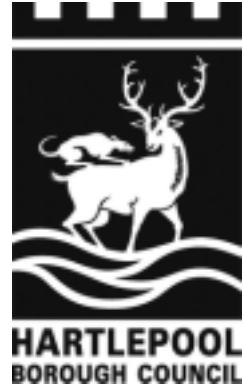


CABINET AGENDA



Monday, 13 July 2009

at 9.00 am

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 29 June 2009
(previously circulated)

4. BUDGET AND POLICY FRAMEWORK

- 4.1 Strategy For Funding One Off Business Transformation Costs – *Chief Financial Officer*
- 4.2 Tees Valley Joint Minerals And Waste Development Plan Documents: Draft Submission Documents – *Director of Regeneration and Planning Services*

5. KEY DECISIONS

- 5.1 Tees Valley Bus Network Improvements – *Director of Neighbourhood Services*
- 5.2 Local Authority Bid For Social Housing Grant For The Development Of Affordable Housing – *Director of Regeneration and Planning Services*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Business Transformation – Quarterly Programme Update – *Chief Executive*
- 6.2 Business Transformation – Service Delivery Options – *Assistant Chief Executive*
- 6.3 Business Transformation – Asset Management – *Assistant Chief Executive*
- 6.4 Business Transformation – Customer Services – *Chief Executive*
- 6.5 Future Jobs Fund – *Director of Regeneration and Planning Services*
- 6.6 Cabinet Contingency Fund – *The Mayor*

7. ITEMS FOR DISCUSSION

No items

8. ITEMS FOR INFORMATION

- 8.1 Local Area Agreement (LAA) Quarter 4 (2008/09) Summary Of Performance Report – *Head of Community Strategy*

9. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

- 9.1 Scrutiny Final Report: Access to Recreation Facilities for Vulnerable / Older People – *Adult and Community Services Scrutiny Forum*
- 9.2 Scrutiny Final Report: The Marketing of Hartlepool – *Regeneration and Planning Services Scrutiny Forum*
- 9.3 Action Plan – Access To Recreation Facilities For Vulnerable / Older People – *Director of Adult and Community Services*
- 9.4 Action Plan - Scrutiny Investigation Into 'The Marketing Of Hartlepool' – *Director of Regeneration and Planning Services*

CABINET REPORT

13 July 2009



Report of: Chief Financial Officer

Subject: STRATEGY FOR FUNDING ONE OFF BUSINESS TRANSFORMATION COSTS

SUMMARY

1. PURPOSE OF REPORT

To consider funding proposals for the one off costs for Business Transformation.

2. SUMMARY OF CONTENTS

As part of the detailed budget recommendations approved by Cabinet and Council in February Members approved the principle of funding one-off Business Transformation severance costs (£3.14m) and one-off implementation costs (£0.68m) on a loan basis repayable over a five year period from the gross savings achieved from implementing the Business Transformation Programme (BTP).

3. RELEVANCE TO CABINET

Change to Budget and Policy Framework proposal.

4. TYPE OF DECISION

Key. Test 1 applies.

5. DECISION MAKING ROUTE

Cabinet and then Council.

6. **DECISION(S) REQUIRED**

It is recommended that Members approve the following strategy, in priority order, for funding the one-off BTP implementation costs and the Departmental Restructure and Management Structures and Service Delivery work-streams up front costs:

- i) Use available departmental underspends and reserves (where these exist) to maximise ongoing savings;
- ii) Use the resources identified in paragraph 1.5
- iii) Use loan funding repayable from the gross BTP efficiencies for any residual costs not funded from (i) or (ii) (note that this includes the service Delivery Costs also).

Report of: Chief Financial Officer

Subject: STRATEGY FOR FUNDING ONE OFF BUSINESS TRANSFORMATION COSTS

1. PURPOSE OF REPORT

- 1.1 As part of the detailed budget recommendations approved by Cabinet and Council in February Members approved the principle of funding one-off Business Transformation severance costs (£3.14m) and one-off implementation costs (£0.68m) on a loan basis repayable over a five year period from the gross savings achieved from implementing the Business Transformation Programme (BTP).
- 1.2 The Business Transformation severance costs of £3.14m related primarily to the Departmental Restructure and Management Structures work-stream at that stage no detailed work in relation to the Service Delivery Workstream had been done.
- 1.3 As the funding strategy for the above costs was only agreed in principle and only dealt with a part of the Transformation Programme Cabinet needs to review this proposal and then refer a final proposal to Council for consideration in order to maximise the revenue benefit to be obtained from the Transformation Programme. In undertaking this review Cabinet need to consider the wider financial position of the Council and changes which has arisen since February.

2. BACKGROUND

- 2.1 The revenue outturn for 2008/9 was slightly more favourable than expected and resources of £2.813m are potentially available to fund one-off Business Transformation costs. If these are used to fund the costs outright this alleviates the need to pay the monies back to reserves and increases the contribution the Transformation Programme can make towards solving the budget shortfall. This then leaves the “borrowing facility” from reserves as a means of addressing the costs arising from the Service Delivery review.
- 2.2 The resource availability mentioned in the previous paragraph arise from the following issues:

Lower 2008/09 Departmental Overspend

£0.924m

As reported to Cabinet on 18th May 2009 the 2008/09 Departmental overspend was lower than anticipated. Cabinet agreed to capitalise expenditure of £2.6m, the level of the forecast overspend, and to fund this

amount from Prudential Borrowing. This released £2.6m of revenue resources and after reflecting the actual 2008/09 departmental overspend an uncommitted balance of £0.924m was transferred to General Fund Balances at 31st March 2009.

Underspend on Area Based Grant £0.189m

On 18th May 2009 Cabinet were also advised that there was expected to be an under-spend on the Area Based Grant, although this amount had not been quantified at that time. Cabinet determined to also transfer this amount to General Fund Balances.

Job Evaluation – pre 2009/10 costs £0.300m

Further work has now been completed on the cumulative costs of JE for 2007/08 back-pay, 2008/09 pay costs and whilst there are some risks still to be addressed it is likely that they will be incorporated within the overall position on appeals for which an annual provisions of £0.4m for the ongoing costs of appeals backdated to 1st April 2007 exists. Accordingly it is suggested that the uncommitted resources of £0.3m can be released.

