

NEIGHBOURHOODS AND COMMUNITIES PORTFOLIO

DECISION SCHEDULE



Monday 17th November 2008

at 9.00 am

in Committee Room A,
Civic Centre, Hartlepool

Councillor Jackson, Cabinet Member responsible for Neighbourhoods and Communities will consider the following items.

1. **KEY DECISIONS**

- 1.1 Choice Based Lettings Implementation and Development of Housing Options Centre – *Director of Regeneration and Planning Services*

2. **OTHER ITEMS REQUIRING DECISION**

- 2.1 Minor Works Proposals, Neighbourhood Consultative Forums – *Head of Neighbourhood Management*
- 2.2 Neighbourhood Services Departmental Plan 2008/09 – Second Quarter Monitoring Report – *Director of Neighbourhood Services*
- 2.3 Proposed Integrated Transport Unit (Update) – *Director of Neighbourhood Services*

3. **ITEMS FOR INFORMATION**

No items

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

No items

NEIGHBOURHOODS and COMMUNITIES
Report to Portfolio Holder
17th November 2008



Report of: Director of Regeneration and Planning Services

Subject: Choice Based Lettings Implementation and
Development of Housing Options Centre

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To consider the proposals for a revised Service Level Agreement for Waiting List Management and to determine the future service delivery arrangements for Choice Based Lettings. Also to determine the preferred location for the establishment of the proposed Housing Options Centre.

2. SUMMARY OF CONTENTS

- 2.1 The management of the Housing Register is currently carried out on behalf of the Council by Housing Hartlepool on a Service Level Agreement contained within the Housing Agency Agreement that was developed at stock transfer. This agreement is due for renewal and also needs to be reviewed to ensure that it adequately reflects the service needed and the associated costs.
- 2.2 The report discusses the associated arrangements necessary to deliver Choice Based Lettings and the potential apportionment of staffing costs between the Council and Housing Hartlepool, which will be incorporated into a new service level agreement.
- 2.3 This report also provides an option appraisal on the available locations proposed to establish a Housing Options Centre which will be the primary point of contact for the delivery of Choice Based Lettings and for all housing related advice and support.

3. RELEVANCE TO PORTFOLIO MEMBER

- 3.1 The location and scope of the service to be delivered from the Housing Options Centre are within the Portfolio Holders remit.

4. TYPE OF DECISION

- 4.1 Key, test i and test ii applies.

5. DECISION MAKING ROUTE

5.1 Portfolio Holder's meeting on 17th November 2008

6. DECISION(S) REQUIRED

6.1 That the portfolio Holder;

1) Agrees the proposals for a revised SLA with Housing Hartlepool for the management of the Housing Register based upon a 50/50 split of associated costs subject to the outcome of the Budget Review consideration of identified essential contingencies.

2) Endorses the implementation arrangements for CBL

3) Agrees the proposals to develop the Housing Options Centre including the preferred location and service delivery arrangements.

4) Requests consideration and approval of the proposed lease by the Finance and Efficiency Portfolio Holder.

Report of: Director of Regeneration and Planning Services

Subject: Choice Based Lettings Implementation and
Development of Housing Options Centre

1. PURPOSE OF REPORT

- 1.1 To consider the proposals for a revised Service Level Agreement for Waiting List Management and determine the future service delivery arrangements for Choice Based Lettings. Also to determine the preferred location for the establishment of the proposed Housing Options Centre.

2. BACKGROUND

- 2.1 Although the Council no longer directly owns or manages significant housing assets following stock transfer to Housing Hartlepool in March 2004, the Council, as the Housing Authority, still has strategic and statutory responsibilities for housing within the town which includes keeping a Housing Register and meeting the Government's target of introducing a Choice Based Lettings scheme by 2010. Housing Hartlepool is the main provider of social rented housing in Hartlepool with 70% of the supply in the town and all their lettings are made from the Council's Housing Register.
- 2.2 The Housing Register and associated statutory waiting list management is carried out on the Council's behalf by Housing Hartlepool under a Service Level Agreement contained within the Housing Agency Agreement developed at the time of stock transfer and is due to be renewed in April 2009. The revised Service Level Agreement will also reflect the operational responsibilities for implementing Choice Based Lettings which is on target to 'go live' in April 2009.
- 2.3 The development of a Housing Options Centre has been an objective of the Council identified in the Housing Strategy, to enhance the delivery of Choice Based Lettings and ensure that vulnerable client groups are able to access and participate fully in the scheme through a highly visible and accessible facility. The Government are also actively promoting the development of the Housing Option Service approach which offers broader advice and support tailored to individual needs and have emphasised the need for better links to employment and training advice services. It is envisaged that a range of housing options would be provided including Registered Social Landlord (RSL) and private sector opportunities.

3. MANAGING THE HOUSING REGISTER

- 3.1 Section 162 of the Housing Act 1996 requires all local authorities to keep and maintain a Housing Register and following stock transfer this function was contracted to Housing Hartlepool on a Service Level Agreement contained within the overall Housing Agency Agreement. There has been an annual cost to the Council for this service of £13,500 however this in no way reflects the true costs incurred by Housing Hartlepool to provide this service and the Council currently has no budget provision to cover this cost.
- 3.2 Although it is a statutory function of the Council as a Housing Authority to keep a Housing Register it is also in the interest of Housing Hartlepool to ensure they have an efficient and effective waiting list from which they can allocate their vacant properties. Housing Hartlepool has therefore agreed that they have a business case for apportioning the costs equally between the Council and themselves. Housing Hartlepool have provided full and clear information on the actual staffing costs that are currently incurred almost entirely by them in carrying out the management of the Housing Register and have agreed to an open book process of reviewing these costs in order to achieve best value. The proposed apportionment of costs is considered to be a fair and reasonable basis for the future operation of the waiting list.
- 3.3 The required re-negotiation of the existing SLA is necessary irrespective of CBL and means that there is a budget pressure on the Council to provide this statutory service that had not previously been accounted for. An amount of (£60,000) has been identified within the proposed Budget Strategy for 2009/10 as a contingency to cover this additional cost. The outcome of the Budget Process will be confirmed in February 2009.

4. IMPLEMENTING CHOICE BASED LETTINGS

- 4.1 Choice Based Lettings (CBL) represents a completely new approach to selecting new tenants for social housing properties, making the process more transparent and responsive to applicants' needs by allowing them to bid for available properties that are advertised. The Government has set a target that 100% of local authorities will have a CBL scheme by 2010. At the meeting held on 10th December 2007, Cabinet approved the implementation of the Tees Valley Choice Based Lettings Scheme. Cabinet also approved the Common Allocations Policy which will govern how applicants are prioritised within the scheme at the meeting on 21st July 2008.
- 4.2 The sub regional partnership for the Tees Valley CBL scheme has developed the following brand name and logo for the new scheme and will be used on all appropriate stationary and application forms throughout the Tees Valley;



- 4.3 The configuration for the necessary ICT has been agreed and the software providers are currently developing the system and are on target to deliver a test programme in January 2009 with the final system available to ‘go live’ in April 2009. The software providers have also produced a holding system for us to transfer all the data for our existing and new applications onto which can then be downloaded onto the final software package before April.
- 4.4 An Implementation Project Plan for Choice Based Letting has been developed which details a timetabled work programme including staff training, publicity and advice and information to all stakeholders, support agencies, existing and potential applicants and wider community groups. This involves the CBL system going live in April 2009. The Project Plan also includes ongoing checking of how the new system is operating following implementation and a major review will be carried out on both the operating system and the Common Allocation Policy after 6 months.
- 4.5 It is proposed following negotiation that the annual costs of operating CBL will be shared equally between the Council and Housing Hartlepool and provision has been made to cover these costs within existing ongoing budgets.

