2009 March 2009	VK/PT WS	Critical Challenge project in place In Place

4.1.4 Review targets against monitoring information and produce reports for corporate management team	Reporting arrangements		<ul style="list-style-type: none"> • Develop Covalent Equality Scorecards • Develop associated Covalent reports based on Scorecard for dissemination within and outside council. • PI's, Service/dept plans, INRAs/DIAs – link into Covalent. • Report quarterly (quarterly performance reports) 	Quarterly	PT (lead), DSG	
4.1.5 Prepare reports on progress against policy objectives for council executive/cabinet, scrutiny bodies and audit	Reporting arrangements		<ul style="list-style-type: none"> • As in <u>4.1.4</u> • Six monthly and yearly report on Equality and Diversity • Develop Covalent Equality Scorecards • Develop associated Covalent reports based on Scorecard for dissemination within and outside council. 	Six monthly	PT (lead), DSG	
4.1.6 Take on board responses from designated consultation and scrutiny groups for revising policy objectives and targets	Consultation And Service planning and management	<u>4.1.9</u> <u>4.2.3</u> <u>4.2.4</u>	<ul style="list-style-type: none"> • Review and revise service planning to include the critical challenge process. 	2009	Peter Turner/all departments	Current consultations process with Tw C, LGBT, critical challenge in place

4.1.7 Self-assess progress against the targets that it set at Level 3 for race, gender and disability	Self assessment	<u>4.1.8</u> <u>4.2.7</u>	<ul style="list-style-type: none"> Six monthly and Annual Diversity reports 		VK/DSG	In place
4.1.8 Self-assess progress against the targets that it set at Level 3 for sexual orientation, religion or belief and age by March 2009	Self assessment		<ul style="list-style-type: none"> Validation process Self assess – report it in Annual Equality & Diversity report on the progress against these three strands. 	March 2009	VK/DSG	
4.1.9 New targets and action plans have been developed through involvement of stakeholders	Service planning and management And Consultation	<u>4.1.6</u> <u>4.2.8</u> <u>4.3.1</u> <u>4.3.5</u> <u>4.3.9</u>	<ul style="list-style-type: none"> Review INRAs/DIAs Service planning guidance to ensure the process of the Peer review and stakeholders review /consultations on services and policy feeds the equality actions in service plans 	March 2009	PT (lead), VK and all departments	Guidance in place. To review and incorporate the peer review and stakeholders challenge process.
4.2.0 Community Engagement and Accountability						
4.2.1 Involve designated community, staff and stakeholder groups in deciding what kind of	Information systems		<ul style="list-style-type: none"> Review information gathered/collected (and reason for collecting) with designated community, staff and stakeholder groups. 	March 2010	DSG All departments	Corporate Monitoring guidance provided

information will be collected and the reasons for it			<ul style="list-style-type: none"> Set up staff focus groups as and when needed 			
4.2.2 Circulate monitoring reports to designated consultation and scrutiny groups	Reporting arrangements		<ul style="list-style-type: none"> Identify stakeholders and consultation groups Consult/discuss methodology of providing monitoring reports with the stakeholder and consultation groups Incorporate agreed methodology providing monitoring reports to the stakeholders and consultation groups 	2010 Annually from 2010	VK lead All departments	
4.2.3 Ensure that the participation strategy demonstrably engages designated consultation and scrutiny groups in review process	Consultation		<ul style="list-style-type: none"> Review the scrutiny arrangements currently being established Make pilot project permanent Respond to review outcomes 	March 2010	VK to lead with support of Liz Crookston/ and Corporate Consultation group	
4.2.4 Review by designated consultation and scrutiny groups of progress against targets	Reporting arrangements And Consultation		<ul style="list-style-type: none"> Review progress against targets with all designated groups and organisations Review the composition/participation of groups/representatives annually. 	March 2010 Annually	VK (lead), Depts, Liz Crookston	

4.2.5 Feed back response on monitoring reports to corporate and departmental teams, to directorate, council committees, employee representatives and members and to community partners	Reporting arrangements		<ul style="list-style-type: none"> Report on feedback on the progress against targets to CMT, DMT, SCC, employees and partners Establish arrangements in the Council for feeding back responses to monitoring reports considered by the stakeholder groups. 	Annually	All depts. VK	
4.2.6 Require contractors to supply monitoring reports on service delivery and take-up	Information systems		<ul style="list-style-type: none"> Identify contracts which require contractors to supply monitoring reports Audit provision of monitoring reports 	March 2009 March 2010	Graham Frankland(le ad)/ Corporate Procurement Group	Note: Enquire GF/MB on their approach towards this action
4.2.7 Show that consultation and scrutiny are integral to self-assessment process	Reporting arrangements And Self assessment		<ul style="list-style-type: none"> INRAs/DIAs and self assessments through the Stakeholders Critical challenge 	Annually	DSG All departments	In progress
4.2.8 New targets and action plans have been developed through involvement with stakeholders	Service planning and management		<ul style="list-style-type: none"> Incorporate summary in Equality and Diversity reports 	Annually	VK/PT/DSG All departments	
4.3.0 Service Delivery and Customer Care						
4.3.1 All departmental and	Information systems		<ul style="list-style-type: none"> Review progress and 	Annually	PT and All departments	

service level units are using information systems to monitor service outcomes	And Service planning and management		<p>priorities for service monitoring of diversity with depts</p> <ul style="list-style-type: none"> Consider whether Audit can include this as part of their audit programme Similar to <u>4.1.2</u> – corporate guidance provided and departments monitoring by adhering to it. 			
4.3.2. Service delivery monitoring reports are produced at specific and regular intervals	Reporting arrangements		<ul style="list-style-type: none"> Ensure monitoring reports included for specific services to relevant bodies – (CMT, DMT, PfH, Cabinet, SCC) Incorporate Equality scorecards into performance management arrangements 	<ul style="list-style-type: none"> Half yearly and annually in Equality and Diversity reports. INRA specific service progress to DMT/CMT/PfH etc 	All departments	In Place
4.3.3 Service delivery monitoring reports are circulated to all	Reporting arrangements		<ul style="list-style-type: none"> Circulate Service delivery monitoring reports to all designated consultation and 	<ul style="list-style-type: none"> Half yearly and annually 	All departments	In Place

designated consultation and scrutiny groups			scrutiny groups- use of website <ul style="list-style-type: none"> Publish summaries of the results of monitoring or made available to the public through website and E&D reports 	in Equality and Diversity reports		
4.3.4 Monitoring procedures are applied across contracts and partnerships	Information systems		<ul style="list-style-type: none"> Further to <u>4.2.6</u> Contract management – Ensure monitoring procedures in place and respond to audit. Linked to LAA actions. 	March 2010	All departments	Note: 1. Confirm with GF/MB on this action 2. Noel Adamson audit on partnership related to Diversity
4.3.5 Service Managers are fully involved in the self-assessment process to review and revise targets, monitoring and consultation systems	Service planning and management		<ul style="list-style-type: none"> Continue to embed current systems of INRAs/DIAs/PIs. 	March 2010	All departments.	Robust system in place
4.3.6 At service level there is demonstrable progress against targets set in action plans for race, gender and disability	Self assessment		<ul style="list-style-type: none"> Assess using the reporting arrangements 	March 2009 March 2010 March 2011	All departments.	

4.3.7 By March 2009, there is demonstrable progress against targets set in action plans for sexual orientation, religion, belief and age	Self assessment		<ul style="list-style-type: none"> As in <u>4.3.6</u> 	March 2009	All departments.	
4.3.8 Report progress on employment targets to directorate members, council committees, members and consultation and scrutiny groups	Reporting arrangements		<ul style="list-style-type: none"> Corporate report on workforce profile Include in Annual Diversity report 		WS/VK	In place
4.3.9 Use monitoring to assess achievements against targets set in action plans and feed back results into policy review, targeting and revised action plans	Service planning and management		<ul style="list-style-type: none"> Review and revise service planning guidance and links with diversity processes INRAs/DIAs linked to service planning arrangements. Service plans linked to Performance Management database-Covalent 		PT/DSG /All departments	In Place
4.3.10 Establish interdepartmental scrutiny process			<ul style="list-style-type: none"> Peer review pilot project in place. Review the process and establish the interdepartmental scrutiny process. 	March 2009	All departments	Established through Critical Challenge Project

4.4.0 Employment & Training						
4.4.1 Use existing or adapted personnel information systems to provide equality data relating to human resource targets (recruitment, promotion, training, grievances, disciplinary action, appraisal, dismissal and other reasons for leaving, retention, and equal pay)			<ul style="list-style-type: none"> The personnel information system is set up/adapted for providing detailed reports relating to equality targets: recruitment, reasonable adjustments, training, development, retention, and progression and equal pay Review workforce monitoring information Review workforce profile information Undertake Equal pay audits Establish Equality Scorecard Review capability procedures to ensure compliance with Part II of the DDA 	? March 2010 Annually Annually Annually Annually March 2009	HR/WS/AO HR/WS/AO HR/WS/AO HR/WS/AO HR/AO/HR advisors	
4.4.2 Produce monitoring reports at regular and specified intervals and circulate to designated consultation and scrutiny groups			<ul style="list-style-type: none"> Refer to 4.1.3 	Annually	HR/WS/AO	
4.4.3 Use equality			<ul style="list-style-type: none"> Use equality monitoring 	Annually	HR/WS/AO	

data to monitor use of all personnel procedures			<p>data to assess use of all personnel procedures and feed into the INRA process</p> <ul style="list-style-type: none"> • Undertake audit on HR procedures • Monitor all procedures by race, gender, disability, age, sexual orientation, religion/belief and family status 	Annually		
4.4.4 Use equality data to monitor the number of staff leaving employment and their reasons for leaving			<ul style="list-style-type: none"> • Implement Leavers questionnaire. • Use the Equality monitoring data to monitor the number of staff leaving employment and their reasons for leaving • Carry out equality monitoring of 'turnover' by race, gender, disability, age, religion/belief, sexual orientation and length of service 	Annually	HR/WS/AO	
4.4.5 Use monitoring reports to assess whether authority			<ul style="list-style-type: none"> • Assess and report on monitoring workforce profile 	Annually	HR/WS	

employment profiles more closely fit the profile of local labour market						
4.4.6 Self-assessment should demonstrate progress against employment targets			<ul style="list-style-type: none"> • Demonstrate progress against employment targets • Include in monitoring reports 	Annually	HR/WS/AO	
4.4.7 Reports based on self-assessment sent to directorate members, council committees, members and consultation and scrutiny groups and seek verification			<ul style="list-style-type: none"> • Employment monitoring reports are produced at specified intervals and circulated to designated consultation and scrutiny groups <p>Refer to 4.1.3 and 4.4.2 and 4.4.6</p>	Annually and as required to PfH, CMT, DMT, Scrutiny, Cabinet	HR/WS	
4.4.8 Report on implementation of pay review recommendations			<ul style="list-style-type: none"> • Implement revised Pay and Grading structure backdated to 1.04.07 • Respond to findings of Equal pay 	Sept 2008	HR/WS	
4.4.9 Review targets for employment and pay review and agree action plans with designated stakeholders			<ul style="list-style-type: none"> • Targets and action plans for employment and pay to be reviewed by consulting with the stakeholders <p>Refer to 4.4.8</p>	?? WS to decide on target dates	HR/WS	

4.4.10 Review training needs against service action plans and revise training plan to deliver appropriate competencies/ behaviours			<ul style="list-style-type: none"> • Monitor provision and take-up of training courses by race, gender, disability and family status • Conduct a regular audit or review of the existing qualifications and training needs of your employees 	Annually (?Skills audit)	HR/WS/LA and other departments HR/WS/LA	
4.4.11 Incorporate targets for revised training programme in staff appraisal			<ul style="list-style-type: none"> • Set targets for training programme in staff appraisal 	Annually	HR/WS/LA	
4.4.12 Meet the training needs of staff appropriately			<ul style="list-style-type: none"> • Demonstrate that the training needs are being appropriately met by all staff • Ensure provision of Equality training is included in annual training plans 	Annually	HR/WS/LA	
Renew and review Equality and Diversity Policy and Equality in Employment Policy and others (HR Action plan)			Refer to <u>4.3.3</u>	2010	WS/VK/HR advisors	

CABINET REPORT

7 July 2008



Report of: Assistant Chief Executive

Subject: ICT PROVISION – FUTURE ARRANGEMENTS

SUMMARY

1. PURPOSE OF REPORT

To report to Members on progress to date and the next stage of the work leading up to the end of the current contract for ICT provision in 2011.

2. SUMMARY OF CONTENTS

In June 2008, a report was agreed by Cabinet which approved the processes and timescales for Phase 2 of the work leading up to the end of the current provision of ICT support to the Council, and a high level Statement of Requirements for the authority which will determine future support arrangements.

This report builds on that report and provides information on the more detailed Statement of Requirements, as agreed in the last Cabinet report, and further evaluation carried out. It also provides details of the evaluation criteria and processes to be used for the final evaluation stage.

The key points to note are:

- The project is progressing according to the plan
- The 11 delivery models that Cabinet agreed to carry forward from stage 1 have been evaluated against the 2nd stage Statement of Requirements and it is recommended they are reduced to 5. These will be the subject of more detailed investigation during 2008
- Work is progressing on identifying the process to be followed, and resources required during phase 3, although this will in part be dependant upon the conclusions to phase 2.

3. RELEVANCE TO CABINET

Information and Communication Technology falls within the remit of the Portfolio holder for Performance but it impacts across the whole of the

authority and failure to address the future requirements adequately will fundamentally affect the authority's ability to provide services.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Cabinet on 7th July 2008.

6. DECISION(S) REQUIRED

Cabinet is requested to:

- Note the progress to date on Phase 2 of the project
- Agree the framework Statement of Requirements (Appendix A) as a strategic statement of what the authority requires from ICT support and as the basis for further more detailed evaluation
- Agree the reduction of options for future support from 11 models to 5 for further investigation
- Agree to receive further reports as follows:
 - Outcome of any discussions with Northgate with regard to any potential extension to existing arrangements
 - Final SOR, final stage evaluation, initial recommendation and identification of any other information required to enable final decision to be made on the delivery model to be followed. This is not a decision on a provider.
 - Decision on option to pursue and agreement on process and funding for Phase 3
 - October 2011 – completion of Phase 3. Further detail and financial implications for Phase 3 will be the subject of a future Cabinet report once the outcomes of Phase 2 are known.
- Agree the further evaluation of those options identified in Appendix B and section 4 of the report

Report of: Assistant Chief Executive

Subject: ICT PROVISION – FUTURE ARRANGEMENTS

1. PURPOSE OF REPORT

- 1.1 To report to Members on progress to date and the next stage of the work leading up to the end of the current contract for ICT provision in 2011.

2. BACKGROUND

- 2.1 In October 2007, a report was agreed by Cabinet which approved the process leading up to the end of the current provision of ICT support to the Council.

- 2.2 It was agreed that the process would involve 3 phases which can be summarised as:

- Phase 1 – clarification and evaluation of current arrangements for ICT support
- Phase 2 – identification and evaluation of options for future delivery
- Phase 3 – post decision work once the preferred delivery option has been agreed

Phase 1 was completed, and a report agreed by Cabinet in March 2008.

- 2.3 A further report in June 2008 outlined the process to be followed for Phase 2, gave details of the high level statement of requirements for future support, and the results of an initial evaluation of the options, reducing the number of delivery options from 51 to 11.

- 2.4 The agreed approach to be taken in undertaking Phase 2 of this programme of work is as follows:

- Clarify the broad principles to underpin any future arrangements
- Consider the scope/type of support required under any future arrangements
- Define the outcomes required from any future arrangements
- Identify the various options for future delivery
- Clarify evaluation criteria (at 3 levels) to match potential delivery options to the authority's requirements
- Evaluate the various options for delivery in 3 stages:

- 1st stage to reduce options to only include those which are capable of delivering Council requirements
- 2nd stage to reduce options for detailed evaluation at the 3rd stage
- 3rd stage to carry out detailed evaluation of shortlisted options
- Identify most appropriate delivery method(s) for implementation during Phase 3

2.5 Phase 2 deliverables have been agreed as:

- Statement of requirements – high level (May 08) – brought to Cabinet in June 2008
- Statement of requirements – 2nd stage (June 08) – included in this report as Appendix A
- Statement of requirements – Final (Nov 08)

At each stage of the statement of requirements, detail will be added in and the Councils requirements will be further refined to allow for more focused evaluation of the options for delivery.

- Options appraisal Part 1 – high level evaluation (May 08) – brought to Cabinet in June 2008
- Options appraisal Part 2 – to produce shortlist (June 08)
- Options appraisal Part 3 – leading to recommendation (December 08)
- Formal decision (March 09)

It is important to reiterate that at this stage, the evaluation is of the models for delivery, not the potential deliverers of the service.

3. STATEMENT OF REQUIREMENTS

- 3.1 The 1st stage Statement of Requirements, approved by Cabinet in June 2008, was a very high level statement of the authority's needs and included the identification of a number of key criteria which were used to reduce the number of options from 51 to 11.
- 3.2 The 2nd stage Statement of Requirements, shown as Appendix A, builds upon this, identifying which of these 11 criteria are most important to the authority and including more depth to those criteria. This has been used to further develop and evaluate the options for delivery. The emphasis has remained, very firmly, on defining the requirements of any future service delivery, not the processes, inputs or solutions.
- 3.3 It is important to reiterate that the changing demands on the authority and the increasing rate of development in ICT makes it impossible to be specific in terms of what will be required and/or how support will be provided over the next 5 or 10 years. Instead, the focus is on clarifying

the broad principles and intended outcomes which will be required to underpin any future arrangements, considering the future business needs that ICT will be required to support, including outside influences and the future shape of the authority. Sufficient flexibility also needs to be built into the arrangements to allow for changes to these requirements.

3.4 Consideration also needs to be given to ensuring adequate control and resources are maintained within the authority, regardless of the decision that is made on how the service is to be delivered in the future. The responsibility for provision of ICT support and development remains with the authority.