Job Evaluation – temporary saving 2009/10 and 2010/11 £1.200m

In looking at Job Evaluation (JE) costs for future years it is anticipated that costs will be within the projected budget by 2011/12. This assumes actual pay awards are in line with forecasts and more importantly the annual cost of appeals (including NI and pension costs) do not exceed about £0.4m per year.

In implementing the details of the scheme however the rate at which individual were expected to proceed through the incremental points has been slower than expected when the budgets for 2008.09 and 2009.10 were prepared. These forecasts assumed increments would be greater in the earlier years as lower bands have less incremental points. Further work has now been completed to roll forward future years salary budgets on the basis of actual year one JE salaries and future incremental progression. This has identified that incremental costs will be phased differently owing to changes in the grades staff have been allocated to and the impact of career graded posts. These changes mean that in budget terms incremental costs will be incurred later than expected. Therefore, there will be a temporary benefit to the budget in 2009/10 and 2010/11. In total this temporary benefit is expected to be £1.2m, over the two financial years - assuming appeals don't exceed the £0.4m level.

Uncommitted Severance Funding £0.200m

As part of the 2008/09 budget strategy resources of £0.7m were set aside for severance costs in 2008/09 and 2009/10 arising from the implementation of 3% efficiencies. At the end of 2008/09 £0.2m of these resources are

uncommitted. As costs in 2009/10 are being funded differently the uncommitted resources can there be released.

- 2.3 The availability of the above resources provides an opportunity to review the existing strategy for funding the existing BTP one-off costs. If these resources are all used to fund BTP one-off costs this would enable the BTP savings to be taken to the revenue budget earlier than previously planned. Given the financial outlook for the next few years this would help balance future years budgets and reduce the need for more difficult decisions. Because the one-off costs are phased over two years this proposal would produce benefits in the order of £0.4m in 2010/11 and up to a further £0.15m in 2011/12.
- 2.4 There are still risks around the resources available from Job Evaluation and the key risk relates to the cost of appeals. Thus whilst in total some £2.813m of resources could be made available to assist the one funding of Business Transformation it would be appropriate to withhold say some £0.3m of this as a means of mitigating any risks of appeals exceeding the budget position until these risks are resolved. This would leave a sum of £2.5m that could be used to fund outright the up front costs of Business transformation whilst leaving the initial borrowing facility of £3.7m available to cover costs arising from the Service Delivery Programme. The latter £3.7 would need to be repaid from the savings achieved over a 5 year period. In considering a strategy for funding such significant costs it is appropriate that this be used only as a last resort and that departments be required to use any internal funding flexibility that they might have initially and the above corporate funds only be accessed as a last resort. The following strategy for funding these costs is therefore suggested, in priority order:
- i) Use available departmental underspends or reserves (where these exist) in order to maximise ongoing savings;
 - ii) Use the resources identified in the above paragraphs
 - iii) Use loan funding repayable from the gross BTP efficiencies for any residual costs not funded from (i) or (ii).
- 2.5 Whilst there will be costs in relation to the Service Delivery options work stream these have not been quantified at this stage and further work as part of each review will need to be undertaken. Regular review of this will need to be undertaken.

3. RECOMMENDATIONS

- 3.1 It is recommended that Members approve the following strategy, in priority order, for funding the one-off BTP implementation costs and the Departmental Restructure and Management Structures and Service Delivery work-streams up front costs:
- iv) Use available departmental underspends and reserves (where these exist) to maximise ongoing savings;
 - v) Use the resources identified in paragraph 1.5

- vi) Use loan funding repayable from the gross BTP efficiencies for any residual costs not funded from (i) or (ii) (note that this includes the service Delivery Costs also).

CABINET REPORT

13TH July 2009



Report of: Director of Regeneration and Planning Services

Subject: TEES VALLEY JOINT MINERALS AND WASTE DEVELOPMENT PLAN DOCUMENTS: DRAFT SUBMISSION DOCUMENTS

SUMMARY

1. PURPOSE OF REPORT

To seek approval to publish, and subsequently submit to Government, the Development Plan Documents which will guide future minerals and waste development in Hartlepool.

2. SUMMARY OF CONTENTS

The Submission Documents represents the final stage of preparing the Tees Valley Joint Minerals and Waste Development Plan Documents (DPDs). The DPDs will provide a strategy and consequent policies for managing minerals and waste development across the Tees Valley boroughs. The DPDs when adopted will form part of the Council's statutory Local Development Framework (LDF) and will cover the period 2010-2025. Two DPDs are being prepared a **Core Strategy DPD** which sets out the Strategic objectives and overarching policies and a **Policies and Sites DPD** which contains more detailed policies and identifies sites for development.

The report explains how the DPDs are being prepared jointly by the five Tees Valley boroughs and that progress is dependent on all five councils being satisfied with the content of the final drafts. The submission documents follow on from Preferred Options which were endorsed by all five councils January 2008. Subject to the council approval of the submission Documents, it is anticipated that publication of the DPDs will take place in August 2009 and, barring substantive changes being necessary following publication, that submission to the Government will be in November 2009.

This timetable should enable adoption of the DPDs by July 2010, meeting the requirements of the EU Waste Framework Directive.

The report will cover in detail:

- (a) the background to and the stage which has been reached in the preparation of the two DPDs dealing with future minerals and waste development in the Tees Valley, including Hartlepool Borough, namely that final drafts have been prepared;
- (b) a summary of the proposed vision and strategic objectives of the DPDs and the specific policies as they relate to Hartlepool;

3. RELEVANCE TO CABINET

The joint Minerals and Waste Development Plan Documents form part of the Development Plan which is part of the budget and policy framework. The joint Development Plan Documents are of strategic significance to the Council for development and use of land in relation to waste and minerals matters.

4. TYPE OF DECISION

Budget and Policy Framework.

5. DECISION MAKING ROUTE

Cabinet 13th July then refer to Council for approval 30th July 2009.

6. DECISION(S) REQUIRED

(a) Members approve the publication of the Tees Valley Joint Minerals and Waste Core Strategy and Policies and Sites Development Plan Documents in so far as they relate to the Borough of Hartlepool and refer the matter to Council for approval;

(b) subject to no substantive changes to the documents being necessary following publication, approval be given for subsequent submission to the Secretary of State for Communities and Local Government; and

(c) authority is given for the Director of Regeneration and Planning services, in consultation with Cabinet Member with responsibility for Planning Policy, to make any necessary minor amendments to the documents prior to publication and submission.