CBL Operating Costs

Printing and stationary (Compass)	e £ 5,000
Postage	e £ 1,250
Abritas IT system	£ 8,500
Staffing costs on CBL (50%)	£26,559
Total	£41,309

5. THE HOUSING OPTIONS CENTRE

- 5.1 In March 2008 the Government published guidance on the development of an Enhanced Housing Options Approach. This identifies that housing options advice has a crucial role to play in addressing urgent housing need but it should not just be for those in the most acute need. To deliver a sustainable solution, therefore, housing options advice requires a holistic assessment of the wider causes of housing need, and links to other types of advice and support to tackle the root causes of the housing problem. The Government would like to see a wider range of advice being provided across a wider range of clients, including those in the private rented sector,

owner occupiers, vulnerable and socially excluded adults and other traditionally hard-to-reach groups.

- 5.2 The Members Working Party established to consider the proposed implementation of CBL and the Common Allocations Policy, have previously expressed their strong support for a Housing Options Centre to be developed in Hartlepool town centre and that as far as practicable this should be established with a full range of appropriate services not only to ensure the effective delivery of CBL but also to enhance the provision of the Councils housing advice and homeless prevention services. Cabinet has previously instructed officers to progress the establishment of a Housing Options Centre subject to the appropriate budget considerations.
- 5.3 The Housing Options Centre needs to be in a convenient and accessible town centre “shop” location providing both advice and assistance on all aspects of housing and in particular Choice Based Lettings. For many it would be the prime point of contact for choice based lettings services. Customers will be able to explore their housing options and receive advice and assistance to identify and secure the most appropriate housing solution for their needs. The Options Centre could also provide access to complementary services, from within the Council and partner agencies that can enable residents to remain living independently in a safe and sustainable community.
- 5.4 Some of the complementary services that could relocate to the Centre with the Housing Advice and CBL Team would include the Selective Licensing Team, the Home Improvement Agency and some of the Community Safety Team dealing with anti-social behaviour and tenant referencing. This would also have the added advantage of easing the accommodation pressures currently being experienced across the Council.
- 5.5 The key features of the premises for the Centre will need to include;

Front Office

- An attractive and informative reception area
- Reception desk with space for 2 staff
- Sufficient window display area for property adverts from CBL
- Sufficient internal display area for advice and information leaflets, posters etc.
- Internet access for customers to directly access the CBL web site
- Private interview room facilities (3 no.)
- Comfortable seating area for customers waiting to be seen

Back Office

- Sufficient office space for staff – initial numbers would be a minimum of 20 to 25 (as the service grows this could increase and the accommodation should ideally be able to cater for these future needs).
- ICT requirements
- Conference/meeting room
- Staff toilets
- Kitchen – (tea/coffee facilities)

The option appraisal is enclosed as **Confidential Appendix 1**. The rental and running costs of the building can be provided from current budget provision and a contribution from Housing Hartlepool. The capital costs can be provided from existing budgets and a contribution from Housing Hartlepool but is subject to a successful bid for £40,000 that has also been submitted to the Strategic Capital Resource and Asset Programme Team (SCRAPT) capital budget process.

- 5.6 Negotiated potential contributions from Housing Hartlepool are subject to consideration by the Housing Hartlepool Board.

6. RECOMMENDATION

- 6.1 That the portfolio Holder;

1) Agrees the proposals for a revised SLA with Housing Hartlepool for the management of the Housing Register based upon a 50/50 split of associated costs subject to the outcome of the Budget Review consideration of identified essential contingencies.

2) Endorses the implementation arrangements for CBL

3) Agrees the proposals to develop the Housing Options Centre including the preferred location and service delivery arrangements.

4) Requests consideration and approval of the proposed lease by the Finance and Efficiency Portfolio Holder.

NEIGHBOURHOODS AND COMMUNITIES PORTFOLIO

Report to Portfolio Holder
17 November 2008



Report of: Head of Neighbourhood Management

Subject: MINOR WORKS PROPOSALS,
NEIGHBOURHOOD CONSULTATIVE
FORUMS

SUMMARY

1. PURPOSE OF REPORT

To consider recommendations of the Neighbourhood Consultative Forums in respect of Minor Works funding.

2. SUMMARY OF CONTENTS

List of Minor Works proposals.

3. RELEVANCE TO PORTFOLIO MEMBER

Recommendations of spend on Minor Works Schemes must be confirmed by the Portfolio Holder for Neighbourhood and Communities.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Recommendations of Neighbourhood Consultative Forums to Neighbourhood and Communities Portfolio.

6. DECISION(S) REQUIRED

To agree the recommendations of the Neighbourhood Consultative Forums in respect of Minor Works proposals.

Report of: Head of Neighbourhood Management

Subject: MINOR WORKS PROPOSALS,
NEIGHBOURHOOD CONSULTATIVE
FORUMS

1. PURPOSE OF REPORT

1.1 To consider recommendations of the Neighbourhood Consultative Forums in respect of Minor Works funding.

2. BACKGROUND

2.1 The last cycle of Neighbourhood Consultative Forums recommended the following for approval: -

3. PROPOSALS

3.1 **North Neighbourhood Consultative Forum**

3.1.1 **Hart Ward – Gleneagles Road - Tree Scheme**

Local residents and Ward Councillors have made requests for the shrub bed, grassed area and the general condition of the local environment to be improved. The proposed scheme is to remove the shrub bed top soil, grass seen over the area and to plant ten trees with protective cages on and around the immediate area.

Total cost of this scheme **£4,500.**

3.2 **South Neighbourhood Consultative Forum**

3.2.1 **Rossmere Ward – Loyalty Road – Street Light Improvements**

It is proposed to improve street lighting by replacing eight new lighting columns in the cul-de-sacs, together with the upgrade of 22 lanterns on the main thoroughfare.

Total cost of this scheme is **£9,800.**

3.2.2 **Fens Ward – Ingham Grove – Street Light Improvements**

It is proposed to improve street lighting by installing three new columns to replace the existing units.

Total cost of this scheme is **£2,500**.

3.2.3 Fens Ward – Lincoln Road – Street Light Improvements

It is proposed to improve street lighting by replacing the existing columns and installing six new units and lanterns.

Total cost of this scheme is **£5,000**.

3.2.4 Fens Ward – Wainfleet Road and Fenton Road – Street Light Improvements

It is proposed to improve street lighting by upgrading the lanterns in these streets with a total of 22 new units

The cost of this scheme is **£20,400**.

3.2.5 Fens Ward – Newark Road – Shrub Bed Replacement

A gradual degeneration in the quality of the flowerbed has led to a proposal to renovate the flowerbed by planting evergreen shrubs.

The cost of this scheme is **£1,687**.

4. RECOMMENDATIONS

- 4.1 That the recommendations of the Neighbourhood Consultative Forums be approved.