3.5 The high level requirements of any future ICT support arrangements were identified in the 1st stage Statement of Requirements as:

- Proven delivery model
- Outcome based service
- Professional delivery
- Forward thinking / innovation
- Appropriate governance arrangements
- Flexibility to allow for unknown changes in requirements / legislation
- Ability to take stakeholder requirements into account
- Ability to ensure efficient and effective use of resources

3.6 Building on the 1st stage Statement of Requirements, consideration was then given to which of these were most important to ICT support for HBC. The areas considered to be of most importance were identified as:

- Proven Delivery – with a critical service such as ICT support, the authority cannot afford to be taking too many risks
- Governance Arrangements – the size of the authority means that the complexity of any governance arrangements must be taken into account
- Outcome based service – the increasing rate of technological advances, and the lack of internal technologic knowledge make it important that the authority specifies what it requires any future service to deliver, not the detail of how that will be delivered
- Flexibility – future requirements and legislative changes are uncertain so the ability to change the arrangements as necessary is critical
- Forward thinking /innovation – the speed of change is such that the authority cannot afford to simply accept a robust service, it must also be continually looking to advance and keep pace with new requirements and opportunities
- Efficiency and effectiveness – with the requirement on the authority to make year on year efficiency savings, any future arrangement must have the opportunity to do this built into them

- 3.7 The 3rd stage SOR will be a much more specific document which will clearly identify outputs required and be used for the more in-depth evaluation necessary for the remaining models.

4. SECOND STAGE EVALUATION OF OPTIONS

- 4.1 The report approved by Cabinet in June 2008 identified 11 viable delivery models that, on initial evaluation, seemed to be capable of meeting the Council's requirements for ICT support. These were:
1. In-house provision by HBC
 2. Single provider – Private Company
 3. Single provider – another local authority
 4. Dual providers – HBC plus another local authority
 5. Dual providers – HBC plus a private company
 6. Dual providers – a private company and another local authority
 7. Cluster of providers – 3 or more private companies
 8. Cluster of providers – HBC plus 2 or more other local authorities
 9. Cluster of providers – HBC plus 2 or more private companies
 10. Cluster of providers – HBC plus a mixture of private companies and other local authorities
 11. Cluster of providers – mixture of private companies and other local authorities
- 4.2 Considering the Statement of Requirements, and in particular those areas identified as most important (see paragraph 3.5), more detailed requirements were developed. The remaining 11 models were evaluated against these requirements.
- 4.3 Options 7, 8, 9, 10 and 11 (the cluster options) were discounted at this stage for a number of reasons. Firstly, it was considered that the complexity of the management arrangements necessary to make these models work would not be feasible for an authority the size of Hartlepool. Were the authority to engage with a number of different organisations to provide different parts of the service, the level of management required to monitor and control these arrangements, and consequently costs, would increase proportionately. Secondly, it was considered that models such as this could potentially cause confusion at the boundaries of each provider's responsibility. This could make it more difficult to find solutions to problems and would mean end users would need to be able to identify which provider they needed to contact for specific issues. In addition, the only examples of these types of arrangements had been found in much larger authorities where the size of the contract made them more feasible. On closer inspection, even these were mostly not true clusters, but one main contractor with sub-contractors used for specific areas of the service. Other examples which had at first appeared viable, turned out to be merely a procurement consortia.

- 4.4 Option 3, where another local authority would provide the service for HBC, was also discounted. The only examples found where this type of arrangement was working successfully were in two-tier authorities with the County Council providing the service for its Districts. In the case of HBC, this model was considered not sufficiently flexible to allow the service to adapt to the changing needs of the authority and there is a danger that the authority could lose its ability to retain any benefits achieved from innovation, efficiency and new technology. One of the key strengths of HBC is its ability to react quickly to issues and to “punch above its weight” by responding quickly to a situation and taking whatever action is necessary to make things happen. As ICT underpins and supports a lot of the work done by the authority, it was considered that handing this work over to another authority to provide could reduce this key strength and flexibility.
- 4.5 Carrying out the evaluation in this way has allowed for more options to be discounted at this stage, allowing resources to be directed towards those options that are more likely to deliver what is required and have a track record of meeting the criteria incorporated in the Statement of Requirements. See Appendix B for the complete evaluation matrix.
- 4.6 This has resulted in 5 models remaining which were considered to merit further investigation. The recommendation is, therefore, that the next stage of evaluation considers the following models:
1. In-house provision by HBC
 2. Single provider – Private Company
 4. Dual providers – HBC plus another local authority each providing part of the service
 5. Dual providers – HBC plus a private company each providing part of the service
 6. Dual providers – a private company and another local authority, each providing part of the service

5. POSSIBLE EXTENSION TO CURRENT ARRANGEMENTS

- 5.1 In addition to the above model options, the authority also has the option of extending the current arrangements for 2 years until 2013. This option will need to be given consideration as part of the project, although it can only ever be an interim arrangement and the longer term options still need to be evaluated, whatever decision is made with regard to an extension.
- 5.2 The current contract states:

"the parties undertake to enter into discussions, as soon as reasonably practicable after the eighth anniversary of the Effective Date, concerning the continuation of this Agreement for a further fixed term beyond the initial ten year-period... Whilst both parties agree to carry out such discussions, it shall be at each party's sole discretion whether or not to agree to a continuation of this Agreement."

- 5.3 Legal advice has been obtained which states that both parties are free to enter into discussions regarding an extension at any time, but are obligated to do so from October 2009 if they haven't already done so. It is important to ensure that, whilst trying to achieve best value for the authority, there can be no suggestion of anti-competitive behaviour to give one potential supplier a material advantage over any other.
- 5.4 Given the timing of this project, it is anticipated that a decision will be made on which model to pursue by March 2009, so any extension discussions should, realistically, be held before that time to allow for them to be taken into consideration during the 3rd stage evaluation.
- 5.5 It is proposed, therefore, that the Assistant Chief Executive will enter into discussions with Northgate during Phase 2 of this project, and any recommendations arising from those discussions will be the subject of a further report to Cabinet as soon as is practicable.

6. 3RD STAGE EVALUATION

- 6.1 Having reduced the viable delivery models down to those identified in paragraph 4.6, the next stage is to carry out a robust evaluation of the remaining models to ensure that any recommended model is the most appropriate for the Council. This will need to take into account the service delivery and ICT requirements of the authority, now and in the future, and the capacity of the authority to effectively manage the service.
- 6.2 The importance of this evaluation to future provision to the authority cannot be underestimated. It is crucial that the model agreed upon and the resulting ICT support arrangements will allow the authority to continue to progress and move forward, whilst maintaining the robustness of ICT to support the delivery of critical services to the authority's customers.
- 6.3 The planned process/timescales for this 3rd stage evaluation is that it will take place over the summer of 2008 and will involve, as a minimum:
- Further development of the Statement of Requirements
 - Clarification of information required
 - Desk based research
 - Identification of examples where the proposed arrangements are currently in place or have recently been so
 - Site visits to suitable examples
 - Soft Market Testing
 - Collation of all information collected and evaluation against the agreed criteria

- 6.4 All the information collected will be used to evaluate the remaining options and further reports will be brought to Cabinet, as appropriate during 2008.

7. STAKEHOLDER COMMUNICATION/ENGAGEMENT

- 7.1 It is important, with a project of this scale and possible impact, to ensure that all stakeholders are identified and engaged at the appropriate times to allow their requirements to be considered. Stakeholders have been identified as individuals within HBC and organisations who have, and will have, a need to engage with HBC. The ICT provision needs to support, as far as possible, the business needs of all stakeholders.
- 7.2 The key stakeholders have been identified as:
- Staff and management within HBC
 - Elected members
 - Unions
 - Schools
 - Housing Hartlepool
 - Police
 - Hartlepool PCT
 - Fire Brigade
 - HM Court Service
 - Central Government
 - Voluntary sector
 - Customers of HBC
- 7.3 There are two key aims to the stakeholder involvement. Firstly, there is a requirement to capture their business needs and feed these into any future ICT arrangements to ensure that these needs will be supported as far as is practical and possible. There needs to be an understanding that stakeholders are not being asked how they require this support to be delivered (either in technical terms or the model of delivery) but rather how they envision providing services to their customers in the future and what support they will need from ICT to enable them to do this.
- 7.4 Alongside capturing the business need, there is also a necessity to keep stakeholders informed about the decision making process, the key events within it and how their business needs will feed into it. There needs to be a transparency around the process.
- 7.5 A series of seminars have been arranged for HBC staff and management, the key aims of which are to provide information on the process and capture business needs. Separate Members Seminars have also been arranged for July and further seminars will be included later in the year.

- 7.6 Separate meetings are being arranged for external stakeholders, particularly Housing Hartlepool, who currently have an arrangement with Northgate to provide their ICT support in the same way as they do for HBC.
- 7.7 All information received from this stakeholder engagement will help to define the Statement of Requirements which will be used to ensure the most appropriate future ICT arrangements for HBC are achieved.

8. SOFT MARKET TESTING

- 8.1 Soft market testing is the process whereby a public body such as a Local Authority, at an early stage in development of its proposals and prior to formulating any formal procurement opportunity, seeks input from the market. This process focuses on the market as a whole and includes no element of supplier selection or bid evaluation.
- 8.2 Undertaking soft market testing could provide the project team with an understanding of such issues as:
- the likely level of interest in the market for the provision of the authority's ICT support; and
 - market views on the most appropriate way of structuring any proposal for those options which have a potential market interest, for example which of the 5 models would be considered viable
- 8.3 Soft market testing can help the project team evaluate the feasibility of the project, the best approach to delivering it, and any risks involved. This can save effort and time later in any possible procurement process.
- 8.4 There are risks associated with undertaking soft market testing. It is essential that any suppliers participating do not gain an unfair advantage in any subsequent competitive process. Appropriate legal advice will be sought prior to undertaking soft market testing to help manage this risk. The process needs to ensure the information gathered is fair and unbiased so that the procurement process is not misdirected.
- 8.5 There is no prescribed way of undertaking soft market testing. Possible options include publishing advanced notices of likely requirements through Prior Information Notices in the Official Journal of the EU, contacting industry forums, supplier bodies or trade bodies or by meeting selected suppliers, or hosting workshops or conferences with a number of suppliers.
- 8.6 Undertaking soft market testing will require a reasonably significant amount of resources, but it is recommended good practice and will provide additional information to feed into the 3rd stage evaluation. It

is therefore intended to undertake a soft market testing exercise as part of the 3rd stage evaluation.

9. TUPE CONSIDERATIONS

- 9.1 The Transfer of Undertakings of Employment Regulations (2006) is likely to have an impact, whichever option is chosen, and consideration needs to be given to this to ensure the correct actions are taken. It is important that further expertise is sought to fully understand the impact upon the authority, potential providers of the service, and the workforce. This will be further developed during the project.

10. EXTERNAL SUPPORT

- 10.1 It has been acknowledged since the beginning of this project that not all of the required resources, in terms of time, skills and knowledge are available within the authority and that, at various points during the process, these will need to be accessed externally.
- 10.2 Through a process of back-filling to free up some of the time required for the project team to focus on this work, and increasing the skills and knowledge of the project team, it has been possible so far to manage this internally.
- 10.3 There is an increasing recognition, however, that specialist advice and knowledge, and consequent funding, will be required during the later stages of Phase 2 and certainly in Phase 3 of the project. The actual requirements are currently being developed by the project team and further information will be provided once the requirements (in terms of skills and funding) are more fully understood.

11. RISKS

- 11.1 The risk register has been reviewed and is the subject of regular progress checks to ensure any necessary actions are pursued to minimise the risks inherent in a project of this complexity and importance.
- 11.2 Each risk has been assessed in terms of probability and impact and has a responsible officer assigned to it, together with actions taken and any outstanding actions.
- 11.3 The key risks are around capacity, skills/knowledge, progress against plans, budgets, clarity around future requirements and timely decision making. These are being addressed through clear and timely planning and appropriate consultation and engagement.
- 11.4 The evaluation of the various options will also include a risk analysis as the service to be provided is critical to the work of the authority and

it is important to understand, evaluate, and mitigate against, the risks involved in whichever route is chosen.

12. PHASE 3

- 12.1 Phase 3 of this project covers the work required once a decision has been made on which model to follow. This will be a critical part of the project.
- 12.2 Once a decision has been taken on which model(s) to pursue, the project team will have to ensure all the necessary legal requirements are fulfilled and carry out all the steps to ensure a smooth transition to any future arrangements.
- 12.3 Early planning is therefore crucial and plans are currently being developed which identify the steps to be taken for the various options still under consideration.

13. DECISION POINTS

- 13.1 The key decision points of the process are:
 - June 2008 – agreement on Phase 2 process, governance arrangements and timescales, identification of any additional resource requirements, the high level Statement of Requirements (SOR) and reduction of options based on initial evaluation against Statement of Requirements - COMPLETED
 - July 2008 – agreement on more detailed SOR, reduction of options based on further evaluation and evaluation criteria for final stage evaluation
 - October 2008 – outcome of discussions with Northgate re: any proposed extension to current arrangements
 - December 2008 – agreement on final SOR, final stage evaluation, initial recommendation, identification of any other information required to enable final decision to be made on the delivery model(s) to be followed, and agreement on process and funding for Phase 3. This is not a decision on a provider.
 - March 2009 – final decision on option(s) to pursue.
 - October 2011 – completion of Phase 3. Further detail and financial implications for Phase 3 will be the subject of a future Cabinet report once the outcomes of Phase 2 are known.

14. RECOMMENDATIONS

- 14.1 Cabinet is requested to:
 - Note the progress to date on Phase 2 of the project
 - Agree the framework Statement of Requirements (Appendix A) as a strategic statement of what the authority requires from ICT support and as the basis for further more detailed evaluation

- Agree the reduction of options for future support from 11 models to 5 for further investigation
- Agree to receive further reports as follows:
 - Outcome of any discussions with Northgate with regard to any potential extension to existing arrangements
 - Final SOR, final stage evaluation, initial recommendation and identification of any other information required to enable final decision to be made on the delivery model to be followed. This is not a decision on a provider.
 - Decision on option to pursue and agreement on process and funding for Phase 3
 - October 2011 – completion of Phase 3. Further detail and financial implications for Phase 3 will be the subject of a future Cabinet report once the outcomes of Phase 2 are known.
- Agree the further evaluation of those options identified in Appendix B and section 4 of the report

APPENDIX A



Project 2011

Statement of Requirements

Contacts**Andrew Atkin**

Assistant Chief Executive

Chief Executives Dept

Civic Centre

Victoria Road

Hartlepool

TS24 8AY

T : 01429 523003

E : andrew.atkin@hartlepool.gov.uk**Joan Chapman**

Project Manager

Chief Executives Dept

Civic Centre

Victoria Road

Hartlepool

TS24 8AY

01429 284145

joan.chapman@hartlepool.gov.ukwww.hartlepool.gov.uk**Version Control**

Revision	Issue Date	Description	Purpose of Issue
0.1	2/5/08	First Draft	For review by team
0.2	8/5/08	Revised following feedback	2 nd review
0.3	9/5/08	Final Revision	Final Approval
1.0	23/5/08	Approved	Cabinet Report
1.1	2/6/08	Second stage draft	Review
1.2	4/6/08	Revised following feedback	2 nd Review
2.0	6/6/08	Approved	Cabinet Report

Contents

1.	INTRODUCTION	
2.	DEFINITIONS AND TERMS (USED AS A GLOSSARY).....	
3.	BUSINESS NEEDS OVERVIEW	
3.1.	INTRODUCTION.....	
3.2.	HIGH LEVEL REQUIREMENTS	
3.2.1.	<i>Proven Delivery</i>	
3.2.2.	<i>Outcome Based Service</i>	
3.2.3.	<i>Professional Delivery</i>	
3.2.4.	<i>Forward Thinking / Innovation</i>	
3.2.5.	<i>Governance</i>	
3.2.6.	<i>Flexibility</i>	
3.2.7.	<i>Stakeholder Requirements</i>	
3.2.8.	<i>Efficient and Effective Use of Resources</i>	
3.3.	GROUPINGS AND PRIORITY	
4.	CURRENT SITUATION.....	
4.1.	GOVERNANCE ARRANGEMENTS.....	
4.1.1.	<i>Internal Governance</i>	
4.1.2.	<i>Contract Governance</i>	
4.2.	CONTRACT AND SERVICE LEVELS	
4.3.	PROJECT GOVERNANCE.....	
5.	DESIRED SITUATION / SUMMARY OF REQUIREMENTS.....	
5.1.	PHASE 1 CRITERIA	
5.2.	PHASE 2 CRITERIA	

1. Introduction

Hartlepool Borough Council, for the sixth year running, has been awarded the highest possible Four Star rating by the Audit Commission as part of the “The Harder Test” Comprehensive Performance Assessment (CPA). In relation to our performance, the Audit Commission said:

“Hartlepool Council is performing well. Ambitions and action to achieve are founded on a strong drive to improve life in Hartlepool. Performance often ranks among the best in England. Outstanding partnership working is achieving improved outcomes ... across national and local priorities.”

In 2008, for the first time, the Council achieved the top rating Improving Strongly for the delivery of services.

Hartlepool is one of only twelve of the 116 single tier authorities to achieve both the Four Star and Improving Strongly ratings.

Independent analysis has named Hartlepool as the most improved Unitary Authority in 2006/07 – and the figures certainly stack up – we had over 45% of national indicators in the top quartile, which is significantly higher than the average for all single tier authorities of 29%. This was achieved by improvements to 62% of PIs and a further 12% were already performing at maximum and therefore could not improve. These results confirm significant and consistent improvement since 2003/04 when only 25% of indicators were above the best quartile breakpoint.