Report of: Director of Regeneration and Planning Services

Subject: TEES VALLEY JOINT MINERALS AND WASTE
DEVELOPMENT PLAN DOCUMENTS: DRAFT SUBMISSION
DOCUMENTS

1. PURPOSE OF REPORT

- 1.1 To seek approval to publish, and subsequently submit to Government, the Development Plan Documents which will guide future minerals and waste development in Hartlepool.

2. BACKGROUND

- 2.1 The Planning and Compulsory Purchase Act 2004 requires local planning authorities to prepare a number of local development documents which together comprise the Local Development Framework. Within these are statutory Development Plan Documents (DPDs). Unitary Authorities are specifically required to prepare up-to-date planning policies and proposals for development involving minerals and waste management which includes all waste generated.
- 2.2 On 12 April 2006 Cabinet approved the principle of the Joint Strategy Committee taking responsibility for the initial preparation of Joint Minerals and Waste Core Strategy and Policies and Sites Development Plan Documents (DPDs) on behalf of Hartlepool Borough Council and the other four Tees Valley authorities. The Minerals and Waste DPDs will replace the minerals and waste policies in the adopted Tees Valley Structure Plan and the Hartlepool Local Plan.
- 2.3 The first stage was the Issues and Options Report which Cabinet approved for public consultation in April 2007. The report had been prepared by consultants Entec UK Ltd following consultation and discussion with the minerals and waste industry, officers and members of the unitary authorities, environmental interest groups and other organisations identified as having an interest in minerals and waste in the area. This report identified issues affecting minerals and waste developments in the Tees Valley and consultees were asked to identify which options presented were the most appropriate to deal with the issues.
- 2.4 The Issues and Options Report was issued for public consultation in May 2007, with close to 1,800 organisations, companies, community groups, councillors and individuals contacted directly about the consultation and invited to take part. Information about the consultation exercise was also advertised on the Council

websites, via the local press and drop-in events were organised at the Central Library and Seaton Carew Branch Library to allow local people to come and discuss the issues.

- 2.5 Following a 6 week consultation on the Issues and Options stage the Preferred Options Reports were produced which subsequently established which of the options are the preferred ones to deal with the issues identified. The comments received from the consultation exercise were used to prepare the Preferred Options report. Following Cabinet approval in January 2008 the Preferred Options DPDs were issued for public consultation for 6 weeks, in order for comments to be made on the options chosen by the Tees Valley Authorities.
- 2.6 All comments made at the Preferred Options stage were used to help the Tees Valley authorities and their consultants Entec decide on whether the preferred options were “sound” or whether they needed amending before this current stage of publishing the Submission draft of the DPDs.

3 CURRENT STAGE: THE PUBLICATION OF THE SUBMISSION DOCUMENTS

- 3.1 This next key stage is for the five Tees Valley councils to formally **publish** the DPDs as they propose to **submit** them to the Secretary of State. Publication is to allow representations to be made over a six-week period on the “soundness” of the DPDs. To be found sound a DPD should be **justified, effective** and **consistent with national policy**. It is not intended as an additional round of consultation – the opportunities for consultation have already passed, as described above. Duly-made representations will be forwarded to the Secretary of State with the submission documents.
- 3.2 The new Minerals and Waste DPDs will comprise:
 - (i) Joint Minerals and Waste **Core Strategy** Development Plan Document, which will comprise the long-term spatial vision and overarching primary policies needed to achieve the strategic objectives containing the overall strategy and generic development policies for minerals and waste developments in the Tees Valley. The Core Strategy DPD will provide a coherent spatial strategy until 2025 and will contain measurable objectives consistent with the Regional Spatial Strategy for the North East;
 - (ii) Joint Minerals and Waste **Policies and Sites** Development Plan Document with Proposals Map. This will identify specific minerals and waste sites and provide a framework of development control policies to access future minerals and waste applications in the Tees Valley. The Policies and Sites DPD will be in conformity with the Tees Valley Joint Minerals and Waste Core Strategy.

- 3.3 These submissions Documents are the final drafts of the Minerals and Waste DPDs and their implications for Hartlepool are summarised below.

4 SUMMARY OF THE SUBMISSION CORE STRATEGY DPD

4.1 Vision and Objectives

The Core Strategy identifies that the key challenges to planning for minerals and waste in the Tees Valley are responding to development pressures, facilitating the use of secondary and recycled minerals (blast furnace slag, demolition waste), sustainable waste management, the spatial distribution of waste sites and ensuring where development occurs the amenity and environment is protected. Thus the vision that shapes the DPDs is drawn from these challenges and is in summary;

- Priority is given to the use of secondary and recycled minerals in construction. Primary mineral extraction is carefully managed with the remaining primary mineral resources and their essential infrastructure protected.
- The specialist industries which re-use, recycle and recover waste are thriving and the Tees Valley waste management industry forms a centre of excellence.
- Local communities, industry and local authorities can identify and access the waste management facilities they require.
- The international and nationally important areas of biodiversity within and adjacent to Tees Valley are protected. Opportunities are taken through minerals and waste proposals to enhance the local environment.

- 4.2 From this vision 12 strategic objectives have been developed which define and develop the policies in the DPDs.

4.3 Summary of Policies

Below is a summary of the Core Strategy Policies and their relevance to Hartlepool

- Policy MWC1 sets out the overall Mineral Strategy which reflects the first bullet point above;
- In line with national guidance the Tees Valley authorities will aim to maintain a landbank of reserves for seven years extraction of sand and gravel and ten years extraction (Policy MWC2) of crushed rock for the Tees Valley sub region to meet its apportionment from the regional level, this will involve already operating sites such as Hart Quarry (the only such site in Hartlepool);