5. REASONS FOR RECOMMENDATIONS

- 5.1 To improve the environment within each of the Neighbourhood Forum areas.

6. CONTACT OFFICER

- 6.1 Denise Ogden
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**NEIGHBOURHOODS & COMMUNITIES
PORTFOLIO**

Report to Portfolio Holder
17 November 2008



Report of: Director of Neighbourhood Services

Subject: NEIGHBOURHOOD SERVICES
DEPARTMENTAL PLAN 2008/09 – SECOND
QUARTER MONITORING REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the progress made against the Neighbourhood Services Departmental Plan 2008/09 to the end of the second quarter of the year.

2. SUMMARY OF CONTENTS

The progress against the actions contained in the Neighbourhood Services Departmental Plan 2008/09 and the outturns to the end of the second quarter, of key performance indicators.

3. RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Holder has responsibility for neighbourhood and communities issues.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Portfolio Holder meeting 17 November 2008.

6. DECISION REQUIRED

The Portfolio Holder is requested to:

- Approve the change to the action milestone
- Note the achievement of key actions and outturns of performance indicators

Report of: Director of Neighbourhood Services

Subject: NEIGHBOURHOOD SERVICES
DEPARTMENTAL PLAN 2008/09 – SECOND
QUARTER MONITORING REPORT

1 PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of the progress made against the key actions identified in the Neighbourhood Services Departmental Plan 2008/09 and the progress of key performance indicators for the year.

2 BACKGROUND

- 2.1 The Neighbourhood and Communities Portfolio Holder agreed the Neighbourhood Services Departmental Plan in May 2008.
- 2.2 The Portfolio Holder for Neighbourhood & Communities has responsibility for the Neighbourhood Services Departmental Plan.
- 2.3 The Neighbourhood Services Departmental Plan 2008/09 sets out the department's priorities along with an action plan to show how the department will achieve these over the coming year.
- 2.4 A number of performance indicators are also included within this plan showing how the department is performing in relation to both national and local performance indicators.
- 2.5 Each section within the department produces a Service Plan, detailing the key tasks and issues facing them in the coming year. Each plan contains actions, detailing how each individual section contributes to the key tasks and priorities contained within the Neighbourhood Services Departmental plan and ultimately those of the Corporate plan.

3 SECOND QUARTER PERFORMANCE

- 3.1 This section looks in detail at how the Neighbourhood Services Department has performed in relation to the key actions and performance indicators that were included in the Neighbourhood Services Departmental Plan 2008/09 for which the Portfolio Holder for Neighbourhood and Communities has responsibility.

- 3.2 On a quarterly basis officers from across the department are tasked to provide an update on progress against every action contained in the performance plans and, where appropriate, performance indicators.
- 3.3 Officers are asked to provide a short commentary explaining progress made to date, and to traffic light each action based on whether or not the action will be, or has been, completed by the target date set out in the plans. The traffic light system is: -

Red	- Action/PI not expected to meet target
Amber	- Action/PI expected to be meet target
Green	- Action/PI target achieved

- 3.4 Within the Neighbourhood Services Departmental Plan there are a total of 65 Actions and 45 Performance Indicators identified for which the Neighbourhood and Communities Portfolio Holder has responsibility. Table 1, below, summarises the progress made, to the 30 September 2008, towards achieving these actions and performance indicators.

Table1 – Neighbourhood Services progress summary

	Departmental Plan	
	Actions	PIs
Green	12	-
Amber	51	14
Red	2	2
Annual	-	29
Total	65	45

- 3.5 It can be seen from the above table, that 12 of the actions for with the Portfolio Holder has responsibility have been completed within target so far this year, with a further 51 identified as expecting to achieve target.
- 3.6 Two of the actions identified within the plan have been highlighted as ‘Not expected to achieve target’. Work will continue on the completion of these actions and the Portfolio Holder is requested to approve a revision to the “due dates”, as detailed in the table below:

Ref	Action	Due Date	Comment	Proposed Date
NSD A018	Modernise Street Cleansing and Grounds Maintenance workforce to become generic environmental operatives	30/09/08	New Job Descriptions have completed and a NVQ2 environmental module, with validation for the NVQ training awaited.	31/01/2009
NSD A046	Engage with young people through the Neighbourhood Action Plan Forums(NAP)	30/9/08	South forums have been developed. Development of forums continues in the North and Centre with meetings to progress these arranged for October. Difficulties in engagement of existing groups in these areas have delayed progress. Further meetings have been scheduled to progress these.	31/03/2009

3.7 It can also be seen that 14 Performance Indicators have been highlighted as expected to achieve target with a further 29 indicators reported on an annual basis at the end of the year. The remaining two indicators are also reported annually, however these have been identified as not expected to achieve target.

3.8 The two indicators identified as not expected to achieve target relate to road accident figures for the previous year and although exact figures are not known at this point, it is expected that the serious accident outside of English Martyrs School will have an adverse impact on the figures.

4 RECOMMENDATIONS

- 4.1 The Portfolio Holder is requested to:
- i) Approve the change to the action milestones
 - ii) Note the achievement of key actions and outturns of performance indicators

5 CONTACT OFFICER

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**NEIGHBOURHOODS & COMMUNITIES
PORTFOLIO**

Report to Portfolio Holder

17 November 2008



Report of: Director of Neighbourhood Services

Subject: PROPOSED INTEGRATED TRANSPORT UNIT (UPDATE)

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to seek approval to the proposed restructure of Transport Services within the Council as outlined in the Project Initiation document 19 March 2007 and report to the Corporate Management Team 20 June 2008 which will enable the services to meet the Council's priority areas and objectives.

2. SUMMARY OF CONTENTS

The report confirms the outcomes following a consultation period in order to establish an Integrated Transport Unit.

3. RELEVANCE TO PORTFOLIO MEMBER

To ensure a structure which will enable the delivery of transport that meets the Council's priorities and objectives and to modernise the service in order to achieve the key corporate efficiencies detailed in the Council's Efficiency Strategy

4. TYPE OF DECISION

Non-Key.

5. DECISION MAKING ROUTE

Neighbourhood and Communities Portfolio Holder.

6. DECISION(S) REQUIRED

It is recommended that the Portfolio Holder approves the structure of the Integrated Transport Unit.

Report of: Director of Neighbourhood Services

Subject: PROPOSED INTEGRATED TRANSPORT UNIT (Update)

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval to the proposed restructure of Transport Services within the Council as outlined in the Project Initiation document 19 March 2007 and report to the Corporate Management Team 20 June 2008 which will enable the services to meet the Council's priority areas and objectives.

2. AIMS AND DESIRED OUTCOMES

- 2.1 The aim of the staffing review is to align the staffing structure to the priorities and objectives of the Council. The outcome is to produce a structure in order to implement the Integrated Transport Unit (ITU), which will facilitate the modernisation of the services, and to enable them to become a centre of excellence. The ITU is a key corporate project in the Council's Efficiency Strategy and is expected to deliver substantial savings estimated to be in the region of £500k, which will be achieved over a two year period.