In November 2001 Hartlepool Borough Council entered into a 10 year ICT Alliance Agreement with SX3, which subsequently became part of Northgate Information Solutions (NIS). As the end of the ten year agreement draws towards its natural conclusion Hartlepool Borough Council (HBC) is in the process of analysing and defining what it requires of any ICT provision for the future to feed into a robust selection process. This document will encapsulate the vision and requirements for the future of ICT provision within HBC by allowing us to:

- Define and prioritise HBC’s requirements in the future which must be supported by ICT provision. To support this it will clearly articulate HBC’s:
 - Vision for the future
 - Business and Corporate Objectives
 - ICT strategy
- Agree as an authority what outcomes we require, not how these will be met
- Provide enough detail at a given point to demonstrate rationale and clarity for any decision(s) taken.
- Evaluate the long list of potential delivery models to determine the models to discount and those to carry forward for further analysis
- The SoR will **not** include:
 - A definition of how any service(s) will be delivered
 - Detail, at a technical level, what a service will provide
 - The metrics that will be used to judge a service

2. Definitions and Terms (Used as a Glossary)

HBC	Hartlepool Borough Council
NIS	Northgate Information Solutions
SLA	Service Level Agreement

3. Business Needs Overview

3.1. Introduction

HBC is an authority which places significant value upon ICT to support both its operations and service users. ICT is viewed as critical to support HBC in driving the authority forward through its Business Transformation Agenda and is viewed by senior management within HBC as value adding. It is imperative that any ICT provision supports the achievement of HBC's Corporate Objectives, Strategy and Vision and the linkages between these need to be identified and reviewed to focus effort where it is deemed to add most value, and assisting HBC in this would be a requirement of any future arrangements.

The Shape of the Authority and Business Transformation discussions have identified that the authority is ultimately aiming to be one which can:

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

Any ICT arrangements put in place need to reflect these requirements

Investment in ICT is encouraged where it is supported by a robust and sustainable business case and this model has supported significant investment in a number of high profile projects, such as Financial Management System, Home and Remote Working and EDRMS and Workflow in recent years.

As a relatively small authority we require any arrangements to be agile in responding to the changing needs of local government and innovative in the way it helps HBC to achieve. Change can come from a number of influences both internal and external to the organisation, and as such can sometimes be difficult to predict or forecast and it is important that ICT arrangements have the agility to react or adapt to change and is not constrained or slowed by any process or contractual arrangement.

To deliver the type of arrangement HBC believe will be most effective and appropriate some of the high level criteria are clearly more critical

3.2. High Level Requirements

3.2.1. Proven Delivery

Phase 1 Criteria:

As part of the evaluations to date we have investigated models used for ICT delivery in other Local Authorities to carry these into our preliminary evaluation. In order to select the models to carry forward onto the long list we have determined some core criteria to evaluate these models against. The criteria used at this juncture are structured to ensure only those models that have been proven to be successful are carried forward, and those that have failed to deliver the predicted benefits, for whatever reason will be discounted.

Phase 2 Criteria:

HBC must ensure that arrangements that progress for further evaluation have realistic chances of success, whilst ensuring that the basis for evaluating success is clarified. For the purposes

of the second stage evaluation only those arrangements that have successfully delivered outcomes and/or objectives as established at the outset of the arrangements progress through. HBC would normally be open to trying something that may not have been proven elsewhere, but due to the importance, size and criticality of ICT in delivering and supporting the council's services it was felt prudent to be more risk averse and select only proven models. It is also necessary that any claims of success are supported by the 'client' rather than taking the claims of those responsible for delivering ICT at face value, and if any major changes to the arrangement were needed to deliver this success.

3.2.2. Outcome Based Service

Phase 1 Criteria:

In order to assist any arrangement to offer the flexibility we feel is essential for ongoing ICT provision it is important that we do not hinder or exclude flexibility and innovation by being prescriptive about how services are to be provided. This would be achieved by specifying the outcomes required and allowing the arrangements the freedom to deliver the services in the most effective and appropriate way, encouraging innovation as an inherent part of the solution. Any arrangement will have to demonstrate how it would use this flexibility and freedom to tailor the service to meet the authority's needs whilst supporting the delivery of HBC's objectives with continued and ongoing improvement.

These characteristics are most often associated with a 'Transformational Partnership' where the emphasis of the agreement is placed on Vision, Objectives and the underpinning relationship between the organisations as opposed to being price and SLA focused.

Phase 2 Criteria:

Any arrangement would need to be proven to deliver all the anticipated benefits that were forecast at the outset of the arrangement to ensure forecast benefits were practically and realistically achievable. Investigation would also be needed to establish how quickly the benefits of this type of arrangement are delivered, ideally within 2 years, and whether these benefits are sustainable over a minimum period of 5 years. It is also important to understand whether the benefits were realised as anticipated or if any major changes to the arrangement were needed or additional resources including time, money, resources or expertise were required to deliver expected benefits.

3.2.3. Professional Delivery

Phase 1 Criteria:

Any arrangements must demonstrate an ability to present and maintain a professional interface with the client at both an operational and managerial level and a strong commitment to deliver continuous improvement, both in terms of customer satisfaction, systems and service delivery. This may include any professional frameworks adopted to ensure both quality and consistent delivery. Any arrangement will need to demonstrate how it would instil and maintain professional delivery within a culture of continuous improvement.

Phase 2 Criteria:

Any arrangement must be proven to deliver robust and consistent ICT provision whilst inherently enabling areas for potential improvement to be identified and addressed as part of the arrangement. 'Continuous Improvement' would mean an improvement delivered by any ICT arrangement to services and or / financial benefit that could equate to cashable or non cashable savings.

3.2.4. Forward Thinking / Innovation

Phase 1 Criteria:

Any future arrangements would need to provide a mechanism by which HBC are made aware of any new technologies or solutions and a mechanism inherent in the arrangement to ensure delivery of new solutions is inbuilt into the arrangements. In order for any provider to be able to deliver the technical insight and innovation it is important that both client and provider are willing to operate as a partnership, as opposed to a traditional utility based client and provider relationship.

It is therefore essential that any ICT provider is prepared to work closely with the Council so it can gain appropriate insight and an objective view about what the authority wants to achieve and to ensure these new technologies fit with these objectives.

Phase 2 Criteria:

It is essential that any technologies implemented should have been introduced to support and assist in delivering the objectives of the organisation. This should be supported by the associated technology directly or indirectly delivering a tangible benefit to the organisation that can be clearly evidenced / demonstrated.

Any arrangement must also be able to inherently monitor and assess the potential of new technologies to ensure that regular reviews take place of not only new emerging technologies but of existing technology to see if the introduction of innovative solutions will assist HBC in meeting, or exceeding its objectives / expectations.

3.2.5. Governance

Phase 1 Criteria:

Accurate and effective management of any service must include an appropriate structure for its governance. It is envisaged the arrangements will provide robust governance at strategic, project, operational and delivery levels. This structure will deliver effective and high quality ICT services whilst being fluid enough to allow change when appropriate.

HBC's ability to fund and resource any such provision will again be a critical factor in determining practical limitations of any model of provision

Phase 2 Criteria:

Any governance arrangements will need to provide adequate reporting and clarity of information to allow the quality of ICT provision to be measured by HBC at the levels described in the phase 1 criteria. The structure and make up of any governance should assist HBC as much as possible to deliver its corporate objectives and vision. These arrangements must also be capable of change to adapt to changing priorities or requirements of HBC. Any client side resources required by the governance arrangements must also be practical and reasonable for HBC to deliver.

3.2.6. Flexibility

Phase 1 Criteria:

It is essential that any provision has the capability to be flexible to allow the arrangements to evolve, not only as technologies change, but due to the fact it is impossible for HBC to forecast the requirements of ICT 10, or even 5, years into the future. This ability for any

arrangement and ICT provision to change and innovate to continually support the delivery of the Councils vision, objectives and services is critical to allow change regardless of its source throughout the lifetime of any provision.

Phase 2 Criteria:

Any arrangement would also need to demonstrate a capacity to allow major changes to the structure, provision and delivery of ICT that could be triggered by unforeseen political or legislative change or a shift in corporate objectives without significant impact upon delivery of ongoing provision and operations. Any arrangement would also need to be able to demonstrate an example where it has delivered something that would have been more difficult to achieve in a less flexible ICT arrangement.

3.2.7. Stakeholder Requirements

Phase 1 Criteria:

The needs of current stakeholders can be easily built into any solution, but what is not clear is how this may change over time. Without doubt there will be an increase in services that involve close working and information sharing with Police and Health. It is possible however that legislation requiring us to work with another 3rd Party could be passed at any time, and the needs of the new service must be easily incorporated into any ICT. Again the difficulty in quantifying this requirement for any future provision emphasises the needs for flexibility and innovation in any future arrangements, again supporting the basis for a transformational agreement.

Phase 2 Criteria:

Any arrangement would need to demonstrate it has the capability, and if possible an example, of incorporating new requirements for new or existing stakeholders with ease and efficiency and no detrimental effect on the delivery of any ongoing provision. Likewise, the model would also need to demonstrate the disentanglement or removal of requirement(s) by stakeholders and the ease with which this can be accomplished at an operational and financial level.

3.2.8. Efficient and Effective Use of Resources

Phase 1 Criteria:

One of the continuing pressures on any Local Authority is the continual drive for efficiency and to be able to demonstrate how cost effective the organisation is. It would be necessary for any arrangement to demonstrate how it would build in any process or technology to help the authority achieve this and any arrangement should incorporate clear mechanisms for improving its efficiency and effectiveness.

Phase 2 Criteria:

Any arrangement must inherently and continuously enable the identification of efficient and effective use of resources. This is to ensure that efficient and effective use of resources is maintained on an ongoing basis. Any arrangement would need to demonstrate how HBC might benefit from any efficiency or cashable / non-cashable savings realised and identify any mechanisms in place to enable this.

3.3. Groupings and Priority

To deliver the type of arrangement that HBC believe will be most effective and appropriate, some of the high level criteria are clearly more critical than others. In order to ensure this is reflected within the criteria for selection these criteria have been identified, grouped together and agreed as being most important in meeting the future ICT requirements of HBC.

For clarity those criteria are:

- Proven Delivery
- Outcome Based Service
- Flexibility
- Forward Thinking and Innovation
- Governance
- Efficient and effective use of resources

Those models meeting all criteria were automatically carried forward for further evaluation. Those models who met all the most important criteria above but not all other criteria were further examined to see if the criteria they did not meet were significant enough to discount them without further consideration. This has resulted in some models being progressed that do not meet all criteria to allow further investigation to take place before an objective decision could be reached.

4. Current Situation

4.1. Governance Arrangements

4.1.1. Internal Governance

Governance arrangements have been established to ensure that ICT spend across the authority is used in the most appropriate way. Services requiring new ICT systems are now required to demonstrate that there is a need and/or a business case for the development and identify both capital and ongoing revenue funding as well as any possible efficiencies. This helps to identify any conflict between the new and existing systems as well as ensuring that the authority doesn't already have a system in place that will do what is required. Before the introduction of these arrangements, directorates tended to purchase stand alone systems that met their needs but where integration and shared platforms had not been explicitly considered.

4.1.2. Contract Governance

The authority has governance arrangements in place, relating to NIS services to HBC, operating at a number of different levels.

4.2. Contract and Service Levels

Service levels and performance standards are agreed within the Service Level Agreement (SLA) which is reviewed annually and monitored monthly. In 2001, the SLA included measurement of 4 priorities and this has been developed over time, together with a regular reporting cycle and agreed reporting formats, so that the latest SLA (version 9) covers 11 distinct services such as the helpdesk, desktop support and server support and has 50 separate measures used to evaluate performance within these service areas. The target responses within these measures have also been increased with the majority of them now set at 94% or higher as against 90% in 2001.

In addition, measurement is also made of 24 key applications, providing the authority with information showing any incidences when the key systems are unavailable. Performance against these measurements is consistently above target in almost every area measured.

4.3. Project Governance

HBC and NIS operate within an agreed framework that ensures any potential projects are subject to the relevant checks and balances before approval. This process confirms that both HBC and NIS agree that the project is viable from a business, technical and financial perspective. This process is critical in ensuring ICT expenditure is focused on delivering HBC's key objectives.

5. Desired Situation / Summary Of Requirements

5.1. Phase 1 Criteria

Ref	Requirement	Vendor / HBC Comment	Mandatory / Desirable
1	Has the Delivery Model been used by another Local Authority?		D
2	Is the model deemed as an overall success by the Client?		M
3	Is the model delivering on its initial expectations?		M
4	Has the model been proven to deliver benefit over a sustained period (5 years +)?		D
5	Has the model demonstrated flexibility and innovation in the way services are delivered to fully support the clients' vision and objectives?		M
6	Does the model demonstrate a proven record in delivering continuous improvement?		M
7	Does the model allow the scanning, tracking and implementation of emerging technologies within the arrangement?		D
8	Are the governance arrangements effective without being constraining to change / innovation?		M
9	Do the governance arrangements avoid placing a heavy burden on client side resources?		M
10	Can the model adapt to new / changing stakeholder requirements?		M
11	Does the model provide a mechanism that is proven to deliver efficient and effective use of resources?		M

5.2 Phase 2 Criteria:

Ref	Requirement	Vendor / HBC Comment	Mandatory / Desirable
1	Has the Delivery Model been used by another Local Authority?		
2	Is the model deemed as an overall success by the Client?		
3	Is the model delivering on its initial expectations?		
3.1	Have these expectation been met without the need for any major changes?		D
3.2	Were expectations met and delivered within realistic timescales (2 years?)		M
3.3	Have any expectations / outcome been exceeded?		M
4	Has the model been proven to deliver benefit over a sustained period (5 years+)?		
4.1	Were these benefits achieved without the need for unanticipated additional resources (time, money, expertise, staff)?		D
4.2	Were the projected benefits practical and realistic to achieve?		M
5	Has the model demonstrated flexibility and innovation in the way services are delivered to fully support the clients' vision and objectives?		
5.1	Does this model allow major changes to the structure, provision and delivery of ICT provision?		M
5.2	Has the flexibility and innovation allowed delivery of something that would have been more challenging otherwise?		D
5.3	Does this flexibility enable the arrangement to shift effort and focus to match any changes in priorities and corporate objectives?		M
6	Does the model demonstrate a proven record in delivering continuous improvement?		
6.1	Is there something inherent in the arrangement to deliver continuous improvement?		D
6.2	Does the model include a robust approach to delivering continuous improvement?		D
7	Does the model allow the scanning, tracking and implementation of		

	emerging technologies within the arrangement?		
7.1	Has this delivered any tangible benefit(s)?		D
7.2	Is there an inherent mechanism within the arrangement to deliver this?		M
8	Are the governance arrangements effective without being constraining to change / innovation?		
8.1	Does the governance allow the client to clearly establish the quality of ICT provision?		M
8.2	Can governance arrangement be changed or adapted to meet with changing requirements?		M
9	Do the governance arrangements avoid placing a heavy burden on client side resources?		
9.1	Is the resourcing of the governance arrangements reasonable for HBC to deliver?		M
9.2	Do the governance arrangements operate effectively at strategic, project, operational and delivery levels		D
10	Can the model adapt to new / changing stakeholder requirements?		
11	Does the model provide a mechanism that is proven to deliver efficient and effective use of resources?		
11.1	Does the model allow for the continuous review of resources to ensure they remain efficient and effective?		M
11.2	Is there a mechanism that allows the authority to take advantage of any efficiencies and or savings?		M

EVALUATION OF DELIVERY OPTIONS AGAINST HIGH LEVEL REQUIREMENTS.

The following table shows the results of the evaluation of the 11 shortlisted delivery models against HBC requirements for any future ICT provision.

<div> <div>Mandatory</div> <div>Discretionary</div> </div> Model	In-house (HBC as Provider)	Private Company	Local Authority	HBC + Other local authority	HBC + private company	Private Company + Local Authority	3 or more Private Companies	HBC + 2 or more other	HBC + 2 or more private	HBC + Mixture of private and local authorities	Mixture of private and local authorities
	1	2	3	4	5	6	7	8	9	10	11
1. Has the Delivery Model been used by another Local Authority ?											
2. Is the model deemed as an overall success by the Client?	Y	Y		?	?	?					
3. Is the model delivering on its initial expectations?	Y	Y		?	?	?					
3.1 Have these expectation been met without the need for any major changes?											
3.2 Were expectations met and delivered within realistic timescales (2 years?)											
4. Has the model been proven to deliver benefit over a sustained period (5 years+)?											
4.1 Were these benefits achieved without the need for unanticipated additional resources (time, money, expertise, staff)?											
4.2 Were the projected benefits practical and realistic to achieve?											
5. Has the model demonstrated flexibility and innovation in the way services are delivered to fully support the clients' vision and objectives?	Y	Y		Y	Y	Y					
5.1 Does this model allow major changes to the structure, provision and delivery of ICT provision?	Y	Y		Y	Y	Y					
5.2 Has the flexibility and innovation allowed delivery of something that would have been more challenging otherwise?	Y	Y		Y	Y	Y					
5.3 Does this flexibility enable the arrangement to shift effort and focus to match any changes in priorities and corporate objectives?	Y	Y		Y	Y	Y					
6. Does the model demonstrate a proven record in delivering continuous	Y	Y		?	?	?					

improvement?											
6.1 Is there something inherent in the arrangement to deliver continuous improvement?	Y	Y		Y	Y	Y					
6.2 Does the model include a robust approach to delivering continuous improvement?	Y	Y		Y	Y	Y					
7. Does the model allow the scanning, tracking and implementation of emerging technologies within the arrangement?											
7.1 Has this delivered any tangible benefit(s)?											
7.2 Is there an inherent mechanism within the arrangement to deliver this?											
8. Are the governance arrangements effective without being constraining to change / innovation?	Y	Y		Y	Y	Y					
8.1 Does the governance allow the client to clearly establish the quality of ICT provision?	Y	Y		Y	Y	Y					
8.2 Can governance arrangement be changed or adapted to meet with changing requirements?	Y	Y		Y	Y	Y					
9. Do the governance arrangements avoid placing a heavy burden on client side resources?	Y	Y		Y	Y	Y					
9.1 Is the resourcing of the governance arrangements reasonable for HBC to deliver?	Y	Y		Y	Y	Y					
9.2 Do the governance arrangements operate effectively at strategic, project, operational and delivery levels	Y	Y		Y	Y	Y					
10. Can the model adapt to new / changing stakeholder requirements?	Y	Y		Y	Y	Y					
11. Does the model provide a mechanism that is proven to deliver efficient and effective use of resources?	Y	Y		Y	Y	Y					
11.1 Does the model allow for the continuous review of resources to ensure they remain efficient and effective?	Y	Y		Y	Y	Y					
11.2 Is there a mechanism that allows the authority to take advantage of any efficiencies and or savings?	Y	Y		Y	Y	Y					
Shortlist ?	Y	Y		Y	Y	Y					

CABINET REPORT

7th July 2008



Report of: Chief Finance Officer and Director of
Regeneration and Planning Services

Subject: HEUGH GUN BATTERY – EXTENSION OF
BRIDGING FINANCE FACILITY

SUMMARY

1. PURPOSE OF REPORT

- 1.1 The report requests Cabinet approval to extend a previously agreed and currently operating “bridging finance” facility for the Heugh Gun Battery Trust Ltd to include an additional revenue element.