- Policy MWC3 considers locations for the development facilities to process materials which can be used as alternatives to primary aggregates.
- Policy MWC4 states that land shall not be allocated or have planning permission granted, for development which would lead to the sterilisation of important, viable mineral resources.
- Policy MWC5 identifies operational safeguarding areas around minerals sites. In Hartlepool the land identified adjacent to existing rock extraction at Hart Quarry shall be safeguarded to prevent minerals operations at this site being prejudiced by other developments;
- Policy MWC6 sets out the overall Waste Strategy which will apply across the Tees Valley. It aims to drive the management of waste up the 'waste hierarchy' (i.e. to more sustainable options) and to provide sufficient facilities to enable waste to be managed as near as possible to its source. Drawing on national and regional figures, the policy sets targets for the proportions of the sub-region's waste to be recycled, composted and recovered for value.
- Policy MWC7 identifies what the waste management requirements will be over the plan period.
- Policy MWC8 advocates a combination of both larger sites containing "clusters" of related waste management facilities, and smaller sites for individual facilities, shall be allocated to meet the capacity requirements set out in the Minerals and Waste DPDs;
- Large "cluster" sites shall be located in the traditional industrial areas around the River Tees and should seek to make use of rail and port infrastructure available in these locations where possible. Smaller "individual" sites shall be located throughout the Tees Valley;
- MWC9 is concerned with Sewage Treatment facilities. It supports further development at the Bran Sands regional centre, near Redcar, and sets out general criteria for the development of smaller facilities elsewhere.
- Policy MWC10 encourages sustainable transport through the design and location of sites to reduce the need to travel by road and to encourage non-road modes of transport.
- MWC11 safeguards land that is used for the transportation of minerals and waste by rail and water. This includes land at Graythorp Yard in Hartlepool where sea and river dredged minerals are landed.

5 SUMMARY OF THE SUBMISSION POLICIES AND SITES DPD

- 5.1 The only general policy in this DPD, MWP1 is concerned with Waste Audits and carries forward and makes a more specific requirement from the Regional Spatial Strategy that all major development proposals should be subject to Waste Audits, aimed at minimising and managing waste. The policy will apply to developments of 10 or more dwellings and to other developments which

create at least 1,000sqm of floorspace or involve sites of 0.5ha or more and be will submitted as part of a planning application. .

- 5.2 There were **no new sites put forward for new mineral extraction in the Hartlepool Borough Council area.**
- 5.3 With regard to waste the capacities of future waste streams identified the following need for new facilities/sites across Tees valley:
- At least one composting site.
 - At least two sites for municipal solid waste and commercial and industrial waste recovery.
 - One large facility or a number of smaller facilities, for hazardous waste.
 - One Household Waste Recycling Centre in Stockton Borough.
 - One Household Waste Recycling Centre in the South Tees Area.
- 5.4 There is sufficient capacity for the landfilling of municipal solid waste and commercial and industrial waste in Tees Valley over the plan period and **therefore no capacity needs to be made within this plan for new landfill sites.**
- 5.5 The Minerals and Waste DPD Core Strategy identifies that additional facilities are required to enable the recovery of additional municipal, commercial and industrial waste during the plan period. Three sites have been put forward for commercial and industrial waste recovery with one being located in Hartlepool. Young's Recycling Group (YRG) have submitted land they own at Graythorp Industrial Estate for consideration for a waste management facility to increase the recycling operation they undertake and policy MW2 identifies this 4ha site to be allocated. **This is the only site identified in the DPDs for a new waste facility in the Borough.**
- 5.6 YRG currently sends approximately 90,000 tonnes of waste a year to landfills and they consider that up to 70% of this waste is recyclable. This would correspond to around 65,000 tonnes of waste per year. The site is considered to be a suitable location due its proximity to existing landfill sites, good road access and the surrounding land uses.
- 5.7 The site is located within the strategic area identified for waste management facilities identified by suggested Policy MWC8 of the Core Strategy and would be an extension of the existing recycling operations undertaken by YRG at Graythorp Industrial Estate. The proposals would utilise existing buildings on the site which are currently unused. The allocation is therefore considered also to accord with suggested Policies MWC9 and MWC10 of the Core Strategy.
- 5.8 Any such development on this site will still be subject to planning permission and all other appropriate consents required.

6 OTHER SUPPORTING DOCUMENTS TO BE PUBLISHED

- 6.1 The DPDs will be accompanied by a proposals map locating sites and safeguarding areas which are the subject of policies. There is also a requirement to publish with the DPDs: the sustainability appraisal report (including Habitats Regulations Assessment) which has been carried out during the course of preparation; a statement of the consultation process and issues that were raised through it, including how they were addressed; and the evidence base to justify the policies and show they will be effective.

7 NEXT STEPS AND FUTURE STAGES TO ADOPTION

- 7.1 This report seeks authority to publish the final draft Tees Valley Joint Minerals and Waste Core Strategy and Policies and Sites DPDs, in so far as they relate to the Borough of Hartlepool. Once published members of the public and interested parties can make representations on the “soundness” of the DPDs.
- 7.2 To expedite progress, authority is also being sought now for the DPDs to be subsequently submitted to the Secretary of State, subject to no substantive changes to them being necessary following publication. If the latter was the case, the DPDs would be brought back to Cabinet.
- 7.3 Authority is sought for the Director of Regeneration & Planning Services to make any necessary minor amendments to these drafts between publication and submission, in consultation with the Cabinet portfolio holder with responsibility for Planning Policy.
- 7.4 Following submission, the Secretary of State will appoint an Inspector to hold a public examination (or examinations) into the legal compliance and “soundness” of the DPDs.
- 7.5 Examinations differ from local plan inquiries under the old planning system, in that they do not focus on individual objections. Examination of the Core Strategy will be held first, probably in February 2010, followed by the examination of the Policies and Sites DPD. Neither is likely to last more than a few of days.
- 7.6 The Inspector’s report could be received in May, which, if favourable, would allow adoption of the DPDs in July 2010. That would ensure the Tees Valley boroughs meet the requirements of Article 7 of the EU Waste Framework Directive, which requires planning authorities to have waste disposal sites identified ‘through maps or sufficiently precise criteria’ by 2010.

- 7.7 Copies of the Draft Submission DPDs, Sustainability Appraisal and supporting documents have been placed in the Member's Room and can be accessed online on the planning policy page of the Council's website www.hartlepool.gov.uk.

8 RECOMMENDATIONS

- 8.1 That cabinet authorise the following:

- (a) Members approve the publication of the Tees Valley Joint Minerals and Waste Core Strategy and Policies and Sites Development Plan Documents in so far as they relate to the Borough of Hartlepool and refer the matter to Council for approval;
- (b) subject to no substantive changes to the documents being necessary following publication, approval be given for subsequent submission to the Secretary of State for Communities and Local Government; and
- (c) authority is given for the Director of Regeneration and Planning services, in consultation with Cabinet Member with responsibility for Planning Policy, to make any necessary minor amendments to the documents prior to publication and submission.