3. BACKGROUND INFORMATION

- 3.1 Following the report circulated 20 June 2008, a significant amount of work has been carried out in order to address the issues raised following several independent reports relating to the structures and delivering of transport services within Hartlepool Borough Council.
- 3.2 Central procurement arrangements have formed a major contribution to the development of the Integrated Transport Unit; all services within the Integrated Transport Group are procured through a central unit, which ensures that the Hartlepool Council Harmonised Procurement Strategy is delivered. A formal Inspection framework has also been introduced both within the procurement cycle and within the operation of route management. Inspections are carried out on a regular basis by Transport Officers to ensure that all operators meet quality standards. In addition the service has invited an officer from VOSA to support the inspection process in order to ensure a fair and transparent procedure.
- 3.3. Transport Services are now working on further developments described in the report of 20 June 2008, in order to take the new structure forward and complete the full integration of the Integrated Transport Unit.

4. CONSULTATION

- 4.1 Although informal consultation had already begun through the establishment of the Integrated Transport Steering, Sub and Theme Groups which meet on a regular basis in order to discuss both operational and strategic issues, two formal 28-day periods of consultation have been carried out in order to ensure full consultation and evaluation of the development. The first consultation phase was May 2008 and the second June 2008. The outcome of the consultation phase is as follows:
- 4.2 The consultation process confirmed further clarification is needed in matters relating to:
- The development of an Integrated Highways Process
 - The use of Sustainable Travel
 - Passenger Transport Staffing Structure
- 4.3 In addition the following projects will need to be taken into consideration in developing the ITU:
- Service Level Agreements
 - Education and Inspection Act 2006
 - Schools Transformation Programme
 - Yellow Bus Strategy (Futures Bright)
 - Extended Services
 - Adult and Community Services Service Review
 - Fleet
 - Ad Hoc Hire
 - Public Transport including Subsidised Routes
 - Dial A Ride
 - Financial Framework
 - Revised Service Code of Practice
 - Fleet Renewal Programme
 - Accessibility Planning
 - Health Partnership
- 4.4 Following the work carried out to date the project is on target to achieve an efficiency of £200k within 2008/09. The Efficiency Plan 2008/09 will be presented in the first instance to the ITU Finance Group and then the ITU Steering Group for further scrutiny and will be reported to CMT in November 2008.
- 4.5 Staff have already transferred to appropriate office bases within Hartlepool and it is anticipated that further staff will join the project in early November. Further discussion is ongoing with both Trade Union representatives and HR in order to confirm the allocation of further staffing however the risk to the majority of staff has been kept to a minimum. It is anticipated that the project will be operational in early November 2008.

5. OPTIONS APPRAISAL

5.1 This report builds on the report to CMT on 19 March 2007, and 20th June 2008, in which the options for the Council's restructure were explained. The Strategic Transport Group presented a report to seek approval:

- To develop an Integrated Transport Unit within Hartlepool Borough Council.
- To allocate sufficient funding from 'the way forward' to release members of staff from their daily role, to coordinate the development of the ITU.
- To agree to transfer adequate resource from their department into the ITU, to coordinate the transport functions of their respective directorate.

6. RECOMMENDATION

6.1 It is recommended that the Portfolio Holder approves the structure of the Integrated Transport Unit.

7. IMPLEMENTATION PLAN

7.1 The initial phase of the structure will be completed by November 2008. This will allow for further evaluation of departmental structures within Neighbourhood Services and take into consideration the broader developments relating to the Council's Structure as a whole. It is anticipated that a further evaluation of the Integrated Transport Unit will take place in September 2009 in order to take account of the above.

8. PERFORMANCE MEASURES

8.1 The Integrated Transport unit will be judged by the existing performance management framework, which includes a suite of National and Local Performance Indicators and will be measured against anticipated savings.

9. TIMESCALE FOR IMPLEMENTATION

9.1 It is proposed that the restructure outlined in this report will be implemented no later than November 2008

10. RESOURCE APPRAISAL

10.1 It is predicated that the restructure will deliver significant savings estimated to be £200k within the first year and a total of £500k estimated within a two year period. A group of officers will be formed to ensure the clear profiling of base budget information prior to the estimation of efficiencies being calculated.

11. COMPLIANCE WITH LEGISLATION AND REGULATIONS

- Human Rights Act 1988 considered
- Crime and Disorder Act 1988 considered
- Children Act 2004 considered
- Education and Inspection Act 2006
- Diversity and Equalities Impact Assessment completed

12. RISK

- 12.1 Any restructure carries the inherent risks of damage to service delivery (temporary). The implementation of the restructure will be carefully managed to minimise any risk. It is important to note that failure to reshape the service area will have significant impact on the ability to generate substantial efficiencies and meet the future demands placed on service delivery.

13. CONTACT OFFICER:

- 13.1 Dave Stubbs
Director of Neighbourhood Services
Hartlepool Borough Council
Civic Centre - Level 3
Hartlepool