2. SUMMARY OF CONTENTS

- 2.1 The report refers to a previous decision of Cabinet to provide a “bridging finance” facility in respect of a Heritage Lottery grant for the Heugh Gun Battery which is being developed as a visitor attraction as part of the North Hartlepool Single Regeneration Budget (SRB) programme.
- 2.2 The previous Cabinet report related to a capital grant approval, but due to an oversight did not include an element of revenue grant which has also been awarded to the Trust. This current report seeks to rectify the situation by requesting approval to extend this “bridging finance” facility to include the revenue grant, which amounts to £78,000 over two years.

3. RELEVANCE TO CABINET

- 3.1 A similar issue relating to this project was previously considered by Cabinet on 2nd April 2007. This was in accordance with a policy agreed in August 2002 whereby the Council can use its “well being power” to provide a source of “bridging finance” to enable

regeneration projects in Hartlepool to proceed during periods of cash-flow difficulties whilst awaiting retrospective funding from external grant aid bodies.

4. TYPE OF DECISION

4.1 Non Key

5. DECISION MAKING ROUTE

5.1 Cabinet 7th July 2008

6. DECISION(S) REQUIRED

6.1 It is recommended that Cabinet agrees to extend the existing “bridging finance” facility for the Heugh Gun Battery Trust Ltd to include the additional revenue element described in this report.

Report of: Chief Finance Officer and Director of Regeneration and Planning Services

Subject: HEUGH GUN BATTERY – EXTENSION OF BRIDGING FINANCE FACILITY

1. PURPOSE OF REPORT

- 1.1 The report requests Cabinet approval to extend a previously agreed and currently operating “bridging finance” facility for the Heugh Gun Battery Trust Ltd to include an additional revenue element.

2 BACKGROUND

- 2.1 On April 2nd 2007 Cabinet approved a report which requested “bridging finance” facility for the Heugh Gun Battery relating to a capital grant awarded by the Heritage Lottery Fund (HLF). The grant , together with funding from the North Hartlepool SRB programme is intended to support a project aimed at restoring the Heugh Gun Battery and developing it as a visitor centre as part of the overall Hartlepool tourism offer.
- 2.2 The “bridging finance”, which is now in place, was requested because HLF grant is paid retrospectively and without the support of the Council through the above facility the Trust would have experienced severe cash flow problems. The Trust did not have the resources available to fund this expenditure in the short term, or the financial resources to secure a bank loan on the scale required.
- 2.3 Members have previously agreed (Cabinet 28th August 2002 refers) that the Council could adopt the role of “bridging finance” provider by determining individual requests in accordance with the following criteria:-
- i) the proposal can be supported by the Council using the “well being power” available under the Local Government Act 2000. These powers enable the Council to give assistance, including financial assistance, to any person, body or group where to do so will be likely to promote the social, economic or environmental well-being of the area. When using this power the Council is required to have regard to the contents of the Community Strategy and guidance issued by the Office of the Deputy Prime Minister (as it was at that time).
 - ii) the scheme to be supported has secured funding from one of the grant regimes for which the Council is the accountable body (currently SRB, NDC, NRF and ERDF). This will ensure the project is addressing an identified need.

- iii) the scheme addresses one or more of the approved Community Strategy themes adopted by the Council. This will ensure the project is addressing a need that is supported by the Council and is a project that the Council may have carried out itself if the Council was eligible to apply to the specific grant regime.
- iv) the proposal complies with VAT regulations and other statutory requirements as they affect the Council.
- v) the organisation seeking support agrees to the repayment and security terms specified by the Council.
- vi) that individual proposals would be referred to Cabinet for consideration.

3. CURRENT SITUATION – HEUGH GUN BATTERY

- 3.1 As previously reported to Cabinet in April 2007, the Heugh Gun Battery Trust Ltd has secured total capital funding for restoration of the Heugh Gun Battery of £539,000 as follows :-
- North Hartlepool SRB - £299,000
 - Heritage Lottery Funding (HLF) - £240,000
- 3.2 Around the same time last year that the capital grant was approved, the Trust was awarded an additional revenue grant of £78,000 over two years, which is to be used to employ two part- time staff to help develop and manage the scheme over this initial critical period, and towards marketing materials. The first appointment has recently been made.
- 3.3 The Trust was hoping that the existing bridging facility could be used in respect of this additional grant, but the current approval only relates to the capital element. Inclusion of the revenue element in the agreement would appear to have been omitted as an oversight. The Trust has now submitted a written request for the revenue grant to also be covered by this agreement.

4 FINANCIAL IMPLICATIONS

- 4.1 Work on the site in relation to the Heugh Gun Battery proposals is progressing well and the scheme is due to be completed physically in August 2008. Financial completion however will take place over a longer period, dictated essentially by the administrative procedures adopted by the HLF. A grant claim to the HLF will be made within the next two months and the bridging finance will need to remain in place pending the release of the already approved grant award by that organisation.

5 RECOMMENDATION

- 5.1 It is recommended that Cabinet agrees to extend the existing “bridging finance” facility for the Heugh Gun Battery Trust Ltd to include the additional revenue element described in this report.

CABINET REPORT

7th July 2008



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

Subject: AFFORDABLE RENTED SOCIAL ACCOMMODATION -
POLICY FOR THE DISPOSAL OF COUNCIL LAND

SUMMARY

1 PURPOSE OF REPORT

To seek Members' views on a policy for the disposal of Council land at undervalue for the purposes of affordable rented social accommodation.

2. SUMMARY OF CONTENTS

The report highlights the background to the general principles and Government's drive in relation to the provision of affordable housing and the specific housing needs of Hartlepool. Criteria for the potential disposal of land at undervalue are proposed.

3. RELEVANCE TO CABINET

The report relates to the Regeneration and Planning Services Scrutiny Forum Action Plan recently approved by Cabinet and is significant in the Council's aim to balance the town's housing supply and demand, and increase the number of affordable homes constructed.

4. TYPE OF DECISION

This is a non key decision.

5. DECISION MAKING ROUTE

Cabinet 7th July 2008.

6. DECISION REQUIRED

Members are asked to consider the criteria for the potential approval of the sale of land at undervalue for social, rental and other affordable housing.

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

Subject: AFFORDABLE RENTED SOCIAL ACCOMMODATION -
POLICY FOR THE DISPOSAL OF COUNCIL LAND

1. PURPOSE OF REPORT

- 1.1 To seek Members views on a policy for the disposal of Council land at undervalue for the purposes of affordable rented social accommodation.

2. BACKGROUND

- 2.1 Cabinet has previously agreed to explore the business case for disposing of several sites for affordable housing and the technical issues and consultation and development proposals are being pursued for these sites. These will be the subject of a future report.
- 2.2 At the meeting on 28th April 2008 Cabinet approved the action plan in response to recommendations of the Regeneration and Planning Services Scrutiny Forum's investigation into the availability of good quality affordable rented social accommodation in Hartlepool.
- 2.3 This report addresses recommendation (c) of the action plan i.e. *"That a criterion based policy supporting in principle the disposal of Council land to RSL's at below market value be created, with the requirement that each case be considered, against a set criteria, on its own merits whilst taking into consideration the possible impact on capital receipts"*.
- 2.4 The report deals with the general principles of a policy towards bringing forward more affordable social rented housing and proposed criteria which can be used to help decide upon whether the Council would dispose of land at undervalue in this connection in order to facilitate the achievement of the Council's strategic objectives. The report does not focus on any specific sites but considers criteria that would be applied to each site on its own merits.
- 2.5 Searches for local authority sites with potential for development for affordable housing have identified that there are very few suitable locations of any size and while these could provide a significant potential contribution to meeting local social housing needs the amount of land and number of dwellings is relatively small.
- 2.6 When the subject of disposable land for affordable housing was discussed at Council, some Members expressed the view that the Council should always try to gain the highest value it could for land as part of its responsibility to local council

tax payers. There was also comment that the Council should be much stronger in stipulating to developers what they wished to see built. The Council also discussed Member involvement in the selection of sites coming forward and public consultation once sites were selected.

3. GENERAL PRINCIPLES OF POLICY

- 3.1 In response to the Government agenda to provide more affordable homes nationally and to address a significant identified need in Hartlepool the Council are progressing measures to bring forward more affordable accommodation in order to facilitate the achievement of the Council's strategic affordable housing objectives. The Council remains the Housing Authority with statutory duties to identify housing needs and seek to meet the housing needs of the homeless etc.
- 3.2 Affordable housing in this context means social housing for rent and shared ownership housing for people on the Council's waiting list and in housing 'need' – that is that they cannot afford market prices housing. Many of whom the Council would have a statutory obligation to help to find appropriate housing. Other people helped would free up accommodation that would become available for people in housing need and on the council's waiting list.
- 3.3 The 2007 Local Housing assessment identified a shortfall of affordable housing especially for social rented housing. The estimated need was approximately 393 homes per annum of which 80% should be social rented housing in particular for family homes, accommodation for the elderly and the vulnerable. While the waiting list has increased to nearly 4000 the supply of rented housing has reduced significantly in the last ten years.

In addition, Cabinet has agreed to prepare an Affordable Housing Development Plan Document (DPD) (under the new spatial planning system) which will seek to secure agreed proportions of affordable dwellings within new developments, and the Council is working to introduce planning policies within the Local Development Framework to support the provision of affordable homes within new residential developments. The Housing Development Plan, proposed to be operational from late 2009, will help ensure that affordable homes are included in new housing developments requiring planning permission. These homes are likely to be a mixture of social housing for rent and shared ownership and 'intermediate' housing – housing available at less than the market price but above the social rented level. It is not clear, as yet how the recent changes in the housing market and the availability of mortgages will affect our ability to use the planning process to deliver affordable homes. A key issue will be the level of affordable housing required given market conditions.

- 3.4 *"The number of affordable homes constructed"* is a National Indicator 155 within the set of 198 that the Government have determined will be in place to measure the Council's performance. This is a significant inclusion in both the Community Strategy, the Corporate Plan and the LAA target which proposes the provision of a significant number of affordable dwellings.

- 3.5 The Council is working with local Registered Social Landlords (RSLs) to support bids to the Housing Corporation for funding to provide new units at specific sites. RSLs are non profit making and usually charitable organisations. In order to fund development they need to borrow resources against future rents which are controlled, borrow against assets, secure funding from the Housing Corporation and seek land at below market value. All these elements are normally necessary to enable new affordable housing to be constructed. The current credit situation is affecting the ability and range of opportunity for RSLs to secure funding and while the amount of Housing Corporation funding earmarked for affordable housing has increased the maximum grant rates have been significantly reduced.
- 3.6 The Housing Corporation has indicated that it expects local authorities to make a financial contribution to achieving affordable homes in their area. Future funding allocations will allow a maximum of £5k per dwelling for land purchase where the land is bought from a local authority. This is because of the high national need for affordable housing and despite increased funding, the Government's wish to get the maximum number of dwellings built for the funding available. The Government considers that local authorities as local housing authorities, the RSLs and other funders should contribute to meeting the housing needs of the community in their respective areas in partnership with the Housing Corporation. The Housing Corporation and the English Partnerships are soon to merge to create a new regeneration agency which will control a wider range of funding and with which the Council will need to work to secure opportunities.
- 3.7 The provision of affordable housing will help to reduce costs associated with homelessness and uncertainties around short term accommodation for families which will have a major contribution to community sustainability. Keeping families in bed and breakfast is very expensive and is an indicator against which the Council's performance is assessed. The provision of affordable housing has a major impact on housing regeneration in the town, reduction of anti-social behaviour and the creation of balanced, sustainable communities.
- 3.8 At the present time the Council is considering several options within the School Transformation Programme and this may include some sites that may be appropriate for affordable housing. Members will need to consider sites in relation to both housing and school development priorities.

4. PROPOSED CRITERIA

- 4.1 Based on the general policy principles covered in Section 3, the recommendations of the Regeneration and Planning Services Scrutiny Forum and good asset management (including impact on capital receipts) the following criteria are proposed when consideration is given to the disposal of land at undervalue and in the case of larger sites a business case would be presented for each site.
- 4.2 It is important to note the definition and calculation of market value will vary from

site to site and needs to consider location, use, history, condition and any other relevant factors. In some cases a proportion of a large site may be appropriate for affordable social rented housing rather than the site as a whole.

4.3 Proposed Criteria

4.3.1 The following criteria has been brought together as a response to the scrutiny investigation into the provision of good quality social rented accommodation in Hartlepool and action plan recommendation (c), discussed in 2.2. The criteria covers four elements. Firstly Planning Criteria, secondly Key Affordable Housing Considerations, thirdly Developer Agreement Criteria and fourthly, Capital Receipt Issues.

4.3.2 Planning Criteria

- i) The site is appropriate for development for housing purposes;
- ii) A planning brief has been prepared; or planning principles have been agreed with the RSL;
- iii) It would be advantageous if the development of the land for housing enhances the amenity of the area.
- iv) The proposal should demonstrate high standards of design, environmental standards, energy efficiency, quality and accessibility.
- v) The proposal should demonstrate good space standards and where practicable lifetime homes standards.
- vi) The proposal should demonstrate an appropriate mix of dwelling types to meet housing needs
- vii) The RSL must carry out appropriate consultation with residents and Ward Councillors and other appropriate members prior to the submission of the planning application.

4.3.3 Affordable Housing Criteria

- i) Disposal would be to an RSL.
- ii) 100% nomination rights for first and subsequent lets;
- iii) Schemes proposed should contain a substantial proportion of social rented housing.
- iv) 50% minimum lettings to a 'local connection' as part of a local lettings policy to assist in sustainability where practicable.
- v) Good local management arrangements by an RSL should be demonstrated by the RSL concerned.

4.3.4 Developer ment Agreement Criteria

- i) The RSL must be able to demonstrate a reasonable prospect of obtaining adequate funding to deliver the affordable housing project;
- ii) The RSL must agree that the sale is subject to securing funding;
- iii) The RSL must agree that the sale is subject to planning approval;
- iv) The RSL must agree to signing a three year development agreement that would enable the Council to repurchase the land at the original price in the

- event of the development not commencing on site;
- v) The RSL must agree to a covenant ensuring the Council receives financial benefit in the event of the land being subsequently "sold on";
- vi) The RSL agree to targeted training / employment opportunities for local people in development and construction where appropriate; to the scale of the site;

4.3.5 Capital Receipt Criteria

- i) The land to be disposed of should be consistent with overall capital receipt policy
- ii) The level of discount is the minimum necessary to secure development of social rented housing and is not disproportionate to the value of the site concerned.
- iii) Where practicable a reduction in maintenance revenue costs will be achieved.

5. **BEST CONSIDERATION REQUIREMENTS**

- 5.1 A disposal of land otherwise than at the best consideration reasonably obtainable is unlawful unless consent is given by the Secretary of State. The Local Government Act 1972: General Disposal Consent 2003 ('The Consent') provides guidance to local authorities in England which have land disposal powers. The Consent removes the requirement for authorities to seek specific consent from the First Secretary of State for any disposal of land, not at the best consideration reasonably obtainable, where the disposal fulfils certain criteria and the difference between the unrestricted value of the interest to be disposed of and the consideration accepted ('the undervalue') is £2,000,00 (two million pounds) or less.
- 5.2 The terms of the Consent mean that specific consent is not required for the disposal of any interest in land which the authority considers will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area or of all or any persons resident or present in its area. Where applicable, authorities should also have regard to their community strategy. Where relevant, the Council will have to make a judgement whether the improvement, e.g. in social or environmental well-being, extends to all or a group of the community – in which case the consent would be likely to apply. Where the improvement in well-being is limited to an individual owner or household, then the consent would be less likely to apply. It will be for the authority to decide whether these decisions taken comply with any other relevant governing legislation. In all cases, disposal at less than best consideration is subject to the condition that the undervalue does not exceed £2,000,000 (two million pounds).
- 5.3 The specific criteria are:
- a) the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the

following objectives in respect of the whole or any part of its area, or of all or any persons residents or present in its area:

- i) the promotion or improvement of economic well-being
 - ii) the promotion or improvement of social well-being
 - iii) the promotion or improvement of environmental well being; and
 - b) the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).
- 5.4 Sale of Council land for the purposes of social rented and other forms of **affordable housing meets the requirements** of the general consent. In determining whether or not to dispose of land for less than the best consideration reasonably obtainable, and whether or not any specific proposal to take such action falls within the terms of the Consent, the authority should ensure that it complies with normal and prudent commercial practices, including obtaining the value of a professionally qualified valuer as to the likely amount of the undervalue.