CABINET REPORT

13th July 2009



Report of: Director of Neighbourhood Services

Subject: TEES VALLEY BUS NETWORK IMPROVEMENTS

SUMMARY

1. PURPOSE OF REPORT

To update the Cabinet on the Tees Valley Bus Network Improvements project and the outcome of the Major Bus Scheme Bid to fund a comprehensive package of bus infrastructure and service improvements across the Tees Valley

2. SUMMARY OF CONTENTS

Update on latest situation in respect of bid and projects

3. RELEVANCE TO CABINET

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

4. TYPE OF DECISION

This is a key decision (tests I & ii).

5. DECISION MAKING ROUTE

Cabinet will make the decision.

6. DECISION(S) REQUIRED

That authorisation is granted to develop the schemes in conjunction with the Joint Strategy Unit and bus operators, to confirm the Council's commitment to provide it's calculated share of the "local" contribution to the overall project and agree to submit an updated business case in order to gain Full Approval for the project in Autumn 2009.

Report of: Director of Neighbourhood Services

Subject: **TEES VALLEY BUS NETWORK IMPROVEMENTS**

1. PURPOSE OF REPORT

- 1.1 To update the Cabinet on the Tees Valley Bus Network Improvements project and the outcome of the Major Bus Scheme Bid to fund a comprehensive package of bus infrastructure and service improvements across the Tees Valley

2. BACKGROUND

- 2.1 On 23 June 2009, the Minister of State for Transport, Sadiq Khan, announced that the Tees Valley Bus Network Improvements project had been granted Programme Entry status by the Department for Transport (DfT). This is an important step in the project's progress to delivery on the ground and comes after a protracted appraisal of the scheme by the DfT.
- 2.2 Having gained entry into the Government's forward programme, there is a need to secure Full Approval for the project within the next six months. The work required will involve confirmation of the measures on each corridor, to be included as part of the bid, followed by more detailed modelling of the benefits of the agreed measures, as well as some market testing of the cost estimates included within the original bid, and a confirmation of the final cost estimates and expected contributions.
- 2.3 There is therefore a need for Members to approve the submission of an updated business case, and confirm the Council's commitment to provide a minimum of 10% of the total capital cost of the improvements (in combination with the other four Tees Valley Authorities).
- 2.4 This report sets out the current schemes within the Borough that are part of the project as it currently stands. It also includes a description of the next steps within the project's development and the suggested governance arrangements for these next steps. It sets out the financial implications for the Borough in terms of the likely funding to be received towards the improvements and the expected 'local' contribution required to secure this funding from DfT. Finally, it identifies the key risks to the Council in securing funding.

- 2.5 The scope of the project was at the time of submission defined by the Major Scheme Business Case submitted in February 2008. Members gave approval for the submission of this business case based on a list of improvement measures on all corridors that were considered necessary at the time to deliver the journey time and reliability benefits to demonstrate value for money.
- 2.6 The project covers all corridors across the Tees Valley on which the core commercial services operating during the daytime between Mondays and Saturdays either is at, or will be at, a minimum of six services per hour, fixed for a minimum period of five years. The list of corridors included within the project is shown in **Table 1**, broken down by Borough

TABLE 1

Darlington	Hartlepool
<ul style="list-style-type: none"> • Clifton Road • Corporation Road/Brinkburn Road • Haughton Road • Neasham Road • North Road • Woodland Road • Yarm Road 	<ul style="list-style-type: none"> • Brenda Road • Marina Way/Cleveland Road • Raby Road • Stockton Road • York Road
Middlesbrough	Redcar & Cleveland
<ul style="list-style-type: none"> • Acklam Road • Cargo Fleet Lane • The Greenway • Marton Road • Newport Road/Stockton Road • Overdale Road 	<ul style="list-style-type: none"> • Middlesbrough Road • Ormesby Road/Eston Road • Nomanby Road • West Dyke Road
Stockton-on-Tees	
<ul style="list-style-type: none"> • Bowesfield Lane • Bishopton Road • Durham Road • Middlesbrough Road • Norton Road/Billingham Road • Oxbridge Lane • Yarm Road 	

2.7 The types of measures to be implemented on these corridors include:

- **Bus Priority Infrastructure:** a comprehensive series of bus priority measures implemented to alter the traffic balance in favour of buses, including bus lanes, bus only turns at junctions and use of selective vehicle detection (SVD) to give priority to buses at traffic signals;
- **Passenger Facilities:** all bus stops on the selected corridors will fulfil a set of benchmarks, including passenger shelters, raised kerbs for improved access, better lighting and CCTV coverage;
- **Service Specification and Vehicles:** an extension of the existing hours of operation with consistent evening and Sunday services, regular even headways across all designated services, with newer, accessible, high quality specification vehicles; and,
- **Complementary Measures:** measures such as high quality accessible information and real time journey information (screens at stops, on-line, on-board and SMS messaging) to help deliver a 'whole journey' concept aimed at encouraging bus use for all types of journeys at all times.

2.8 The measures shown in the extract from the infrastructure register included in **Appendix 1** represent the most up-to-date position with regard to the content of the project in the Borough, indicating to which services these measures will be of benefit.

2.9 The services included within the project are shown in the table below, again broken down by Borough.

Darlington	Hartlepool
<ul style="list-style-type: none"> • 2 • 4 • 5/5A/7/7 A/8 • 9 • 10 • 11 • 13A/13B • 14 	<ul style="list-style-type: none"> • 1/1A • 6 • 7/7A • 36
Middlesbrough	Redcar & Cleveland
<ul style="list-style-type: none"> • 11 • 12 • 17/17A/17B/17C • 27/27A 	<ul style="list-style-type: none"> • 63 • 64/64A • 65/65A/X56

<ul style="list-style-type: none"> • 36/37/38 • 56/65/65A/X56 • 63 • 64/64A 	
Stockton-on-Tees	
<ul style="list-style-type: none"> • 7 • 15 • 17/17A/17B • 36/37/38 • 52 • 58 • 59 • 61 • X6 	