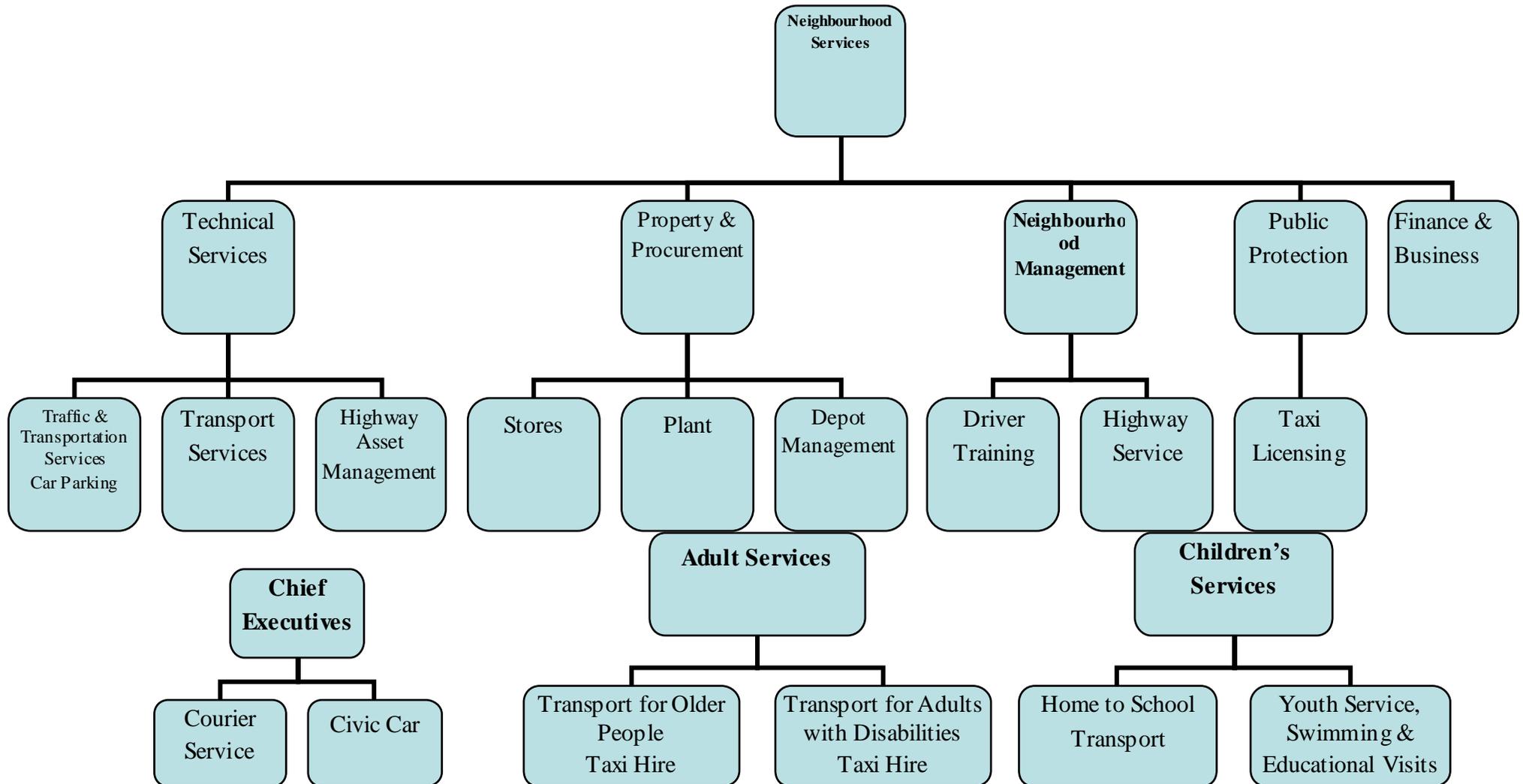
Telephone: 01429 523300

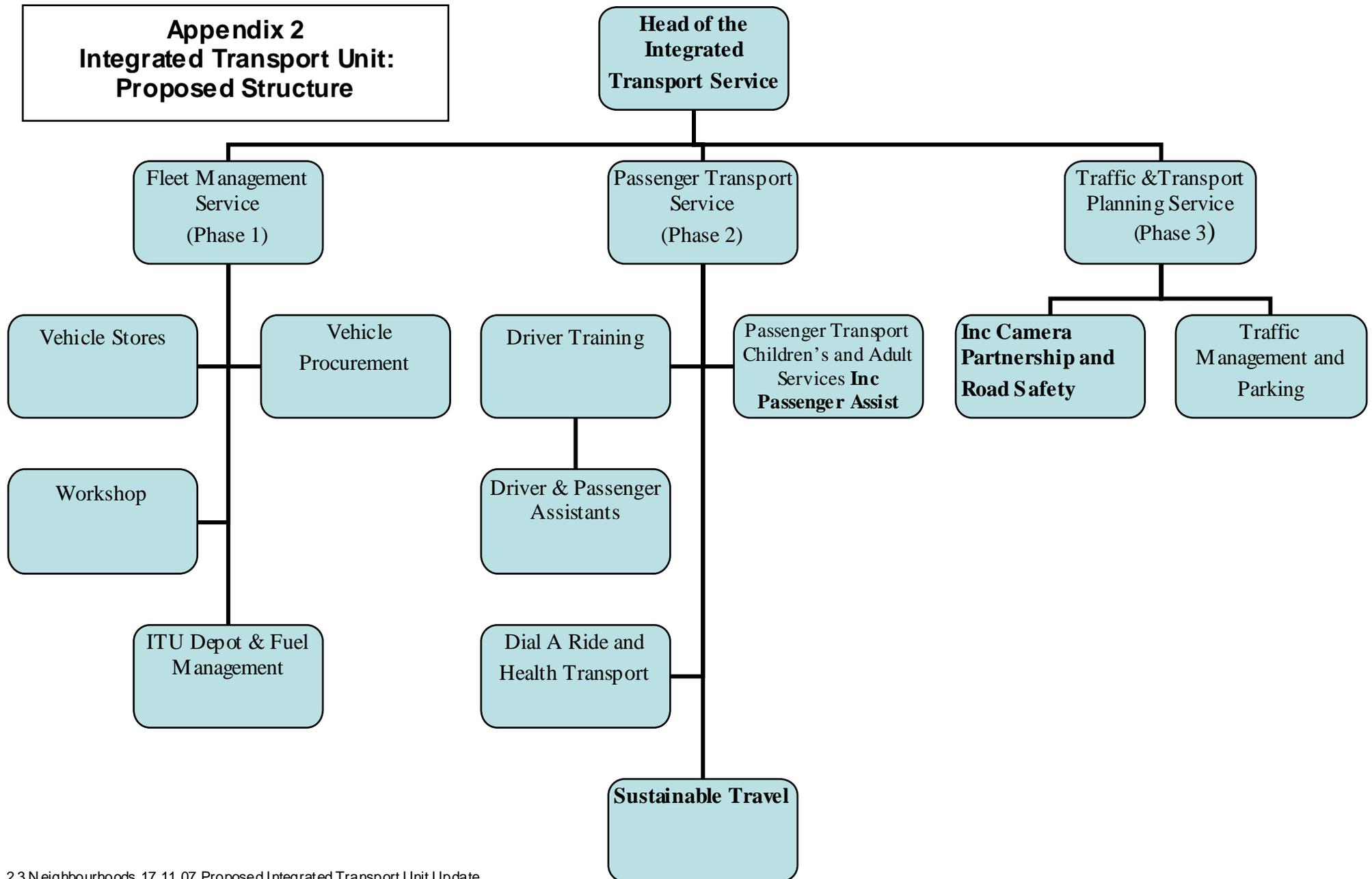
Email: dave.stubbs@hartlepool.gov.uk

APPENDICES

- **Appendix 1:** Current Transport Structure
- **Appendix 2:** Proposed Restructure (additions in bold)
- **Appendix 3:** Job Descriptions for further Evaluation

Appendix 1 : Current Structure (Including departments and Divisions with involvement in Transport)





Fleet Management Service (Additional Proposal following Consultation)

Current Structure

The current responsibilities relating to this service area are administered by three Divisional Heads of Service. The Head of Procurement and Property, Head of Technical Services and the Head of Finance and Business Development within the Directorate of Neighbourhood Services.

Vehicle Procurement and Workshop Management

The Transport Service is managed through the Head of Technical Services. The main aim of the Transport Services section is to ensure that the Council's operational vehicle fleet is appropriately managed and maintained, and operated safely in accordance with all legal obligations and that road risk is actively managed.

The Transport Service is managed by a Transport Manager and is made up of four service areas:

- Vehicle Workshop
- Community Transport
- Vehicle Procurement
- Fuel Management

The service also has a Workshop Manager and a Community Transport and Vehicle Procurement Officer.