6. RISK & FINANCIAL IMPLICATIONS

- 6.1 Members in their consideration of such issues need to be aware of both the high priority of housing need and the Council's financial position and in particular the need to maximise capital receipts to fund the future Capital Programme of the Council, which in particular addresses the maintenance and improvement of its assets. The council has to balance a series of pressures and priorities.
- 6.2 On the other hand some of the sites available are unlikely to be developed by the private housing market in the foreseeable future and all new sites coming forward requiring planning permission will be considered against the emerging planning policy to require a proportion of affordable housing.
- 6.3 There is also a very high risk that if land is not disposed of at undervalue, RSLs will not be able to build social rented or other forms of affordable housing in Hartlepool as they would not be able to secure Housing Corporation Grant without which the costs would be prohibitive. In these circumstances it is very likely that the Housing Corporation would not support affordable housing schemes in the town as they consider that local authorities should make a contribution to delivering their strategic objectives rather than totally relying on Housing Corporation funding. Hartlepool would, therefore, be totally reliant on private developers delivering affordable housing through the planning process – an area which the Council has yet to fully develop and is likely to be adversely affected by the current market issues and the relatively small proportion of sites needing to secure planning permission.
- 6.4 In these circumstances there is a risk that the Council will not make any significant contribution to meeting its housing needs priority and particularly meeting at least a proportion of the social rented housing needs of the town.

7. RECOMMENDATION

- 7.1 Members are asked to consider the criteria for the potential approval of the sale of land at undervalue for social, rental and other affordable housing.

8. CONTACT OFFICERS

Graham Frankland, Head of Procurement, Property and Public Protection, Civic Centre, Victoria Road, Hartlepool, TS24 8AY. Tel: 01429 523211, E Mail: graham.frankland@hartlepool.gov.uk

Peter Scott, Director of Regeneration, Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Tel: 01429 523400, E Mail: peter.scott@hartlepool.gov.uk

CABINET REPORT

7 July 2008



Report of: Children's Services Scrutiny Forum

**Subject: FINAL REPORT – SUSTAINABILITY OF
EXTERNALLY FUNDED COMMUNITY INITIATIVES
IN SCHOOLS**

SUMMARY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to outline the findings and conclusions of the Children's Services Scrutiny Forum's investigation into 'Sustainability of Externally Funded Community Initiatives in Schools'.

2. SUMMARY OF CONTENTS

- 2.1 The Final Report outlines the overall aim of the scrutiny investigation, terms of reference, methods of investigation, findings, conclusions, and subsequent recommendations.

3. RELEVANCE TO CABINET

- 3.1 It is Cabinet's decision to approve the recommendations in this report.

4. TYPE OF DECISION

- 4.1 This is a Non-key decision.

5. DECISION MAKING ROUTE

- 5.1 The final report was approved by Scrutiny Co-ordinating Committee on 18 April 2008. Cabinet is requested to consider, and approve, the report at today's meeting.

6. DECISION(S) REQUIRED

- 6.1 Cabinet is requested to approve the recommendations outlined in section 18.1 of the bound report, which is attached to the back of the papers for this meeting.



CHILDREN'S SERVICES SCRUTINY FORUM

FINAL REPORT

SUSTAINABILITY OF EXTERNALLY FUNDED COMMUNITY INITIATIVES IN SCHOOLS

APRIL 2008

CABINET

7 July 2008



Report of: Children's Services Scrutiny Forum

**Subject: FINAL REPORT – SUSTAINABILITY OF
EXTERNALLY FUNDED COMMUNITY INITIATIVES
IN SCHOOLS**

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Children's Services Scrutiny Forum following its investigation into 'Sustainability of Externally Funded Community Initiatives in Schools'.

2. SETTING THE SCENE

- 2.1 The issue of the 'Sustainability of Externally Funded Community Initiatives in Schools' was accepted by the Children's Services Scrutiny Forum on 1 October 2007 as a referral from the South Neighbourhood Consultative Forum.
- 2.2 The South Neighbourhood Consultative Forum had concerns regarding the sustainability of community spaces in schools where external funding streams were being used with no longer term revenue funding identified. Whilst the distinction between projects initiated by local (external) service providers and those initiated by the local authority was recognised, the Consultative Forum was strongly of the view that Scrutiny could 'add value' by exploring the issue in detail, and examining:-
- (i) What good practice currently exists for the managing and sustaining grant maintained projects; and
 - (ii) How the Council's community leadership role should be interpreted in relation to these types of projects.
- 2.3 Given the Children's Services Scrutiny Forum's congested work programme and the tight timescale for completion of this investigation, the Forum obtained funding from the Dedicated Overview and Scrutiny Budget for the appointment of an independent Sports Consultant to provide advice and information. The subsequently appointed Independent Sports Consultant compiled a report, which was considered by the Children's Services Scrutiny

Forum, on the 4 February 2008, and utilised by Members during the formulation of the conclusions and recommendations shown in Sections 17 and 18 of this report.

3. OVERALL AIM OF THE SCRUTINY INVESTIGATION

- 3.1 The overall aim of the Scrutiny investigation was to gain an understanding of the key issues involved in sustaining externally funded community initiatives in schools and suggest areas for improvement.

4. TERMS OF REFERENCE FOR THE SCRUTINY INVESTIGATION

- 4.1 The 'Terms of Reference' for the Scrutiny investigation were agreed by the Children's Services Scrutiny Forum on the 5 November 2007, as outlined below :-

- (i) To gain an understanding of the role of the local authority in relation to sustaining externally funded community initiatives in schools;
- (ii) To gain an understanding of the role of schools in relation to sustaining externally funded community initiatives in schools;
- (iii) To consider, what good practice / guidance, if any, exists for sustaining externally funded community initiatives;
- (iv) To explore the role of Sport England and other agencies as funding bodies for community initiatives in schools;
- (v) To consider how the Authority's community leadership role should be interpreted in terms of the sustainability of community initiatives in schools; and
- (vi) To identify suggestions for improvement / future management processes geared to enhancing the sustainability of community funded initiatives, in schools.

5. MEMBERSHIP OF THE CHILDREN'S SERVICES SCRUTINY FORUM

- 5.1 The membership of the Scrutiny Forum was as detailed below :-

Councillors S Cook, Coward, Fleet, Griffin, A E Lilley, London, Plant, Preece, Shaw, Simmons and Worthy

Co-opted Members:

Elizabeth Barracough, David Relton and Jesse Smith

Leigh Bradley, Jonathan Simpson, Chris Lund, Kelly Goulding, Cassie Jeffries and Gillian Pounder

Resident Representatives: John Cambridge, Evelyn Leck and Michael Ward

6. METHODS OF INVESTIGATION

- 6.1 Members of the Children's Services Scrutiny Forum met formally on the 4 February 2008 to discuss and receive evidence relating to this investigation. A detailed record of the issues raised during these meetings is available from the Council's Democratic Services.
- 6.2 A brief summary of the methods of investigation are outlined below:-
- (a) Portfolio Holder for Children's Services;
 - (b) Officers from the Children's Services / Adult and Community Services Departments;
 - (c) An Independent Consultant to provide advice / guidance;
 - (d) Head Teachers and Community Building / Activities Managers from Brougham Primary School, Owton Manor Primary School, Stranton Primary School, West View Primary Schools and High Tunstall College of Science;
 - (e) Ward Councillors; and
 - (f) Resident Representatives.

FINDINGS

7. THE ROLE AND RESPONSIBILITIES OF GROUPS / BODIES IN RELATION TO SUSTAINING EXTERNALLY FUNDED COMMUNITY INITIATIVES IN SCHOOLS

- 7.1 As a starting point for the investigation, it was important for the Forum to gain an understanding of the roles and responsibilities of the various groups and bodies involved in the provision of externally funded community initiatives in schools. This information was provided by the Independent Sports Consultant, whose report clarified the role of the local authority, individual schools and external funding agencies in the provision of externally funded community initiatives in schools.

The Role of the Local Authority

- 7.2 The Forum noted with interest the various elements of the local authority's role in relation to the provision of sustainable externally funded community initiatives in schools, as detailed in **Appendix A**.
- 7.3 Members were interested to find that under current policy whilst the Children's Services Department was responsible for the management of community use on school sites, the practical management of services / activities was delegated to individual schools.

The Role of Schools

- 7.4 Members noted the various elements of the role of individual schools in relation to the provision of sustainable externally funded community initiatives in schools, as detailed in **Appendix B**.

The Role of External Funding Agencies

- 7.5 Members learned from the information provided, that the most recent examples of external funding that had provided community use initiatives in Hartlepool had involved Sport England, The Arts Council, The Big Lottery Fund and New Deal for the Communities. Members were interested to learn that the two main benefits of funding for all projects in this way was the provision of new / improved facilities for curriculum and extra curricula activities and new opportunities for community use.
- 7.6 Whilst the Forum was concerned that the main funding received was for capital development with a limit on the amount received and the timescale for revenue cost expenditure, it was acknowledged that there is a role / benefit in involving external funding agencies are. These include the provision of:-
- (i) Support and encouragement to develop robust strategies and a clear evidence base to properly plan for sport and lever additional funding;
 - (ii) Additional funding (capital and revenue) and encourage partnership funding;
 - (iii) Support for projects for additional funding;
 - (iv) An external assessment of projects;
 - (v) Examples of good practice and advice;
 - (vi) External monitoring and evaluation;
 - (vii) Encouragement to implementation of National/Regional Policies of opening up school sites for community use;
 - (viii) Encouragement to deliver National / Regional Policies for Sports Development; and
 - (ix) A stamp of approval and credibility for projects.

8. SPORT ENGLAND'S 'THE WIN – WIN SCENARIO – COMMUNITY SPORT AND ARTS ON EDUCATION SITES'

- 8.1 During the course of its investigation the Forum recognised the value of advice available from external funding agency's, such as Sport England's new publication 'The Win – Win Scenario – Community Sport and Arts on Education Sites' and the advice contained within it in relation to the following areas:-

The management of initiatives

- 8.2 Sport England clearly identified a number of initiatives that could work where community sport and arts occurred on education sites. These areas were as follows:-

- (i) School based management through existing staff.
- (ii) Management by local authority Community Services Department.
- (iii) Management by a Trust.
- (iv) Management by Commercial Management.

- 8.3 For school based management through existing staff it was noted by Members that whilst it was a low cost option, careful consideration needed to be given to the approach. It was important that staff had sports and arts management experience and be given sufficient time to make it a success.

- 8.4 Considering management by local authority Community Services Department, Members' awareness was heightened that this is quite a common initiative for the community use of facilities on school sites. Governance is vested in a committee controlled by the school Governing Body. The management function is delivered by staff employed and trained by the Council under the terms of a transfer of control agreement often called a Community Use Agreement.

Revenue funding

- 8.5 Whichever the scale of the Community Sport and Arts programmes it will need funding from either a new approach to the schools delegated budget or from new internal/external sources.
- 8.6 At present schools can not use Delegated Budgets to support or subsidise community use activity.
- 8.7 However the government is making additional funding available for schools via the School Standards Grant which may assist towards the development of extended services and activities.

Capital funding

- 8.8 The government has committed additional funding to support schools in setting up and embedding extended services.

- 8.9 Capital funding for new and improved education buildings and support facilities has never been greater than under the Building Schools for the Future programme. Whilst these funds are primarily for facilities that support improved standards of education and will not fund spaces exclusively for community use, in every case there is a strong presumption that new facilities on school sites funded by the programme will be used to further the aims of the Extended Schools Programme.

9 GOOD PRACTICE / GUIDANCE FOR SUSTAINING EXTERNALLY FUNDED COMMUNITY INITIATIVES

- 9.1 In exploring a possible way forward for the delivery of sustainable externally funded community initiatives in schools, the Forum explored good practice on a local (within Hartlepool) and regional basis.

Good Practice within Hartlepool

- 9.2 As indicated earlier in the report, Members noted with interest that whilst under current policy the Children's Services Department is responsible for the management of community use on school sites, the practical management of services / activities is delegated to individual schools with little central support or control.
- 9.3 It was apparent to the Forum that the delegation of this function to schools required a considerable commitment by school management and staff. Schools were also aware / understood the impact that changes in key staff could have upon a schools ability to continue provision. Members also ascertained from the information provided that:-
- (i) Changes in key staff could leave the local authority exposed and vulnerable in terms of Council's accountability when projects were externally funded and community use was a condition of grant;
 - (ii) A school specific approach could lead to use of a site within specific parameters and addressing needs of specific groups rather than adopting a local authority holistic approach. i.e. schools have a greater commitment to public access while others tend to encourage block bookings; and
 - (iii) School budgets couldn't be used to subsidise community use and as true community use was not self financing there were sustainability difficulties and disadvantages.
- 9.4 During consideration of specific examples of 'best practice, the Forum learned that there was a considerable difference in the ability of secondary and primary schools to deliver community use. On a Secondary School basis, the Forum was interested to find that responsibility for the provision of staff / management support sits with individual schools, as part of a much wider portfolio e.g. Deputy Head, Director of Services, Bursar, Site

Supervisor. Within this framework, Members were pleased to learn of best practice already being implemented in primary schools by High Tunstall College of Science, through the “Life Centre” project (funded by the Big Lottery Fund) where the school had appointed a manager and there was good use by the community. Dyke House School also exhibited good practice with a strong commitment to community use of facilities and high usage figures. The Forum was particularly pleased to find that this had been recognised nationally as an example of good practice in terms of extended services and maximising the use of public facilities.

- 9.5 On a primary school basis, the Forum found that the potential for community usage was generally limited due to lack of appropriate facilities, except where there was external funding. Primary schools were also poorly placed to provide a management service and therefore effective community use could only occur where additional resources were available. Despite this, Members were pleased to learn that there was good practice in terms of primary school provision Stranton Primary School and the operation of the “Stranton Centre”, which was funded by the Space for Sport and Arts Programme and New Deal for the Communities, with a dedicated Management Team funded by New Deal for the Communities.

Good Practice Regionally

- 9.6 Considering the content of the Consultant’s report. Members were interested to learn of best practice regionally by Durham County Council and North Tyneside M.B.C. The Forum noted with interest good practice within Durham County Council as follows, where community use of schools is the responsibility of the Children’s Services Department:-
- (i) The Council had adopted a partnership approach involving the County Council, District Councils, schools and the Community that applies across all seven districts;
 - (ii) The County had implemented a “shared use” approach identifying key school sites for community use (22 schools) and had implemented formal agreements and informal agreements;
 - (iii) A Community Association, with charitable status, that raised funds to help subsidise community use had been established on each site to ensure Governance;
 - (iv) A direct service and financial support was provided to each community use school site in terms of staffing (a full time member of staff and sessional staff) and revenue funding (a contribution towards energy costs, caretaking and cleaning costs); and
 - (v) For the future the Council is addressing the additional capital funding required to maximise the potential of the Building Schools for the Future programme for community use and identifying the revenue support required.

9.7 A further example of good practice considered by the Forum was North Tyneside MBC, where:-

- (i) As the Council did not have a facility management policy for community use there were a variety of management models, generally led by funding mechanisms;
- (ii) The Council has a Leisure Facilities Strategy and has adopted a policy of basing leisure facilities on school sites;
- (iii) It is likely that with the Building Schools for the Future programme and the Extended Schools initiative the Council would need to address the Facility Management issue across all Council facilities;
- (iv) Good co-operation exists between Children's Services and Community Services and there was a strong cross departmental P.E., Sport and Physical Activity Structure;
- (v) The existing management structure for community use of schools ranges from Leisure Services managing two schools, to other schools having on-site responsibility with support from Children's Services;
- (vi) Governance is through the Governing Body of the school and Steering Groups for each site have been set up to manage community use involving the school, Children's Services, Leisure Services and the community; and
- (vii) The current "Mixed Bag" of Management options appears to work but the issue of management for community use is still on the agenda for North Tyneside particularly in view of future developments.

10. HOW THE AUTHORITY'S COMMUNITY LEADERSHIP ROLE SHOULD BE INTERPRETED IN TERMS OF THE SUSTAINABILITY OF COMMUNITY INITIATIVES IN SCHOOLS

10.1 The Independent Sports Consultant reported to Members that the support of any Sport Development Activity should be undertaken by the Authority independently or in conjunction with partner organisations.

10.2 To aid the development of these initiatives it was vital to ensure that Community Leaders had an active and participative role in any community use that arose out of these externally funded community initiatives in schools. The active participation of Community Leaders could fall into one or more of the following categories:-

- (i) Support;
- (ii) Advice and Experience;
- (iii) Local knowledge and contacts;
- (iv) Strategic approval; and

- (v) Hands on help.

11. INDEPENDENT SPORTS CONSULTANT'S SUGGESTIONS FOR IMPROVEMENT / FUTURE MANAGEMENT OF SUSTAINABLE EXTERNALLY FUNDED COMMUNITY INITIATIVES IN SCHOOLS

- 11.1 The Independent Sports Consultant provided Members of the Children's Services Scrutiny Forum with a number of suggestions that Members might like to consider as a way forward in relation to the issue of sustainability of externally funded community initiatives in schools. These suggestions are detailed below :-

Community Use of Schools

- 11.2 To be successful this requires a clear management, monitoring and evaluation process, additional administration, additional resources (Staff and Funding) and site management.
- 11.3 Community use initiatives are not self financing and sustainable. They require on going revenue support particularly if target groups and the socially disadvantaged are to be involved and that a true and balanced programme for community use can be offered including Casual/Pay as you Play approach.
- 11.4 The redevelopment and/or refurbishment of school sites are an opportunity to contribute to the consolidation of a service to provide a comprehensive package and address some of the current issues/problems.

Solutions to Issues Encountered During Investigation

- 11.5 To ensure true community use on a casual basis is sustainable and attract Target Groups additional on-going revenue funding will be required either to Individual schools (e.g. a community use budget) or to another management option.
- 11.6 If management is retained by individual schools there will be an additional work load for staff to manage and oversee the programme. This will need to be addressed in Staff Structures/contracts of work.
- 11.7 If outsourced to another authority department then the implications of the required additional staff and financial resources need to be recognised.
- 11.8 There needs to be a clear management structure within schools to achieve governance and satisfy Governing Body requirements.
- 11.9 Equally there need to be a central operational management support structure within the local authority.