- 2.10 As part of the response to the DfT's announcement, the specific priority measures on each corridor are currently subject to detailed review by Officers and the bus operators to confirm that they collectively deliver the anticipated benefits along each corridor. Members will be advised of the latest position of this review at the meeting.
- 2.11 The principle behind this review will be to maximise the time savings and improved reliability to bus services along each corridor in order that complementary investment in newer, fully accessible, vehicles can be secured from the bus operators.
- 2.12 Once the review is completed, these measures will form the basis of the updated business case to DfT. It is acknowledged that more local consultation on the proposals for each of the corridors will need to take place later in the year to achieve political and public consensus. However, Members should be aware that the principles of the investment have been agreed previously, and this process simply seeks the most cost effective solutions to existing problems along each corridor.
- 2.13 It should also be noted that whilst individual measures may change as the design process moves forward, it is unlikely that the corridors that form those to be improved will alter significantly
- 2.14 The scope of the other measures within the bid are also being reviewed to confirm where new bus shelters, better lighting, CCTV and real time information is to be provided. Both the operators and the Local Authorities are looking to develop cashless entry procedures that reduce the need for the driver to handle

cash fares, thereby reducing stop delays, and well as examining the use of technology to support a high proportion of pre-pay and multi-journey discounted tickets.

2.15 The DfT announcement includes an expectation that an updated business case, meeting the criteria for Full Approval, will be submitted within the next six months. In order to secure the Government funding, an updated business case is required that demonstrates more detailed modelling of the benefits of the agreed measures, as well as some market testing of the cost estimates included within the original bid, and a confirmation of the final cost estimates and expected contributions.

2.16 Therefore, the next steps within the project will be to:

- develop the schemes within the early part of the revised infrastructure schedule to obtain supplier prices;
- obtain the necessary traffic orders to implement the measures planned within the first year of the project; and,
- work with the Joint Strategy Unit and bus operators to confirm the anticipated benefits for the corridors.

2.17 In line with the latter task, there will be a need to develop the Heads of Terms for the partnership agreement that will underpin the bus operators' contribution to the project as well as setting out any conditions for breaking the partnership agreement.

2.18 As noted previously, there will also be more local consultation on the proposals for each of the corridors later in 2009, with the aim of substantial work starting early next year, assuming final Government approval, and completion of work on all of the corridors planned for mid-2012.

2.19 Development of the project to date has been through a Project Board that consists of the five Tees Valley Local Authorities, the Joint Strategy Unit, the two principal bus operators and the Senior Responsible Owner, currently the Director of Environment at Middlesbrough Council

2.20 It is proposed that this arrangement continue, with the approval of this report giving the Nominated Officer the delegated authority to undertake the work described in paragraph 3.2 on behalf of the Council.

3. CONSULTATION

- 3.1 Details of the Tees Valley Bus network Review and a summary of the proposed components for the Major Scheme Business Case were presented to the Tees Valley Joint Strategy Committee at their meeting on 27th July 2006.
- 3.2 A presentation entitled 'Tees Valley City Region Development Programme - Connecting the Tees Valley' was made at a special Members' Seminar in 2006. This presentation included information on the Bus Network Review and proposed Major Scheme.
- 3.3 Individual elements of the scheme have subsequently been consulted on through the Council's Traffic Liaison Group that includes representatives from local bus operators, police, ambulance, fire brigade and taxi drivers.
- 3.4 Further detailed consultation and involvement with local ward members, stakeholders and the public will be carried out on individual scheme elements.

4. FINANCIAL IMPLICATIONS

- 4.1 The total funding package is around £60 million, of which £40 million is being provided by the DfT, and the remainder by the Tees Valley Local Authorities and private sector contributions.
- 4.2 A detailed breakdown has been prepared of the costs of the various priority infrastructure measures along each corridor, as well as the contribution to the project from other sources. In Hartlepool, the breakdown is as follows (all prices in 2008 base year prices):

• Total cost of priority measures	£9.118 million
• Contribution from DfT	£5.196 million
• Contribution from Council	£3.992 million *
*includes £2.470 million for interchange	
• Contribution from third parties	£0
- 4.3 In addition to the priority infrastructure measures, the current cost estimate allows for a total of some £6.440 million to be invested in bus stop infrastructure across the Tees Valley, with a 'local' contribution from each Authority of around £300,000.
- 4.4 There is also an allocation of some £2.700 million towards the other measures described in paragraph 2.10, including a 'local' contribution from each Authority of £40,000.
- 4.5 The total 'local' contribution within the funding package comfortably exceeds the minimum threshold of 10% set by the DfT. The funding package developed

to date assumes no additional resource is required by the Local Authorities over and above funds already committed through the Local Transport Plan (LTP) process. This will be confirmed through the updated business case submission.

5. PROJECT RISKS

- 5.1 There are two substantial risks to the project, one before the implementation works commence, and one during construction
- 5.2 In the first instance, the updated business case is rejected for Full Approval and funding is withdrawn as one or more of the DfT's conditions are not met. In this instance, the Council would still wish to pursue the improvement measures developed along each of the key corridors, but these would be implemented using LTP funding, and over a period of around 10 years, rather than three.
- 5.3 Although not at all desirable, and an approach that will result in significantly less mode shift to bus than that anticipated as part of the current bid, it would mean that none of the design and development work done to date, nor that to take place in the next six months, would be abortive.
- 5.4.1 In any event, the value for money calculation for the scheme falls into the DfT's "good" category, and has a benefit : cost ratio in excess of 3.0, meaning that there would need to be a radical change in the measures comprising the scheme during the next six months to alter this outcome.
- 5.5 In the second instance, there is a risk of cost escalation above the current, or updated, cost estimates, meaning that additional contributions are required from the Council, or some measures may not be delivered. The DfT's approach of only granting Full Approval once supplier prices are known is aimed at minimising this risk, hence the need to obtain some process within the next six months.
- 5.4.2 Within the overall funding package, a Quantified Risk Assessment (QRA) has been undertaken, and this figure has been added to the estimated cost so as to be included within the overall funding envelope, to give further scope for cost escalation. Finally, a further allowance has been within the funding package for extraordinary cost escalation over and above the QRA figure.