Proposal

Procurement Assistant

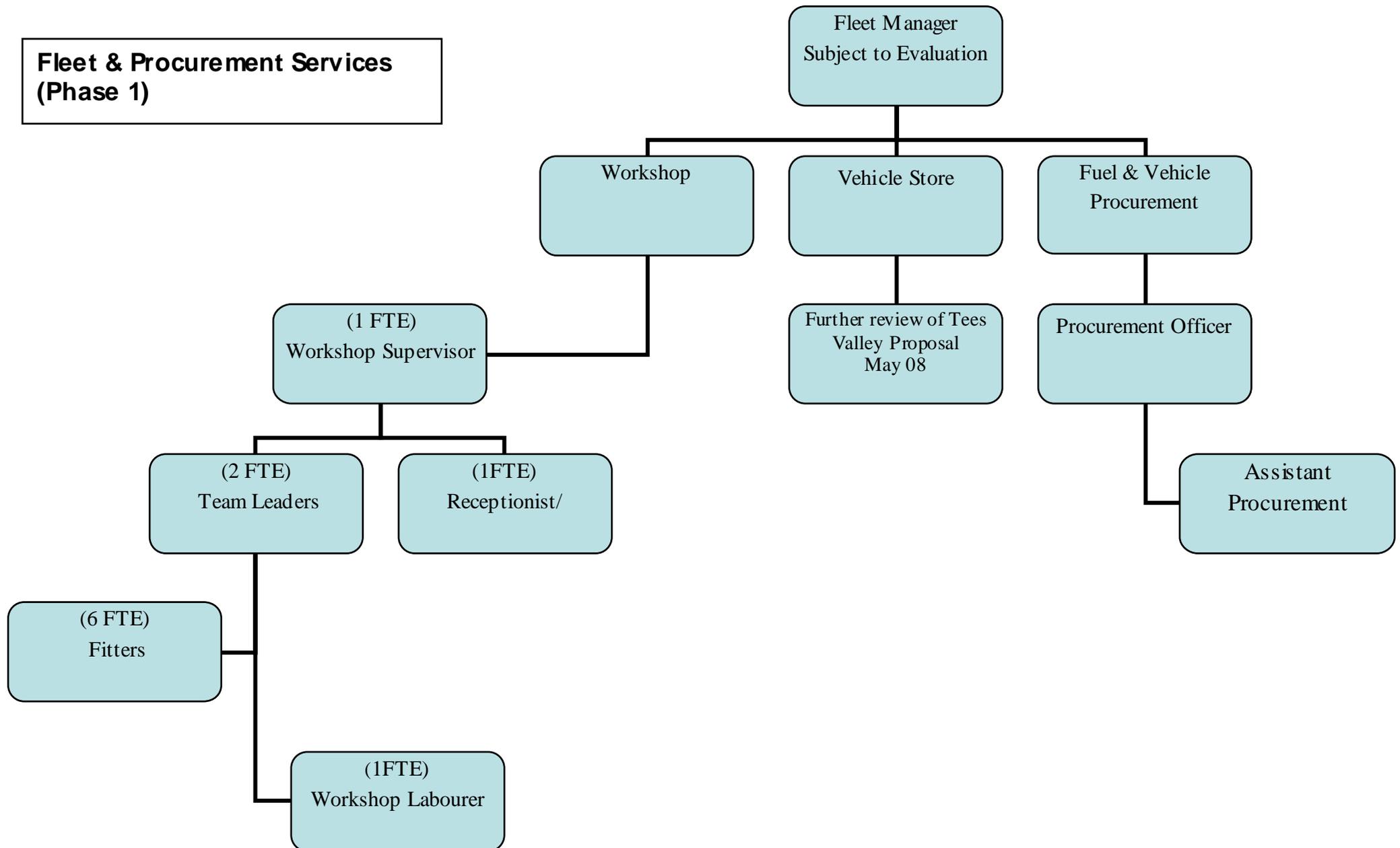
It is proposed to maintain the Procurement Assistant role. This will ensure further development of the service area and enable effective arrangements across a growing service area.

Objectives of the Fleet Management Service

- Optimise the use of limited resources in meeting the needs of service groups
- Develop a structure that is flexible and able to respond to existing and future needs
- To promote high quality and safe services
- Develop clear, accountable and transparent financial controls
- Deliver quantifiable efficiencies

2.3

**Fleet & Procurement Services
(Phase 1)**



Passenger Transport Service (Additional Proposal following Consultation)

Current Structure

The current responsibilities relating to this service area are administered by four Departmental Heads of Service. The Assistant Director Resources and Student Support located within Children's Services Directorate, Head of Technical Services and the Head of Neighbourhood Management located within the Directorate of Neighbourhood Services and the Head of Social Work/Social Care located within the Directorate of Adult and Community Services.

Proposal

Sustainable Travel

It is proposed to move the remaining (two) staff currently located within the Traffic and Transportation Service to the Passenger Transport Service. This will allow for further development of the Sustainable Travel Strategy which will become an integrated part of the Passenger Transport Service.

Passenger Assistants

Passenger Assistants will remain under the supervision of the Transport Team Leader rather than transfer to the supervision of the Driver Supervisor. This will allow clarity of role and direct supervision relating to both the Adult and Children's Service agenda.

Transport Team Leader

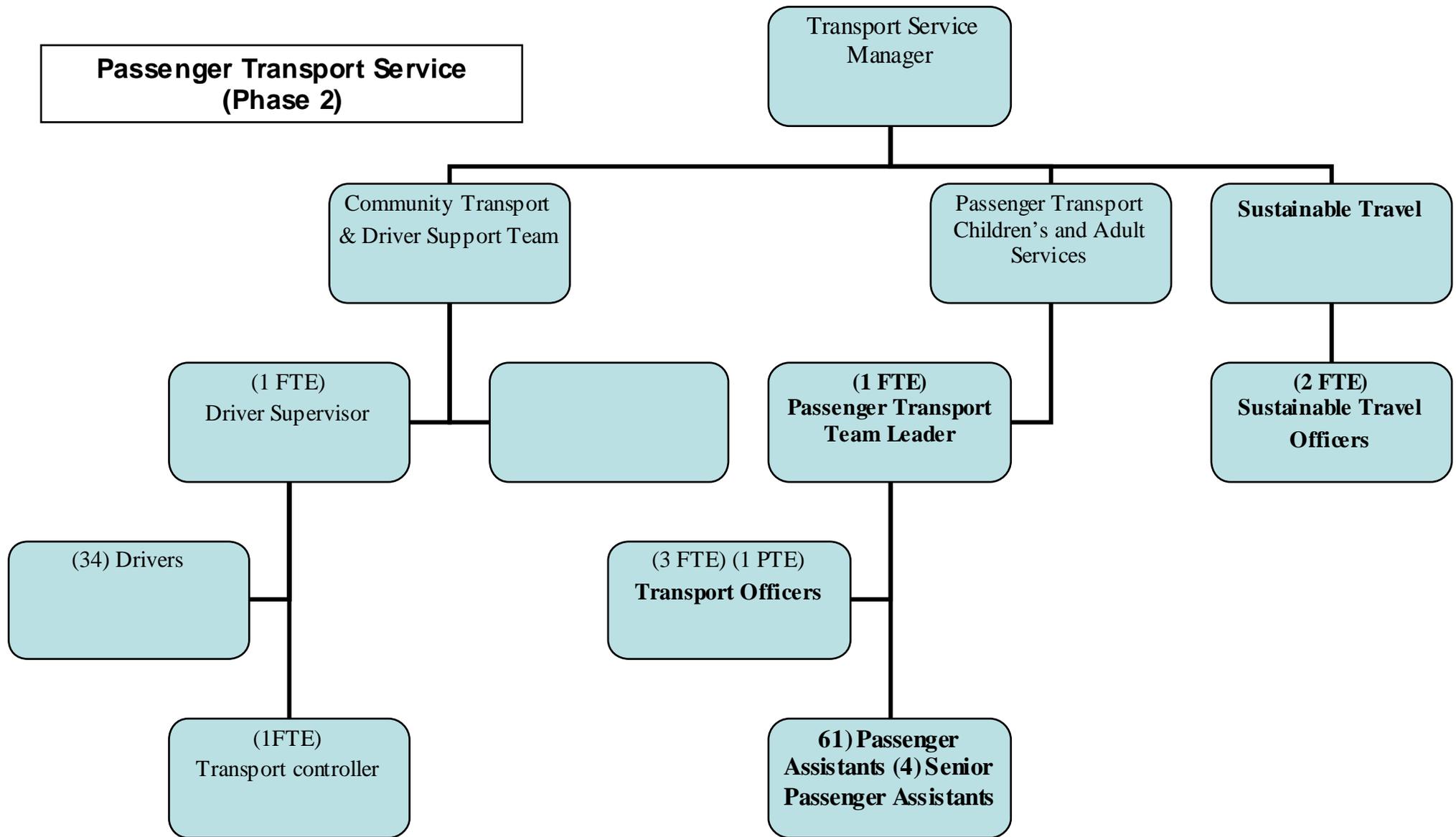
The current Transport Officer will be re-titled the Transport Team Leader and be responsible for the supervision of matters relating to both Adult and Children's Service provision