- 11.10 An essential need for any community use initiative is that it should be monitored and evaluated on a regular basis.

Options for Future Management

- 11.11 It should be noted that this issue was touched on in the Strategy “Indoor Leisure Facilities for Hartlepool”.
- 11.12 In the Document the point was made that there has been a shift away from Local Authority Direct Services management towards management by Private Sector Contractors and more recently by Trusts. One of the reasons has been to attract additional finance.
- 11.13 A survey of 442 Local Authorities in 2005 shows 42% ran their Leisure Services Management in-house, 20% used a Management Contractor and 20% a Trust.

Options for Leisure Management

- 11.14 The Independent Sports Consultant mapped out to Members the different options that were possible solutions to the provision of leisure management. The solutions that were outlined to Members were detailed as follows:-
- (i) **Direct Service (Community Services)**
This is often used in the Management of local authority and community use facilities. Under this arrangement full responsibility for income and expenditure, pricing, programming lies within the council as does the risk.
 - (ii) **Children's Services**
The Education Sector is another option for management of community use of schools. This is the approach adopted in Hartlepool; however, the responsibility is delegated to individual schools. It should be noted that the Children's Services Department is committed to working with other Council departments to deliver community sport in schools.
 - (iii) **Private Management Contractors**
Private contractors can be involved in leisure management contracts to local authorities. This type of approach is not currently occurring in Hartlepool.
 - (iv) **Trusts**
Not for profit Trusts are classed as social enterprise organisations and the majority of these have developed from local authorities in-house direct service organisations. Again this type of approach is not currently occurring in Hartlepool.
- 11.15 Members were informed that the Space for Sport and Arts Initiative (delivered in 4 primary schools) provided additional guidance on management options. These were detailed as:-

- (i) Direct Management by School Staff;
- (ii) Direct Management by a Governing Body Working Group;
- (iii) Direct Management by a Governing Body employing a Manager;
- (iv) Direct Management by a Governing Body contracting an outside Group to manage;
- (v) Transfer of control to a Community Group or Trust; and
- (vi) Transfer of contract to a Commercial Management Group.

11.16 The report to Members was that initially the approach adopted in Hartlepool was under the third option of 'Direct Management by a Governing Body employing a Manager'.

12. EVIDENCE FROM THE AUTHORITY'S PORTFOLIO HOLDER FOR CHILDREN'S SERVICES

12.1 The Forum welcomed the views of the Portfolio Holder for Children's Services at its meeting on the 4 February 2007. During the course of discussions, Members shared the Portfolio Holder's concern regarding the impact of budget cuts on this area of provision over recent years and acknowledged the importance of officers in maximising the availability of funding and its effective use.

12.2 Members were encouraged to find that the local authority provides significant support for schools through various bidding programmes for funding to enable the provision of facilities. The Forum was, however, concerned to learn that once funding had been obtained, not all schools had adequate business plans in place to ensure that sufficient income and revenue support was available to maintain facilities in the longer term.

13 EVIDENCE FROM SCHOOLS WHERE EXTERNALLY FUNDED COMMUNITY INITIATIVES ARE LOCATED

13.1 As part of its investigation the Forum was keen to hear the views, and experiences, of Hartlepool schools where externally funded community initiatives are located. To assist in this, a selection of head teachers and Community Building / Activities Managers from Brougham Primary School, West View Primary School, Stranton Primary School, Owton Manor Primary School and High Tunstall College of Science participated in the Forum's meeting on the 4 February 2007.

13.2 During the course of discussion with these individuals, a variety of issues were raised to the Forum and are detailed below :-

Funding and Accessibility Issues

- 13.3 Members were interested to learn of the real impact in terms of the economic viability of community facilities in schools, given the restriction of use during school hours and the subsequent ability of schools to maximise income.
- 13.4 Schools informed Members that often problems occurred when external funding sources set over ambitious targets or had ceased with support and advice during the funding period.

Charging Levels

- 13.5 In relation to charges for the use of community facilities in schools, the Forum acknowledged the views of many community groups in that if the usage of these facilities is to be increased charges need to be made more competitive. Tempered with this, however, Members learned that the whole costs of supporting facilities outside school hours had to be met from income generation and could not be met from school budgets.

Staffing

- 13.6 Members welcomed the views of the school representatives present and noted the significant impact which staffing costs had on the financial and practical (in terms of opening hours) viability of facilities. Members were saddened to hear that in the case of Owton Manor Primary School, such factors had been a major contributor towards the decision to close the facilities at the school.
- 13.7 Members recognised the benefits of appointing quality, experienced staff for the provision of successful community initiatives in schools and their ability to bring in new customers and expand upon the classes provided. This view was reinforced by the representative from High Tunstall College of Science where the appointment of appropriate staff had been instrumental in the success of its community facilities. Members welcomed suggestions from the school that the only way forward was to focus upon the appointment good quality staff and that in reality staff with the appropriate experience would have to come from the commercial sports sector.

14. EVIDENCE FROM HARTLEPOOL BOROUGH COUNCIL'S CHILDREN'S SERVICES DEPARTMENT

- 14.1 The Children's Services Department reported to Members that the usage of externally funded community initiative in Schools by the local community was a very important factor. Evidence was that even successful schemes were not reflected in increased local community consumers accessing these schemes.
- 14.2 The Department also reported to Members that although a charging regime is required to ensure that these initiatives are financially viable this had

proved to be a major barrier of the usage of such facilities by the voluntary sector. Members recognised that possibly some savings could be achieved through the principles of cluster arrangements, with the additional benefits of a more diverse range of facilities and venues available to interested users.

Future Support

- 14.3 Members of the Forum were delighted to hear that the Council's Children's Services Department were willing to work with schools to ensure that there was sustainability of externally funded community initiatives in schools.
- 14.4 The Department indicated to Members that ideally they would like to see a three-year plan for the sustainability of centres currently in operation, but that the Authority would need to examine closely where deficits were occurring as these could not be sustained in the long-term.
- 14.5 Members of the Forum acknowledged that there was an issue of community initiatives being self financing in nature and whether such a route was viable or indeed desirable. The Department informed Members that along with a long-term plan there was a necessity to ensure that these community initiatives had charging and concessions policies that were consistent and uniform across the Town.

15. EVIDENCE FROM HARTLEPOOL BOROUGH COUNCIL'S ADULT AND COMMUNITY SERVICES DEPARTMENT

- 15.1 The Children's Services Scrutiny Forum was informed by the Authorities' Adult and Community Services Department that the issues faced by schools in Hartlepool trying to sustain externally funded community initiatives were not unique.
- 15.2 Members were made aware of the 'Indoor Sports Facility Strategy and Investment Plan' that had been developed by the Adult and Community Services Department. This strategy was concerned about some of the issues raised about improving facilities already in existence, as well as mapping a vision of the future for BSF and a feasibility study for the H2O Centre. Members agreed with the Adult and Community Services Department's recommendations that a co-ordinated approach with common management was a route for progression of externally funded community initiatives in schools.

16. RECOMMENDATIONS OF THE INDEPENDENT SPORTS CONSULTANT

- 16.1 The Forum noted with interest the Independent Sports Consultant's view that Hartlepool Borough Council has through this investigation a tremendous opportunity to develop a strategic approach to the development, management and use of school facilities for the community. Members

agreed that it was important to progress this issue as quickly as possible as the Building Schools for the Future Programme had a very tight timescale.

- 16.2 The Independent Sports Consultant informed Members that a primary recommendation would be for the Authority to undertake an audit of current provision of externally funded community initiatives to aid the identification of key sites in the town. The number of key sites may only number four or five in total, but it was important from this baseline to identify the clusters of schools around these sites, which may be no more than half a mile, and coordinate provision within that area. Such an audit in the town would need to, in the opinion of the Independent Sports Consultant, link into the Schools Capital Programme.
- 16.3 The Members welcomed the detailed report from the Independent Sports Consultant and noted the recommendations within, these recommendations are detailed below :-
- (i) There is a need to consider any refurbishment of existing or development of new facilities on school sites for community use in a strategic context identifying the key strategic sites together with a hierarchy of provision for community use throughout the town, e.g. key site secondary schools supporting feeder primaries.
 - (ii) There is an urgent need for the council to develop a Facilities Management Strategy for all leisure facilities.
 - (iii) There is a need to adopt a clear policy and management structures for community use of schools prior to the Building Schools of the Future and Extended Schools Programmes. Currently there is no clear policy which leaves the Council exposed and vulnerable in terms of accountability. Any policy should be implemented under the Building Schools for the Future Programme with clear principles for community use of school facilities. The policy should also be an integrated element of the Extended Schools initiatives.
 - (iv) There is a need for the Council to adopt a strong management commitment across departments to co-ordinate activity and resources to maximise the use of existing/new school facilities for community use.
 - (v) Whilst the scope of this investigation is "Sustainability of Externally Funded Community Initiatives in Schools" it is recommended that any agreed Policies/Procedures are applied to all school sites where community use takes place.
 - (vi) That any Policies/Procedures adopted should take into account and be compatible with the recommendations in Indoor Leisure Facilities Strategy, the Borough Councils Sport and Recreation Strategy and the following P.P.G.17 Open Space Strategy.

- (vii) To assist schools, develop and sustain community use it is strongly recommended that the most efficient and effective way forward would be for the Council to establish a central operational and integrated management support structure to co-ordinate the overall approach. It is felt that the Council's Adult and Community Services Department, if adequately resourced, should have a significant role to play in the process.
- (viii) The central model if implemented would have significant benefits to the Council in terms of:-
 - (a) A co-ordinated approach to management information systems, booking procedures, pricing policy, marketing, programming, performance monitoring and accountability.
 - (b) Providing the most cost effective operational arrangement and the most benefit to the whole community together with a Holistic Service delivery across the authority.
 - (c) Providing the necessary strategic approach to facility and sports development objectives.
 - (d) Pulling together all the necessary groups and agencies (internal and external) that is essential for development of sustainable community use.
- (ix) A partnership approach with schools is adopted to determine the most appropriate and cost effective management structure and operation (Direct/Indirect). Within this approach the identification of key sites and how none key sites are managed on a Cluster Basis is fundamental to the process. This brings into focus the inability of the local authority to impose procedures in individual schools.
- (x) That the importance of governance is addressed and that the appropriate Management Committee or Community Association is established on each site with representation from the school, Children's Services, Adult and Community Services and User Groups (The Community).
- (xi) That a Service Level or Community Use Agreement with Individual Schools is implemented to ensure that the facilities are operated in a consistent and complimentary manner and that there is a firm commitment to true community use involving casual and pay as you play opportunities.
- (xii) That there is recognition of the need for additional Capital Funding to realise/maximise the potential for community use within the Building Schools for the Future Programme and indeed other identified sites (the Indoor Leisure Facilities Strategy identified a minimum of approximately £125,000 per key site school.)
- (xiii) That there is recognition of the importance of "Ongoing Revenue Funding". This is vital if community use of schools initiatives are to be

sustainable, true community use on a Casual/Pay as you play basis delivered and if Target Groups/Disadvantaged Groups are not excluded. The appointment of qualified and dedicated staff and contributions towards running costs are essential if the programme is to be successful. (The Durham County example would indicate something in the region of £50 – 100,000 per year per key site school; however more work would need to be undertaken on costs and management models which would be dependent on facilities, staff required and programmes of use.

- (xiv) If the Council decides to agree in principle to a new way forward in terms of the management and sustainability of community use initiatives in schools this would involve a substantial policy change which would have resource implications. To take this matter forward it is recommended that this is undertaken in incremental stages through a Joint Steering Group involving Children's Services and Adult and Community Services with a clear timescale for delivery. This may require additional resources in order to facilitate the work and meet deadlines. There is some urgency to this work to ensure policies are in place to implement under the Building Schools for the Future Programmes.

17. CONCLUSIONS

17.1 The Children's Services Scrutiny Forum concluded:-

- (a) That the situation in Hartlepool is not unique and is in fact experienced nationally;
- (b) That there is no immediate solution to this issue and that it was essential that a joint Steering Group be established to progress the findings and proposed recommendations of the Independent Sports Consultant;
- (c) That it was surprised to find that there are many interpretations of what would be classified as a 'Community Initiative' and that to avoid any further confusion there was a clear need for the establishment of a formal definition;
- (d) That as part of the future operational management of Community Initiatives, consideration needs to be given to the wider agenda in relation to Building Schools for the Future, Primary Capital and Extended Schools;
- (e) That based upon the evidence received there is a clear need for the development of a co-ordinated approach within the authority, mainly between Children's Services and Adult and Community Services, for the provision of sustainable externally funded community initiatives in schools;

- (f) That the success of any scheme was reliant upon marketing, take up, accessibility and the provision of effective / sufficient operational support;
- (g) That there is a dearth of leisure facilities, but an over provision of sports facilities in Hartlepool;
- (h) That accessibility problems caused by the lack of leisure facilities, are exacerbated by the limited availability at certain times of the day;
- (i) That young people can become resistant to using school based facilities for leisure activities;
- (j) That the communities surrounding externally funded community initiatives needed to be made more aware of the facilities that were currently available in their local schools;
- (k) That in order to achieve the efficient and effective running of facilities in the Town, the Council needs to ensure that the 'right' staff are in place to deliver initiatives with a possible financial cost for the Authority;
- (l) That at present there was no data available on the number of schemes operating across Hartlepool, therefore it was essential that a baseline be established to determine a way forward; and
- (m) That prior to the implementation of any externally funded community initiatives it is imperative that an audit be undertaken of their long term financial viability, by way of an outline business case.

18. RECOMMENDATIONS

18.1 The Children's Services Scrutiny Forum has taken evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations. The Forum's key recommendations to the Cabinet are as outlined below :-

- (a) That a joint Steering Group between the Children Services Department and the Adult and Community Services Department be established to further explore the proposed recommendations of the Independent Sports Consultant, commissioned specifically as part of this investigation;
- (b) That all schools that currently operate community initiatives undertake a three year financial forecast and business plan of the viability of each facility that outlines charging policies, usage levels and scheme objectives;
- (c) That pending the outcome(s) of the joint Steering Group (recommendation (a) refers) immediate consideration be given to

providing assistance to those schemes that are likely to encounter future sustainability issue; and

- (d) That the findings of this investigation be brought to the attention of school governing bodies to raise awareness of the issue and the proposed way forward.

19. ACKNOWLEDGEMENTS

- 19.1 The Committee is grateful to all those who have presented evidence during the course of our investigation. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:-

Hartlepool Borough Council:

Councillor Cath Hill – Portfolio Holder for Children's Services;
Paul Briggs – Assistant Director, Resources & Support Services;
Alan Kell – Project Manager; and
Pat Usher – Sport and Recreation Manager.

External Representatives:

Dacre Dunlop (Sport Consultant);
Keith Storey - Head Teacher, Brougham Primary School;
Beverley Hewitt-Best - Head Teacher, Owton Manor Primary School;
Sharon Pounder - Centre Manager (Stranton Centre), Stranton Primary School;
Isabel Parkinson - Head Teacher, West View Primary School;
Dave Palmer - Sports Co-ordinator, West View Primary School;
John Taylor - Deputy Head, Dyke House School;
Judith Rasmussen - Regional Director, Sport England (North East);
Dave Emerson - Education and Community Manager, Durham County Council;
Angela James - Children, Young People & Learning Department, North Tyneside MBC;
Miriam Buhler-Willey - Head Teacher, High Tunstall College of Science; and
Bill White - High Tunstall College of Science.

COUNCILLOR J SHAW CHAIR OF THE CHILDREN'S SERVICES SCRUTINY FORUM

April 2008

Contact Officer: Joan Wilkins, Scrutiny Support Officer
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
Tel:- 01429 284142
Email- joan.wilkins@hartlepool.gov.uk

BACKGROUND PAPERS

The following background papers were consulted or referred to in the preparation of this report:-

- (i) Scoping Report – Sustainability of Externally Funded Community Initiatives in Schools (Children's Services Scrutiny Forum – 5 November 2007)
- (ii) Minutes from the South Neighbourhood Consultative Forum from 30 March 2007 and 10 August 2007
- (iii) Children's Services Scrutiny Forum Report – Determination of Work Programme 2007/8 (11 June 2007).
- (iv) Minutes from Children's Services Scrutiny Forum from 11 June 2007.
- (v) Scrutiny Co-ordinating Committee Report – Scrutiny Topic Referral from the South Neighbourhood Consultative Forum – 'Sustainability of Externally Funded Schools' from 14 September 2007.
- (vi) Minutes from Scrutiny Co-ordinating Committee from 18 May and 14 September 2007.
- (vii) Consultants Report – Sustainability of Externally Funded Community Initiatives in Schools (Children's Services Scrutiny Forum - 4 February 2008).
- (viii) Minutes from the Children's Services Scrutiny Forum on the 4 February 2008.

Appendix A

The Role of the Local Authority in the Provision of Sustainable Externally Funded Community Initiatives in Schools

- (i) Ensure that projects fit in with agreed strategies, schemes, policies and procedures and in particular the recent “Indoor Leisure Facilities Strategy” which states that “Particular priority must be given to improving and developing school facilities which benefit pupil education as well as Community Sport”;
- (ii) Adopt a strategic approach to the development and management of centres for community use including the identification of strategic sites at schools and a hierarchy of provision and opportunity;
- (iii) Produce a facility management strategy and determine the most appropriate and cost effective management structure to ensure the sustainability of community use on school sites;
- (iv) Co-ordinate the overall policy towards community use and develop a Team and Partnership approach with support to schools on the issue of community use of facilities;
- (v) Recognise that many schools are unlikely to have the professional sports management skills required to operate a true and effective community use policy. Therefore a key role of the local authority is to provide a central operational and integrated management support structure. Adult and Community Services, if adequately resourced, could have a significant role to play;
- (vi) Implement a Service Level or Community Use agreement with individual schools to ensure that facilities are operated in a consistent and complimentary manner and that there is a formal commitment to community use;
- (vii) Ensure that the most effective management policies and procedures are in place and are an integral part of the Extended Schools and Community Use Programme. The Building Schools for the Future Programme represents a significant opportunity to develop school facilities for both curriculum and extra curriculum use and to benefit the community. It is vital to maximise the potential that is available;
- (viii) Provide a “Holistic Service” across the authority addressing the needs of Target Groups and ensuring a balanced programme of activities;
- (ix) Provide a common pricing policy, marketing approach, booking procedures, programmes and monitoring for community use;
- (x) Advise on legal, financial and health and safety issues and contribute to the development of school business plans for community use; and
- (xi) Identify and target potential external funding agencies for Capital and Revenue funding and co-ordinate the bidding process.