6 RECOMMENDATIONS

- 6.1 It is recommended that the contents of this report are noted and that:
 - a). Members authorise Officers to develop the schemes within the early part of the revised infrastructure schedule to obtain supplier prices;

- b). Members authorise Officers to proceed to obtain the necessary traffic orders to implement the measures planned within the first year of the project;
- c). Members authorise Officers to work with the Joint Strategy Unit and bus operators to confirm the anticipated benefits for the corridors within the bid;
- d). Members confirm the Council's commitment to provide its calculated share of the 'local' contribution to the overall project; and,
- e). Members agree to submit an updated business case in order to gain Full Approval for the project in Autumn 2009.

7 REASONS FOR THE RECOMMENDATIONS

7.1 The reasons for these recommendations are:

- a) to ensure that the requirements of the DfT to confirm funding for the scheme are met;
- b) to deliver a step change in local public transport across the Tees Valley at the earliest opportunity, providing a core network of high frequency, high quality services providing an attractive alternative to the private car;
- c) to reverse the long term decline in bus patronage, ensuring a sustainable, stable, growing and less subsidy dependent network for the future.
- d) the funding bid assumes no additional resource is required by the Local Authorities over and above funds already committed through the Local Transport Plan process; and
- e) to draw down funding from the DfT at the earliest possible opportunity.



Ref	Services	Issue	Proposed Solution	Total Scheme Cost	Total Local Contribution	Cost to DfT	Proposed Year of Implementation
H1a/b	(1/1A), 6, 7/7A, 36	York Road (Lister Street to Burn Valley Roundabout) - access for buses affected by general traffic. Variable delay caused by traffic congestion	Carriageway widening, car parking lay-bys, footway improvements and short lengths of bus lane	£934,643.00	£143,428.00	£791,215.00	2
H1c	(1/1A), 6, 7/7A, 36	York Road (Park Road to Lister Street) - access for buses affected by general traffic. Variable delay caused by traffic congestion	Carriageway widening, car parking and bus stop lay-bys and footway improvements	£758,572.00	£758,572.00	£0.00	0-1
H1d	(1/1A), 6, 7/7A, 36	York Road (Victoria Road to Park Road) - access for buses affected by general traffic. Variable delay due to congestion	Consolidate bus waiting facilities and restrict through traffic to buses and taxis only - further modelling and enhanced stop capacity required. Microsimulation model to be developed and junction capacity to be examined	£499,402.00	£0.00	£499,402.00	2
H1e	6	York Road (Raby Road to Victoria Road) - variable delay due to traffic congestion. Location of bus stop affects Victoria Road junction	Bus lanes, parking laybys and footway/carriageway improvements. Relocate bus stop away from junction	£550,000.00	£0.00	£550,000.00	3
H1f	(1/1A), 7/7A, 36	Victoria Road (York Road to Stockton Street) - access for buses affected by general traffic. Variable delay due to congestion	Bus lanes, parking laybys and footway/carriageway improvements	£550,000.00	£250,000.00	£300,000.00	3
H7	7/7A, 36	Variable delay on Marina Gateway due to heavy congestion. Congestion at Stockton Street / Marina Gateway junction	Traffic signals improvements and prohibition of right turn into Clarence Road using widened central reservation, with Museum Road reverting to two-way operation	£38,696.00	£0.00	£38,696.00	1
H9	(1/1A), 6, 7/7A, 36	Conflicting movements at Burn Valley Roundabout introduce variable delay	Convert roundabout to signalised junction, subject to detailed modelling, with enhanced pedestrian facilities, bus priority and linked into SCOOT	£700,000.00	£250,000.00	£450,000.00	3
H10	6, 36	Alignment of Oxford Road / Stockton Road junction makes left turn difficult for buses	Junction improvement to ease turning movement. Pull back southbound stop line to create additional space for left turning buses	£250,097.00	£0.00	£250,097.00	2
H11	6, 36	On-street parking restricts access to stops and ease of movement on Oxford Road	Improvements to and extension of existing scheme. Parking to be rationalised and restricted to north side of road only with bus boarders and refuges to prevent overtaking. Cost to be confirmed	£10,000.00	£10,000.00	£0.00	2
H12	6, 36	Variable delays due to alignment of Oxford Road / Catcote Road junction affecting turning movements	Signalise with bus priority and pedestrian crossings on all arms (replacing existing zebra and pelican crossings). Enforce existing parking restrictions	£502,643.00	£0.00	£502,643.00	1
H13	(1/1A), 7/7A	Issues and problems associated with parking at northern end of Brenda Road and the Stockton Road approach to Brenda Road from the south west	Formalise and restrict parking	£24,000.00	£0.00	£24,000.00	1
H14	(1/1A)	Variable junction delay due to conflicting movements at Brenda Road / Belle Vue Way roundabout	Provide left turn lanes and bus lanes on Brenda Road approaches (northbound from Usworth Road) with widening to permit two lane southbound exit from roundabout	£350,000.00	£0.00	£350,000.00	3