Transport Assistants

The current Transport Assistants will be re-titled Transport Officers and be responsible for the administration of matters relating to both Adult and Children's Service provision

Objectives for the Passenger Transport Service

- Develop a transport structure that is flexible and able to respond to existing and future needs
- To secure funding and investigate other opportunities to develop / improve services
- Develop clear, accountable and transparent budgetary controls
- To promote independent and sustainable travel opportunities and optimise the use of scarce resources in meeting travel needs
- Develop a Centre of Excellence relating to Driver Training
- Deliver quantifiable efficiencies



Traffic and Transport Planning Service (Additional Proposal following Consultation)

Current Structure

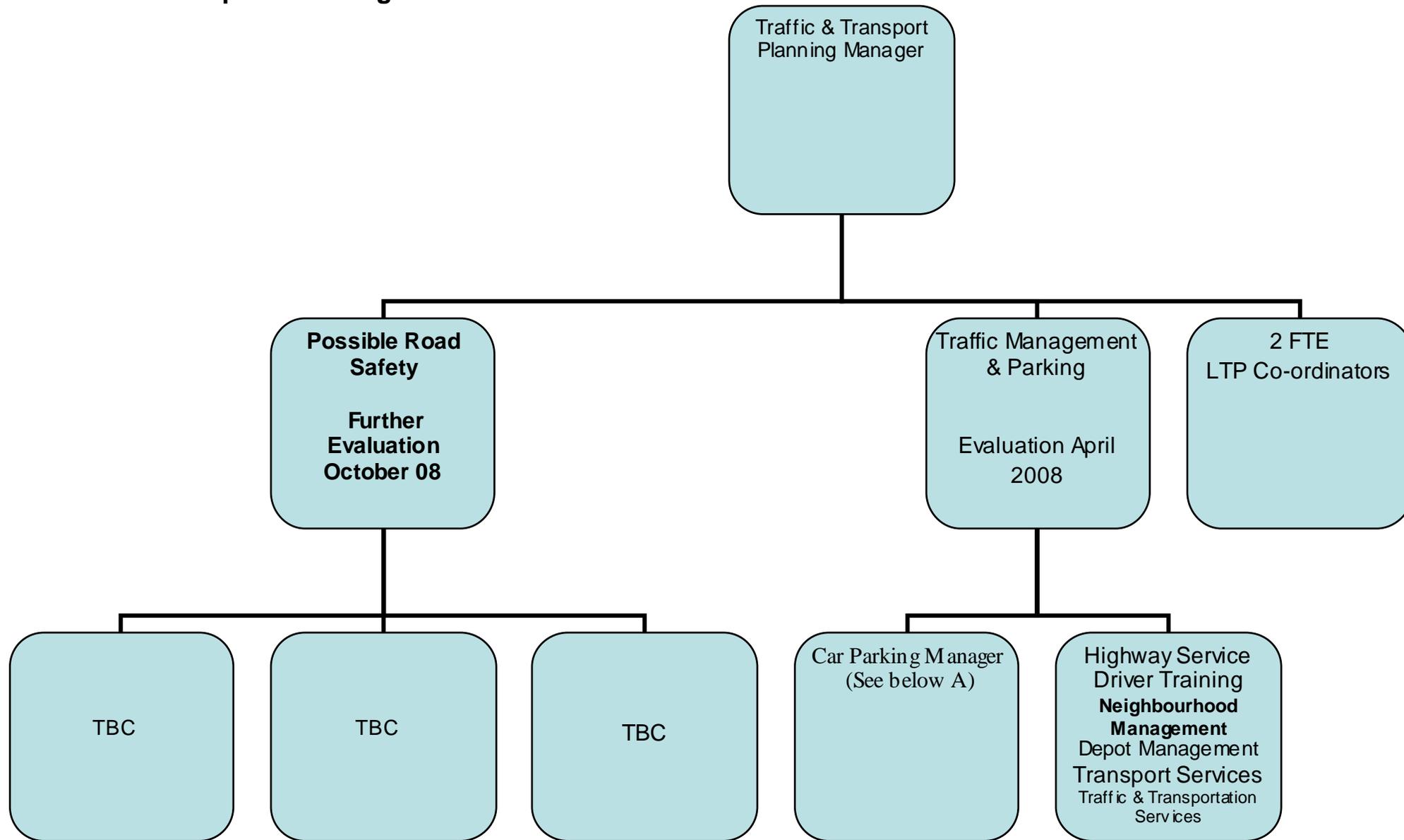
The current responsibilities relating to this service area are administered by two Departmental Heads of Service. The Head of Technical Services and the Head of Neighbourhood Management located within the Directorate of Neighbourhood Services.