Appendix B

The Role of Schools in the Provision of Sustainable Externally Funded Community Initiatives in Schools

- (i) Be proactive in identifying the potential for community use initiatives and ensuring that these are included in school improvement plans;
- (ii) Work in partnership with the appropriate Local Authority departments in the development and management of community use initiatives;
- (iii) Ensure that the Governing Body of the school retains overall responsibility for the use of school facilities for community use and the potential impact on curriculum and extra curricula activities;
- (iv) Agree the most appropriate management structure in partnership with the local authority and put in place a site specific management committee to address Governance with representation from the school, local authority and the community;
- (v) Produce a Business Plan and determine resources required identifying the additional workload for staff and how this might be resolved;
- (vi) Set standards and conditions for community use;
- (vi) Sign up to a Service Level or Community Use Agreement; and
- (vii) Monitor and evaluate the community use programme.

CABINET REPORT

7 July 2008



Report of: Director of Children's Services

Subject: SCRUTINY INVESTIGATION INTO
'SUSTAINABILITY OF EXTERNALLY FUNDED
COMMUNITY INITIATIVES IN SCHOOLS' – ACTION
PLAN

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Children's Services Scrutiny Forum's investigation into 'Sustainability of Externally Funded Community Initiatives in Schools'.

2. SUMMARY OF CONTENTS

- 2.1 The report provides brief background information into 'Sustainability of Externally Funded Community Initiatives in Schools' Scrutiny Investigation and provides a proposed Action Plan (**Appendix A**) in response to the Scrutiny Forum's recommendations.

3. RELEVANCE TO CABINET

- 3.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Children's Services Scrutiny Forum, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

4. TYPE OF DECISION

- 4.1 Non-Key.

5. DECISION MAKING ROUTE

- 5.1 The Action Plan and the progress of its implementation will be reported to the Children's Services Scrutiny Forum on 21 July 2008 (subject to availability of the appropriate Portfolio Holder(s)).

6. DECISION REQUIRED

- 6.1 That Members of the Cabinet approve the Action Plan (**Appendix A refers**) in response to the recommendations of the Children's Services Scrutiny Forum's investigation into 'Sustainability of Externally Funded Community Initiatives in Schools'.

Report of: Director of Children's Services

**Subject: SCRUTINY INVESTIGATION INTO
'SUSTAINABILITY OF EXTERNALLY FUNDED
COMMUNITY INITIATIVES IN SCHOOLS' – ACTION
PLAN**

1. PURPOSE OF REPORT

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Children's Services Scrutiny Forum's investigation into 'Sustainability of Externally Funded Community Initiatives in Schools'.

2. BACKGROUND INFORMATION

- 2.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Children's Services Scrutiny Forum's investigation into 'Sustainability of Externally Funded Community Initiatives in Schools', attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).
- 2.2 The overall aim of the investigation was to gain an understanding of the key issues involved in sustaining externally funded community initiatives in schools and suggest areas for improvement.

3. ACTION PLAN

- 3.1 As a result of the Children's Services Scrutiny Forum's investigation into 'Sustainability of Externally Funded Community Initiatives in Schools', the following recommendations have been made:-
- (a) That a joint Steering Group between the Children Services Department and the Adult and Community Services Department be established to further explore the proposed recommendations of the Independent Sports Consultant, commissioned specifically as part of this investigation;
 - (b) That all schools that currently operate community initiatives undertake a three year financial forecast and business plan of the viability of each facility that outlines charging policies, usage levels and scheme objectives;

- (c) That pending the outcome(s) of the joint Steering Group (recommendation (a) refers) immediate consideration be given to providing assistance to those schemes that are likely to encounter future sustainability issue; and.
 - (d) That the findings of this investigation be brought to the attention of school governing bodies to raise awareness of the issue and the proposed way forward.
- 3.2 An Action-Plan in response to these recommendations has now been produced in consultation with the appropriate Portfolio Holder(s) and is attached at **Appendix A** which is to be submitted to the Children's Services Scrutiny Forum on 21 July 2008 (subject to the availability of appropriate Portfolio Holder(s)).

4. RECOMMENDATION

- 4.1 Cabinet is requested to approve the Action Plan attached as **Appendix A** in response to the recommendations of the Children's Services Scrutiny Forum's investigation into 'Sustainability of Externally Funded Community Initiatives in Schools'.

OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN

8.1 (b)
Appendix A

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Sustainability of Externally Funded Community Initiatives in Schools

DECISION MAKING DATE OF FINAL REPORT: April 2008

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	LEAD OFFICER	DELIVERY TIMESCALE
(a) That a joint Steering Group between the Children Services Department and the Adult and Community Services Department be established to further explore the proposed recommendations of the Independent Sports Consultant, commissioned specifically as part of this investigation;	<p>Rather than establish a new joint Steering Group, in light of the wide reaching nature of community facilities, and the current schools transformation programme, it is suggested that this is referred to the Schools Transformation Extended Project Team.</p> <p>This team meets regularly and has representatives from all departments and a separate "Extended Services Work stream", a sub group of the main project team, has recently been established. This should ensure that a Borough wide view is formed regarding all community facilities.</p>	<p>Steve Haley (Children's Services)</p> <p>Pat Usher (Adult Servicers)</p>	December 08
(b) That all schools that currently operate community initiatives undertake a three year financial forecast and business plan of the viability of each facility that outlines charging policies, usage levels and scheme objectives;	<p>The Children's Services Finance team has commenced preparatory work to establish the current financial position for each scheme. Each school which operates a community facility will then be visited to discuss financial viability over the short/medium term.</p>	Steve Haley	September 08

OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN

8.1 (b)
Appendix A

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Sustainability of Externally Funded Community Initiatives in Schools

DECISION MAKING DATE OF FINAL REPORT: April 2008

RECOMMENDATION		EXECUTIVE RESPONSE / PROPOSED ACTION	LEAD OFFICER	DELIVERY TIMESCALE
		In addition, the relevant section of the local scheme for financing schools which covers the set up and operation of community facilities is being reviewed in line with latest DCSF guidance and best practise. The scheme will be re-launched via the Schools Forum	Steve Haley	
(c)	That pending the outcome(s) of the joint Steering Group (recommendation (a) refers) immediate consideration be given to providing assistance to those schemes that are likely to encounter future sustainability issue; and	After business plans and financial forecasts have been prepared and agreed with schools it will be possible to identify sustainability issues and quantify the level of any subsidies that may be required from the LA in future years. Any bids will then be submitted as part of the Council's annual budget cycle.	Steve Haley	October 2008
(d)	That the findings of this investigation be brought to the attention of school governing bodies to raise awareness of the issue and the proposed way forward.	Agreed. This will also be reported to the Schools Forum and a training package will be developed by the Children's Services Finance Team covering the financial implications of Community Facilities.	Steve Haley	April 2009

CABINET REPORT

7 July 2008



Report of: **Adult and Community Services and Health Scrutiny Forum**

Subject: **FINAL REPORT AND ACTION PLAN -
WITHDRAWAL OF EMERGENCY CARE
PRACTITIONER (ECP) SERVICES AT WYNYARD
ROAD PRIMARY CARE CENTRE**

SUMMARY

1. **PURPOSE OF REPORT**

- 1.1 The purpose of this report is to outline the findings, conclusions and action plan of the Adult and Community Services and Health Scrutiny Forum's investigation into the 'Withdrawal of ECP Services at Wynyard Road Primary Care Centre'.

2. **SUMMARY OF CONTENTS**

- 2.1 The Final Report outlines the overall aim of the scrutiny investigation, terms of reference, methods of investigation, findings, conclusions, and subsequent recommendations.
- 2.2 The Action Plan (**Appendix A**), outlines the recommendations agreed with Hartlepool Primary Care Trust (PCT) in response to the Scrutiny Forum's investigation.

3. **RELEVANCE TO CABINET**

- 3.1 Cabinet are requested to consider the Final Report and note the Action Plan (**Appendix A**)

4. **TYPE OF DECISION**

- 4.1 Non-Key.

5. DECISION MAKING ROUTE

- 5.1 The Action Plan and the progress of its implementation will be reported to the Health Scrutiny Forum by Hartlepool PCT on 29 July 2008.

6. DECISION REQUIRED

- 6.1 That Members of the Cabinet note the Final Report and Action Plan **(Appendix A refers)** in response to the recommendations of the Adult and Community Services and Health Scrutiny Forum's investigation into the 'Withdrawal of ECP Services at Wynyard Road Primary Care Centre'.

OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Withdrawal of Emergency Care Practitioner (ECP) Services at Wynyard Road Primary Care Centre

DECISION MAKING DATE OF FINAL REPORT: April 2008

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	LEAD OFFICER	DELIVERY TIMESCALE
(a) That as part of the 'Momentum: Pathways to Healthcare' consultation programme, Hartlepool PCT and the Council discuss / debate plans for the future Community based settings that are proposed for the Town e.g. More GPs, different models of rapid response services;	A full consultation process has been agreed and is underway, including proposals for community facilities.	Ali Wilson	Consultation commences 4 th June.
(b) That Hartlepool PCT not only keeps this Forum updated of the 'Development of Integrated Urgent Care Provision in Hartlepool', but also that the plans for such a service are more rigorously communicated to both overview and scrutiny and the wider public, to give a clearer indication of proposals from the outset;	There has been a delay in the start of this service and the PCT have communicated this to Health Scrutiny. A communication strategy will be brought to the committee in June.	Ali Wilson	Service commences Sept 08. Communication plan for 6 weeks prior to changes.

OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN

NAME OF FORUM: Children's Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Withdrawal of Emergency Care Practitioner (ECP) Services at Wynyard Road Primary Care Centre

DECISION MAKING DATE OF FINAL REPORT: April 2008

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	LEAD OFFICER	DELIVERY TIMESCALE
(c) That the creation of a formal set of protocols on consultation be debated between the PCT and the Forum to:- (i) Promote the real improvements in health services in Hartlepool; and (ii) Foster the improved links with Hartlepool PCT, that have developed in the intervening period between the closure of the ECP Service at Wynyard Road and the conclusion of this Forum's investigation.	Draft proposals have been shared. This is being progressed by the PCT and Scrutiny Chairs.	Celia Weldon	



ADULT AND COMMUNITY SERVICES AND HEALTH SERVICES SCRUTINY FORUM

FINAL REPORT WITHDRAWAL OF EMERGENCY CARE PRACTITIONERS SERVICE AT WYNYARD ROAD PRIMARY CARE CENTRE

APRIL 2008

CABINET

7 July 2008



Report of: Adult and Community Services and Health Scrutiny Forum

Subject: FINAL REPORT – WITHDRAWAL OF EMERGENCY CARE PRACTITIONERS SERVICE AT WYNYARD ROAD PRIMARY CARE CENTRE

1. PURPOSE OF REPORT

- 1.1 To present the draft findings of the Adult and Community Services and Health Scrutiny Forum into the Withdrawal of Emergency Care Practitioners Service at Wynyard Road Primary Care Centre, located in Hartlepool.

2. SETTING THE SCENE

- 2.1 The issue of the development of acute, primary and community services in Hartlepool was a mandatory referral made on the 8 February 2007 by the Full Council. On 9 February 2007 Scrutiny Co-ordinating Committee considered this issue and referred it to the Adult and Community Services and Health Scrutiny Forum for consideration during the 2007/08 Municipal Year.
- 2.2 In addition a related referral was received from the South Neighbourhood Forum on 2 February 2007. It requested the Adult and Community Services and Health Scrutiny Forum consider whether the service mix being proposed at primary care centres in Hartlepool reflected local need and aspirations. Significant concern was expressed by members of the public in relation to the Wynyard Road Primary Care Centre and therefore the referral requested that Members focus specifically on this issue.
- 2.3 Members of the Adult and Community Services and Health Scrutiny Forum agreed that the 'the service mix' element of the South Neighbourhood referral had already been responded too via the Forum's work into 'Fairness and Equity in Primary Care.' Thus, with the agreement of the Scrutiny Co-ordinating Committee Chair and the Chair of this Forum, it was agreed that the Wynyard Road Primary Care Centre element of the referral be incorporated within a single scrutiny investigation that would investigate both the development of primary and community health services in Hartlepool and the new hospital development.

- 2.4 The single scrutiny investigation into the development of primary and community health services in Hartlepool and the new hospital development was endorsed by Scrutiny Co-ordinating Committee on 29 June 2007. Work was undertaken to present a scoping paper to the Forum at its meeting on 24 July 2007, which was subsequently adjourned until 30 August 2007. However, during this period further work was being undertaken with representatives of the NHS and it quickly became apparent that scrutiny work into the development of acute, primary and community health care services could not be completed within the 2007/08 municipal year (effectively a seven month window) as had originally been proposed.
- 2.5 In considering the fact that the NHS is scheduled to take almost seven years to deliver Momentum: Pathways to Healthcare, it was considered essential that the Forum revised its scoping paper to enable the Forum to influence the Momentum: Pathways to Healthcare programme throughout the duration of the project. However, Members were also mindful of the referral by the South Neighbourhood Consultative Forum relating to the Withdrawal of Services at Wynyard Road Primary Care Centre and at the meeting of this Forum on the 30 August 2007, Members agreed that a revised scoping paper be submitted relating to the issue of the Withdrawal of Services at Wynyard Road Primary Care Centre.
- 2.6 The Adult and Community Services and Health Scrutiny Forum agreed the revised work programme to encompass the investigation into the Withdrawal of Services at Wynyard Road Primary Care Centre at its meeting of 4 September 2007.
- 2.7 At the meeting of the Adult and Community Services and Health Scrutiny Forum held on 23 October 2007, Members received evidence from representatives of the Hartlepool PCT, as part of the Forum's investigation into the Withdrawal of Emergency Care Practitioner Services at the Wynyard Road Care Centre in Hartlepool. Based on the evidence provided by the Hartlepool PCT, Members deemed it appropriate to commission independent specialist advice to aid their investigation by covering the following issues:
- (a) Whether it would / or would not be viable to provide urgent care services in the Wynyard Road Care Centre;
 - (b) Whether the PCT acted effectively in the planning, running and subsequent withdrawal of the ECP service and to ascertain whether there are lessons that can be learnt for any future urgent care service provision in the town; and
 - (c) To seek examples of good practice from across the country in relation to urgent care services.
- 2.8 At the 21 November 2007 meeting of the Scrutiny Co-ordinating Committee approval was given for the Adult and Community Services and Health

Scrutiny Forum to commission independent specialist advice for the investigation into the Withdrawal of Emergency Care Practitioner Services at Wynyard Road Primary Care Centre.

3. OVERALL AIM OF THE SCRUTINY REFERRAL

- 3.1 The overall aim of the Scrutiny Referral was to gain an understanding of the circumstances and process leading to the withdrawal of the Emergency Care Practitioner Services at the Wynyard Road Primary Care Centre, to examine the subsequent impact on patients and to ascertain whether the communication and consultation strategy of the PCT had been effective in the implementation of the ECP service..

4. TERMS OF REFERENCE FOR THE SCRUTINY REFERRAL

- 4.1 The Terms of Reference for the Scrutiny Referral were:-

- (a) To gain an understanding of the circumstances and process leading to the decision of the Hartlepool Primary Care Trust to withdraw the Emergency Care Practitioner Service in the Wynyard Road Care Centre;
- (b) To explore what options Hartlepool Primary Care Trust considered to enable the continuation of the Emergency Care Practitioner Services at Wynyard Road Primary Care Centre;
- (c) To examine the impact of the loss of such facility in relation to those patients accessing the facility;
- (d) To examine future development proposals for the Wynyard Road Primary Care Centre and the impact of this on patients; and
- (e) To examine the future development proposals for the emergency / urgent care services to be offered within Hartlepool.

5. MEMBERSHIP OF THE ADULT AND COMMUNITY SERVICES AND HEALTH SCRUTINY FORUM

- 5.1 The membership of the Scrutiny Forum was as detailed below:-

Councillors Atkinson, Barker, Brash, Fleet, Griffin, G Lilley, Plant, Simmons, Sutheran, Worthy and Young.

Resident Representatives: Mary Green, Jean Kennedy and Mary Power.

6. METHODS OF INVESTIGATION

- 6.1 Members of the Adult and Community Services and Health Scrutiny Forum met formally from 4 September 2007 to 8 April 2008 to discuss and receive evidence relating to this investigation. A detailed record of the issues raised during these meetings is available from the Council's Democratic Services.
- 6.2 A brief summary of the methods of investigation are outlined below:-
- (a) Detailed Officer reports supplemented by verbal evidence;
 - (b) Evidence from the Authority's Portfolio Holder for Adult and Public Health Services;
 - (c) Evidence received from Hartlepool PCT;
 - (d) Feedback from the South Neighbourhood Consultative Forum;
 - (e) Evidence provided by Owton and Rossmere Ward Councillors;
 - (f) Verbal observations supplied by Hartlepool Primary Care Patient and Public Involvement (PPI) Forum;
 - (g) Independent Study undertaken by the University of Birmingham; and
 - (h) The views of local service users.