Transportation Service

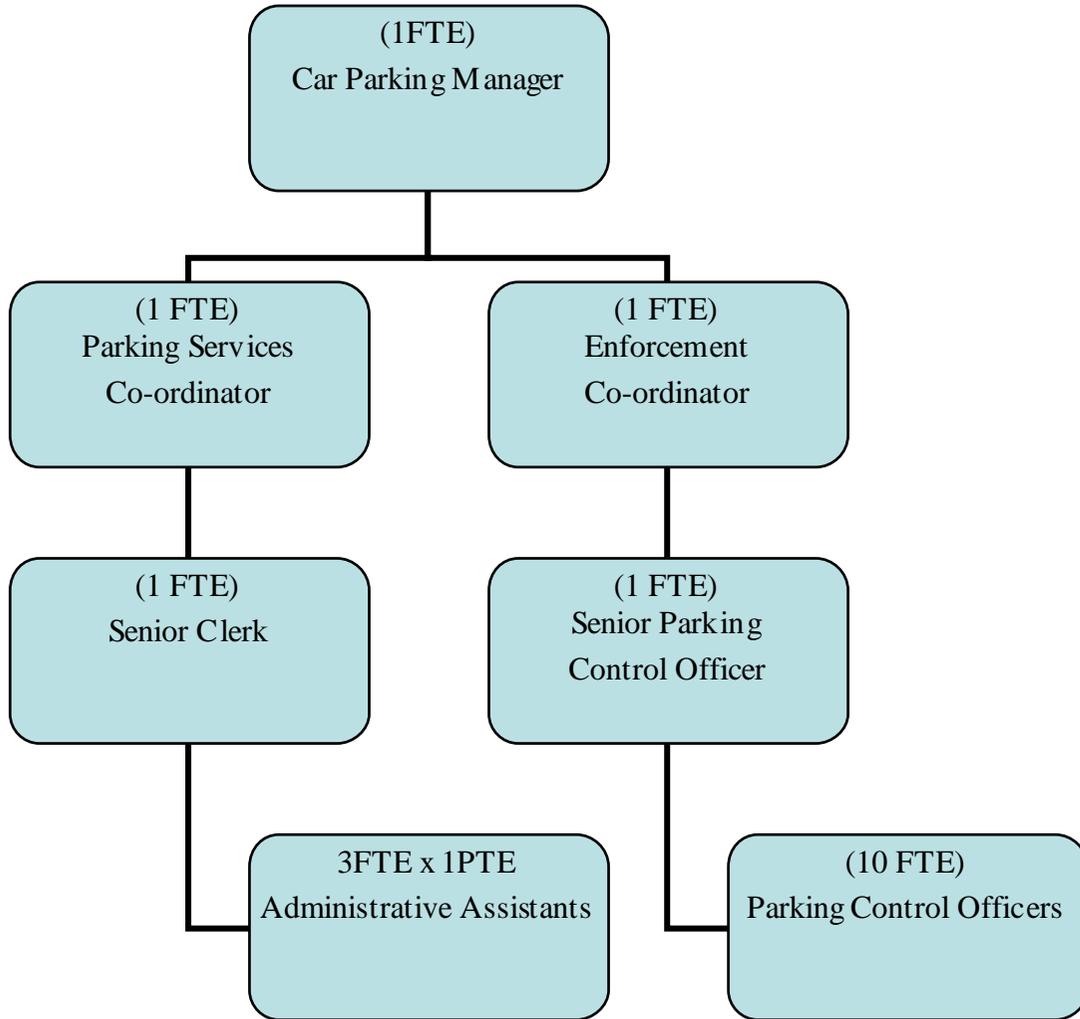
The services provided by the Transportation and Traffic team are: -

- Transportation
- Traffic
- Parking
- Highway Asset Management (**Moving to Neighbourhood Services**)
- **Further Review of Road Safety to be included into Service Area**

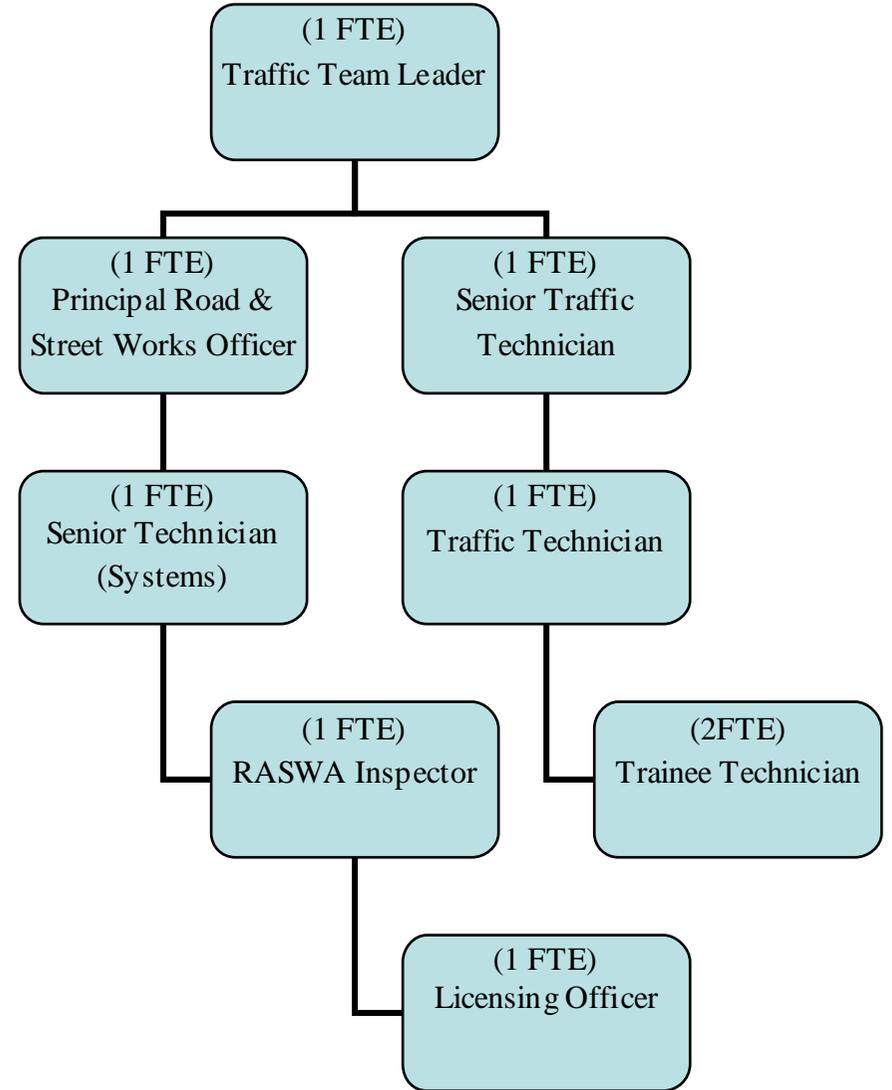
Traffic and Transport Planning Service Phase 3



(A) Car Parking Team



(B) Traffic Team



Proposed Strategic Leadership

The Council has made a considerable investment relating to the proposal to introduce an Integrated Transport Service. In order to achieve the outcome, all service areas will require significant strategic leadership and support over the next 24 months. Currently, service managers have little experience in matters relating to a number of the most significant developments proposed in the new structure. An immediate transfer of tasks would leave all service areas both vulnerable and open to significant risk. It is therefore recommended that the project is supported by interim strategic and operational support in order to ensure the continuation of current policy and progress to a fully integrated service.

Proposed Structure

Although the project has been designed to accommodate both current and future restructures within the Council, it is proposed that the service will form part of the Technical Services Department located within the Directorate of Neighbourhood Services. The Consultant Integrated Transport Unit Manager will continue to lead the service deliver for a further 18 months in order to allow managers to re train in appropriate disciplines and allow all elements of change management to take place. During this period the ITU Manger will ensure regular 1 to 1 meetings with the Head of Technical Service to ensure he is fully informed of the progress and timing of the development. Although the consultant will assume responsibility for the supervision of all of the Integrated Transport Unit Management Team, all managers will continue to attend the Technical Services Departmental Management Team Briefings chaired by the Head of Technical Services. This structure will ensure continuity once the consultant's contract comes to an end.

Appendix 3: Job Descriptions for further Evaluation

Fleet Service:

1. Fleet Manager
3. Fitter
4. Fitter Team Leader
5. Procurement Assistant
6. Procurement Officer

Passenger Transport Service:

1. Transport Service Manager
2. Passenger Transport Team Leader
3. Transport Officer
4. Sustainable Travel Officers

Traffic and Transportation Service:

1. Traffic and Transport Planning Manager
2. LTP Co-ordinator (inc both post 3 and 4)
3. Public Transport Co-ordinator (see above)