FINDINGS

7. BACKGROUND TO EMERGENCY CARE PRACTITIONER SERVICE AT WYNYARD ROAD PRIMARY CARE CENTRE

- 7.1 Emergency Care Practitioners (ECP) Services are designed to support the needs of patients requiring unscheduled care. The inception of ECP Services is seen by the NHS as one solution to reducing the burden placed upon Accident and Emergency Departments by urgent, but not life threatening conditions.
- 7.2 Due to the historic shortage of General Practitioner (GP) Practices in Hartlepool, residents in Hartlepool tended to use Accident and Emergency (A&E) facilities rather than waiting for a GP appointment. This had led to A&E staff being 'swamped' with cases that would have been more appropriately dealt with in a primary care setting.
- 7.3 Owton Rossmere is agreed by the NHS and Hartlepool Borough Councillors as one of the more deprived areas in Hartlepool. Statistics proved that residents from the Owton Ward were more likely than any other Ward in Hartlepool, to use the A&E Services at the University Hospital Hartlepool

and were more likely to attend A&E with ailments that could have been more effectively dealt with in a primary care setting.

- 7.4 The GP practice that covered the Owton Ward was small in size, with the condition and administrative infrastructure rated as poor. These factors had lead to the GP practice being unpopular with residents.
- 7.5 Taking the above evidence into consideration, on 21 August 2006 Hartlepool Primary Care Trust (PCT) launched a new Primary Care Centre based at Wynyard Road, which lies within the Owton Ward area of Hartlepool. The Wynyard Road Primary Care Centre would provide residents of Owton Rossmere and beyond with a GP service, community clinics and an ECP service.
- 7.6 The PCT communicated through the local press that the ECP Service at Wynyard Road Primary Care Centre was a drop-in service, without the need for an appointment, regardless of age or illness and with no time limit to deal with patients.

8. THE CIRCUMSTANCES AND PROCESSES LEADING TO CLOSURE OF THE ECP SERVICE AT WYNYARD ROAD PRIMARY CARE CENTRE

- 8.1 Despite the initial positive press coverage that the ECP Service at the Wynyard Road Primary Care Centre enjoyed, within in three months of opening Hartlepool PCT suspended the ECP Service. Throughout this investigation the Forum received evidence relating to the reasons behind this decision. Evidenced below are the circumstances and processes that led to Hartlepool PCT temporarily closing the ECP Service at Wynyard Road Primary Care Centre:-

Emergency Care Practitioners

- 8.2 The Portfolio Holder for Adult and Public Health reported to the Adult and Community Services and Health Scrutiny Forum that there was confusion over the capabilities of the Emergency Care Practitioners based at the Wynyard Road Primary Care Centre. The PPI took this a step further by informing the Forum that in the opinion of their members, the ECP service was withdrawn due to the lack of medically trained staff.
- 8.3 The PCT clarified to the Adult and Community Services and Health Scrutiny Forum regarding the position of the six members of staff providing the ECP services. Three of the members of staff were permitted to prescribe most medications except controlled drugs. The remaining three members of ECP staff were trained paramedics who had been allowed to administer certain drugs, however, in the arena of the ECP service they were not allowed to prescribe any drugs. The PCT accepted that this scenario was both confusing and unsatisfactory to both patients and clinicians.

Timeline to Closure

- 8.4 During the week commencing 13 November 2006 concerns were raised about the possible severity of problems in the operation of the ECP Service at Wynyard Road. One major 'near-miss' involved the prescribing of penicillin to a patient who was allergic, that was rectified only once the patient had left the premises, but before the medication could be taken. Other patients had turned up with life-threatening conditions, only to find that the clinicians working in the ECP Service were not in a position to treat their conditions.
- 8.5 On the 17 November 2006 Hartlepool PCT issued an urgent press release announcing the temporarily suspension of the ECP service from Wynyard Road Primary Care Centre as of 20 November 2006, due to concerns the PCT had about patient safety.

9. PROBLEMS OF COMMUNICATION

- 9.1 Throughout the investigation it became apparent that there were issues surrounding communication over the temporary suspension of ECP Services at Wynyard Road Primary Care Centre. Evidence relating to communication issues gathered by the Forum is detailed below:-

The 'Wrong Type of Patient'

- 9.2 The PCT informed the Forum that prior to the 'near-miss' incident at the ECP service at Wynyard Road Primary Care Centre, there had been concerns that the 'wrong sort of patient' was turning up to access the ECP Services. Despite PCT plans that patients should be turning up with minor ailments this could not be controlled. Perversely utilisation figures indicated that patients were instead arriving with serious injuries and illnesses that were more akin to treatment in an A&E setting.
- 9.3 The PCT accepted that not only was the 'type of patient' who would benefit from attending the ECP Service not disseminated well enough, but that there were inadequate risk assessments in place to deal with patients whose medical conditions required more urgent intervention, that an A&E Department would provide.

Communicating the Temporary Closure of the ECP Services

- 9.4 Hartlepool PCT's press released on the 17 November 2007 advised that the ECP Service at Wynyard Road Primary Care Centre would be temporarily suspended and that all local partners would be consulted about the way forward. This consultation would conclude with a review of urgent care services in Hartlepool.
- 9.5 Ward Councillors reported to the Forum that they had not been consulted prior to the announcement to the media over the temporary closure of the ECP Service. This left Councillors angered as many had actively promoted the

service to their constituents. The Portfolio Holder for Adult and Public Health confirmed that he had not been approached prior to the announcement to suspend ECP Services at Wynyard Road Primary Care Centre.

- 9.6 In questioning Hartlepool PCT, Members were also concerned over the lack of consultation with the Adult and Community Services and Health Scrutiny Forum prior to the temporary closure of the ECP service. Members of the Forum were particularly concerned as the PCT did have a statutory obligation to keep the Forum informed of any significant changes to service, something that Members felt the closure of the ECP service at Wynyard Road represented.
- 9.7 The PCT did admit to Members that similar problems had occurred at other ECP Services nationally, but that the National steer towards introducing ECP Services had been one of the major reasons behind placing the provision in Wynyard Road Primary Care Centre.

The 'Pilot' Scheme

- 9.8 Throughout this enquiry the Members of the Adult and Community Services and Health Scrutiny Forum were informed that the ECP service provided at Wynyard Road Primary Care Centre was classed by the PCT as a 'pilot' scheme. The 'pilot' nature of the ECP Service was not clarified to the Ward Councillors by the PCT. Once the ECP Service had been withdrawn from Wynyard Road Primary Care Centre, Members rightly felt aggrieved and let down by the situation, rather than disappointed that an experiment / pilot scheme had failed.

10. OPTIONS THE PCT CONSIDERED FOR THE CONTINUATION OF THE ECP SERVICE AT WYNYARD ROAD PRIMARY CARE CENTRE

- 10.1 The Chair of the PEC informed Members of this Forum that all of the six ECP staff had now found alternative employment so the ECP Service could not be introduced. It was also felt that in its current guise patient safety could not be guaranteed, with the operational problems of the location and the inappropriate usage of facilities by the general public the Chair of the PEC felt that there was no way that ECP Services could continue from Wynyard Road Primary Care Centre.
- 10.2 Although initially the ECP Service at Wynyard Road Primary Care Centre was considered temporarily closed, at the final evidence gathering meeting of the Forum, the Chair of the PCT confirmed that the ECP Service would not be returning to Wynyard Road Primary Care Centre, due to the concerns over patient safety and the wider developments for the Town.

Impact on Patients

- 10.3 The loss of the ECP Service at Wynyard Road Primary Care Centre left patients with the status quo that existed before the creation of the ECP Service, that is, patients returned to utilising A&E facilities and GP practices. Hartlepool PPI Forum confirmed to the Forum that patients felt that with the withdrawal of ECP Services they had no option, but to return to using A&E Services provided by North Tees and Hartlepool NHS Foundation Trust.
- 10.4 The PCT reminded Members that despite misleading press coverage Wynyard Road Primary Care Centre was still in operation as a GP Service and Community Clinic, with there being signs of small amounts of growth in both areas. Overall Wynyard Road is working well for the community, but the temporary closure of the ECP service had left many people distrusting the services currently provided by the GP and Community Clinic.

11. THE FUTURE DEVELOPMENT PROPOSALS FOR WYNYARD ROAD PRIMARY CARE CENTRE

- 11.1 The Adult and Community Service and Health Scrutiny Forum recognises that the Wynyard Road Primary Care Centre continues to provide a valuable resource to residents of the Owton Rossmere area of the Town. Plans for specific future developments of Wynyard Road Primary Care Centre have not been made clear to the Forum, but the Forum are aware that a much wider review is planned by Hartlepool PCT. The Forum gathered the following evidence in relation to these future development proposals that may or may not impact on Wynyard Road Primary Care Centre:-

Further Development Proposals for Emergency Care in Hartlepool

- 11.2 Although not directly part of the investigation into the closure ECP Services at Wynyard Road Primary Care Centre, Members of the Forum recognised that the 'Momentum: Pathways to Healthcare' Programme would address some of the imbalance that still exists between the appropriate and inappropriate medical conditions that would require A&E treatment.
- 11.3 Hartlepool PCT, independent to this investigation, presented to the Forum a model of 24 hour urgent care provision titled 'Development of Integrated Urgent Care Provision'. Views from Members were sought with a promise of continued involvement as this initiative developed.
- 11.4 The Chair of the PCT confirmed to the Forum that plans involving the delivery of a new health centre offering appointments for unregistered patients and the delivery of two new GP Practices in Hartlepool would be presented by the PCT to this Forum for discussion once the timeline for introduction had been agreed.

12. CONCLUSIONS

12.1 The Adult and Community Services and Health Scrutiny Forum concluded:-

- (a) That Hartlepool PCT's communication strategy failed to adequately inform the public and therefore the service was not fully understood which lead inappropriate attendances at the ECP Service at Wynyard Road.
- (b) That Hartlepool PCT had failed to communicate with either Hartlepool Borough Council or with the Adult and Community and Health Scrutiny Forum prior to the suspension of ECP Services at Wynyard Road Primary Care Centre.
- (c) That Wynyard Road had not been the PCT's first choice to utilise the ECPs and was probably not the right venue for such a service.
- (d) That the assertion that the ECP service at Wynyard Road was a "pilot" was not fully communicated to either ward Councillors or the public and only became apparent after the withdrawal of the service, which undoubtedly fuelled the anger felt by service users and Councillors alike.
- (e) That there was a failure of planning on behalf of the PCT of the ECP service overall and that the subsequent problems should have perhaps been anticipated and factored into the blueprint for the service.
- (f) That the media perception was that Wynyard Road had closed, when actually only the ECP Service had been temporarily closed. The GP and Community Clinics continued to function and grow.
- (g) That Wynyard Road Primary Care Centre continues to provide a valuable and increasingly utilised service to patients in the Owton Rossmere area of the Town.
- (h) That Hartlepool suffers from a chronic lack of GPs, that is historical in nature, but the Forum recognises that this is starting to be addressed by Hartlepool PCT.
- (i) The Adult and Community Services and Health Scrutiny Forum recognises that there is a need to ensure co-terminosity between Accident & Emergency and urgent care provision and supports the PCT's plans to deliver such a care package.
- (j) That the Adult and Community Services and Scrutiny Forum acknowledges that the issues surrounding the closure of ECP Services at Wynyard Road Primary Care Centre happened over 15 months ago. Whilst the PCT have accepted their failings relating to the delivery of the ECP Service at Wynyard Road, the Forum accepts that the matter

should be considered as closed with all parties looking forward to a more fruitful working relationship.

13. RECOMMENDATIONS

13.1 The Adult and Community Services and Health Scrutiny Forum has taken evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations. The Forum's key recommendations to the Council and Hartlepool PCT are as outlined below:-

- (a) That as part of the 'Momentum: Pathways to Healthcare' consultation programme, Hartlepool PCT and the Council discuss / debate plans for the future Community based settings that are proposed for the Town e.g. More GPs, different models of rapid response services;
- (b) That Hartlepool PCT not only keeps this Forum updated of the 'Development of Integrated Urgent Care Provision in Hartlepool', but also that the plans for such a service are more rigorously communicated to both overview and scrutiny and the wider public, to give a clearer indication of proposals from the outset;
- (c) That the creation of a formal set of protocols on consultation be debated between the PCT and the Forum to:-
 - (i) Promote the real improvements in health services in Hartlepool; and
 - (ii) Foster the improved links with Hartlepool PCT, that have developed in the intervening period between the closure of the ECP Service at Wynyard Road and the conclusion of this Forum's investigation.

14. ACKNOWLEDGEMENTS

14.1 The Committee is grateful to all those who have presented evidence during the course of our investigation. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:-

Hartlepool Borough Council:

Councillor Ged Hall – Cabinet Member Portfolio Holder for Adult and Public Health
Councillor Mick Johnson – Chair of South Neighbourhood Consultative Forum
Councillor Marjorie James – Owton Ward Member
Councillor Gerald Wistow – Owton Ward Member
Councillor Ann Marshall

External Representatives:

Stephen Wallace – Chairman, Hartlepool PCT
Chris Willis – Chief Executive, Hartlepool PCT and North Tees PCT
Celia Weldon – Assistant Chief Executive, Hartlepool PCT and North Tees PCT
Ali Wilson – Deputy Director of Health Systems and Estates Development, Hartlepool PCT
Dr Carl Parker – Chair of Hartlepool PCT's Professional Executive Committee (PEC)
Linda Watson – Director of Nursing and Operations, Hartlepool PCT
Sharon Hagerty – Emergency Care Practitioners Service
Ruby Marshall – Hartlepool Primary Care PPI Forum
Margaret Goulding – Hartlepool Primary Care PPI Forum
Ray Waller – Former Councillor of Hartlepool Borough Council

- 14.2 The Forum would also like to acknowledge the comprehensive report commissioned by the Forum from the independent specialist adviser, Dr Jonathan Shapiro of the University of Birmingham

COUNCILLOR JONATHAN BRASH

CHAIR OF THE ADULT AND COMMUNITY SERVICES AND HEALTH SCRUTINY FORUM

April 2008

Contact Officer: Charlotte Burnham – Scrutiny Manager /
James Walsh – Scrutiny Support Officer
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
Tel: - 01429 523 647 / 523 087
Email: - charlotte.burnham@hartlepool.gov.uk
james.walsh@hartlepool.gov.uk

BACKGROUND PAPERS

The following background papers were consulted or referred to in the preparation of this report:-

- (i). Report of the Scrutiny Support Officer entitled 'Revised Scoping Paper: Scrutiny Investigation into the Withdrawal of Emergency Care Practitioner Services at Wynyard Road Primary Care Centre' presented to the meeting of the Adult and Community Services and Health Scrutiny Forum of 4 September 2007.

- (ii). Report of the Scrutiny Manager entitled 'Withdrawal of Emergency Care Practitioner Services at Wynyard Road Primary Care Centre – Setting the Scene by Hartlepool PCT and North Tees PCT – Covering Report' presented at the meeting of the Adult and Community Services and Health Scrutiny Forum of 23 October 2007.
- (iii). Report of the Scrutiny Manager entitled 'Withdrawal of Emergency Care Practitioner Services at Wynyard Road Primary Care Centre – Evidence from Key Stakeholders – Covering Report' presented at the meeting of the Adult and Community Services and Health Scrutiny Forum of 23 October 2007.
- (iv). Report of the Scrutiny Manager entitled 'Withdrawal of Emergency Care Practitioner Services at Wynyard Road Primary Care Centre – Feedback from South Neighbourhood Consultative Forum of 12 October 2007 – Covering Report' presented at the meeting of the Adult and Community Services and Health Scrutiny Forum of 23 October 2007.
- (v). Report of Hartlepool PCT titled 'Withdrawal of Wynyard Road Primary Care Centre ECP Service' presented to the meeting of the Adult and Community Services and Health Scrutiny Forum of 23 October 2007.
- (vi). Report of the Scrutiny Manager entitled 'Investigation into the Withdrawal of Emergency Care Practitioner Services at Wynyard Road Primary Care Centre – Verbal Evidence from the Authority's Portfolio Holder for Adult and Public Health – Covering Report' presented at the meeting of the Adult and Community Services and Health Scrutiny Forum of 13 November 2007.
- (vii). Report of the Scrutiny Manager entitled 'Investigation into the Withdrawal of Emergency Care Practitioner Services at Wynyard Road Primary Care Centre – Evidence from Ward Councillors – Covering Report' presented at the meeting of the Adult and Community Services and Health Scrutiny Forum of 18 December 2007.
- (viii). Report of the Scrutiny Manager entitled 'Investigation into the Withdrawal of Emergency Care Practitioner Services at Wynyard Road Primary Care Centre – Evidence from Hartlepool Primary Care PPI Forum – Covering Report' presented at the meeting of the Adult and Community Services and Health Scrutiny Forum of 18 December 2007.
- (ix). Report of the Scrutiny Manager entitled 'Withdrawal of the Emergency Care Practitioner Services at Wynyard Road Primary Care Centre Scrutiny Referral – Commissioning of Independent Specialist Advice' presented at the meeting of the Adult and Community Services and Health Scrutiny Forum of 18 December 2007.
- (x). Report of Hartlepool PCT titled 'The Development of Integrated Urgent Care Provision in Hartlepool' presented to the meeting of the Adult and Community Services and Health Scrutiny Forum of 29 January 2008.

- (xi). Report of the Scrutiny Support Officer entitled 'Investigation into the Withdrawal of the Emergency Care Practitioners Service at Wynyard Road Primary Care Centre – Consideration of Independent Specialist Advice' presented at the meeting of the Adult and Community Services and Health Scrutiny Forum of 4 March 2008.
- (xii). Report of the Independent Specialist Adviser, University of Birmingham entitled 'Review of the withdrawal of Emergency Care Practitioner services at Wynyard Road Primary Care Centre' presented to the meeting of the Adult and Community Services and Health Scrutiny Forum of the 4 March 2008.
- (xiii). Minutes of the Adult and Community Service and Health Scrutiny Forum of the 23 October 2007, 13 November 2007, 18 December 2007, 29 January 2008 and 4 March 2008.