Ref	Services	Issue	Proposed Solution	Total Scheme Cost	Total Local Contribution	Cost to DfT	Proposed Year of Implementation
H15	(1/1A), 6	Variable delays for buses on Raby Road crossing Hart Lane / Middleton Road junction	Implement bus priority at existing signals	£3,482.00	£0.00	£3,482.00	1
H17	(1/1A), 6	Variable delay caused by congestion at key junction of Winterbottom Avenue with Holdforth Road	Relocate southbound bus stop	£12,000.00	£0.00	£12,000.00	1
H18	(1/1A)	Pedestrian access to bus stops at University Hospital of Hartlepool, parking is also an issue	Improve bus stop facilities	£12,000.00	£12,000.00	£0.00	1
H19	(1/1A)	Access to bus stops and parking in general around Throston Grange	Additional and enhanced parking bays to be provided	£30,000.00	£15,000.00	£15,000.00	2
H20	(1/1A)	Variable delays crossing Hart Lane, between Wiltshire Way and Tarnston Road	Add bus priority to new signals	£3,482.00	£0.00	£3,482.00	1
H21	(1/1A), 6	Parking issues affecting access to bus stops and ease of movement in Winterbottom Avenue	Formalise parking with bus stop boarders	£15,000.00	£7,500.00	£7,500.00	2
H22	6	Parking issues affecting access to bus stops and ease of movement in Clavering Road	Provide parking laybys	£100,000.00	£25,000.00	£75,000.00	2
H30	6	Tight junction radius at King Oswy Drive / West View Road means buses must cross centre line of West View Road or cut across verge when turning left	Widen junction for left turning vehicles, with bus by-pass leading directly into integrated bus layby at eastbound stop	£112,009.00	£0.00	£112,009.00	2
H32	7/7A	Parking in Northgate, particularly outside shops, causes congestion and delays buses	Traffic management measures and relocation of bus stops	£100,000.00	£40,000.00	£60,000.00	2
H33	6, 7, 36	Narrow junction of Wynyard Road and Catcote Road causes congestion and delays buses	Widen junction to create dedicated westbound right turn lane	£193,712.00	£0.00	£193,712.00	1
H34	7A	Narrow junction of Owton Manor Lane and Catcote Road causes congestion and delays buses	Both sides of junction widened to create separate left and right turn lanes on approaches	£297,731.97	£0.00	£297,731.97	1
H35b	6	Narrow junction of Mowbray Road and Catcote Road causes congestion and delays buses	Widen and realign junction, without change of priority, and provide parking bays to ensure Catcote Road southbound carriageway is kept clear	£145,647.00	£0.00	£145,647.00	1
H36	(1/1A)	Bus turning circle in Elizabeth Way often blocked by buses laying over and other parked vehicles	Remodel turning circle to enable buses to pass those laying over. Restrict and enforce parking	£44,366.00	£10,000.00	£34,366.00	2
H37	6	Catcote Road / Truro Drive - narrow junction causes congestion and delays buses	Widen southern side of junction to create dedicated right turn lane	£118,113.00	£0.00	£118,113.00	1
H40	7/7A	Church Square Terminus - turning circle for buses affected by general traffic. Variable delay, due to congestion, and poor interchange with rail services	Construction of new interchange facility adjacent to the railway station with turning facility for buses. Land acquired	£2,770,000.00	£2,470,000.00	£300,000.00	2
H44	(1/1A), 6	Raby Road / York Road - variable delay caused by congestion at junction	Raby Road northbound approach to junction widened to create separate left and right turn lanes. Relocation of northbound Odeon bus stop into lay-by and cost to be revisited	£61,655.00	£0.00	£61,655.00	1

CABINET REPORT

13th July 2009



Report of: The Director of Regeneration and Planning Services

Subject: LOCAL AUTHORITY BID FOR SOCIAL HOUSING
GRANT FOR THE DEVELOPMENT OF
AFFORDABLE HOUSING

SUMMARY

1. PURPOSE OF REPORT

The purpose of the report is to provide an overview of the scheme recently announced by the government allowing local authorities to bid for Social Housing Grant for the development of social housing. The report sets out proposals for the possible implementation of such a scheme within Hartlepool.

2. SUMMARY OF CONTENTS

The report presents an overview of the Governments' scheme to allow Local Authorities to bid for Social Housing Grant (SHG) for new build affordable housing units. This represents a significant opportunity to maintain the momentum for bringing forward affordable homes within the town and the report therefore provides details of the bid criteria and presents proposals for a potential scheme and SHG bid within Hartlepool. The details of this proposal are set out within the report and timescales associated with delivery are presented. Given the limited number of resources available from the HCA under the National Affordable Homes Programme over the next 21 months this scheme is considered to be one of the few opportunities to attract grant by an alternative route for affordable housing provision in Hartlepool and the report recommends developing a Hartlepool scheme for consideration during the first bidding round.

3. RELEVANCE TO CABINET

This report has strategic relevance across a range of portfolios and is key to Community Safety and Housing, Finance and Performance and Regeneration and Economic Development.

4. TYPE OF DECISION

Key. Test (i) and (ii) apply.

5. DECISION MAKING ROUTE

Cabinet at its meeting on the 13th July 2009. Council on the 30th July 2009 to consider the prudential borrowing requirement.

6. DECISION(S) REQUIRED

That Cabinet is requested to:

- i.) note the contents of the report;
- ii) approve the proposal to pursue an application for Local Authority Social Housing Grant by the 31st July 2009 deadline;
- iii) approve preferred option 3 for the delivery of two schemes, subject to confirmation of viability;
- iv) agree the method of procurement including progression of discussions with Housing Hartlepool as the preferred developing agent;
- v) delegate authority to the Community Safety and Housing Portfolio holder to approve changes to the application or any other actions that may be required before bid submission.
- vi) approve the proposal to fund 50% of the capital costs of this scheme between £1,278,700m and £2,317,860m from Prudential Borrowing (the amount is dependant on the outcome of the bid and the number of units successfully awarded LA-SHG), subject to the resulting annual repayment costs being fully funded from rental income and to seek Council approval to amend the 2009/10 capital programme and Prudential Borrowing limits accordingly;
- vii) note that the Council will have to fund the short-term cash flow costs of this development until properties are let and approve the proposals that these costs are either funded from additional investment income if this exceeds the approved budget, or if this is not possible, from the 2010/11 headroom included in the budget forecasts.
- viii) approval to submit planning application or applications for any other statutory consents that may be required direct by the Council or the developer agent.

Report of: The Director of Planning and Regeneration Services

Subject: LOCAL AUTHORITY BID FOR SOCIAL HOUSING
GRANT FOR THE DEVELOPMENT OF
AFFORDABLE HOUSING

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to provide an overview of the Government scheme allowing local authorities to bid for social housing grant for the development of social housing. The report also highlights proposals for the potential implementation of this scheme within Hartlepool, the bidding process and meeting bidding criteria.

2. BACKGROUND

- 2.1 In May 2009 the Homes and Communities Agency (HCA) launched a £50 million scheme that allows Local Authorities to bid for Social Housing Grant (SHG) to develop affordable housing. The aim of the scheme is to help to meet local affordable need and encourage homes to be built which may not otherwise proceed, providing support to the house building industry during difficult economic times. The available funding is to provide SHG and allows for consequential prudential borrowing serviced by rental income from the properties. The regional split of this funding is yet to be decided and bids will be evaluated at a national level with input from HCA regional offices. It is anticipated that only one or two Local Authorities within the North East will be selected and these authorities would receive 50% of full scheme costs in SHG and the remaining 50% would be funded from the Council's own resources, such as capital receipts or prudential borrowing. Full scheme costs need to be tempered by the need for a competitive bid. Local Authorities have the opportunity to bid for SHG and bids will be assessed against a range of criteria detailed below. The funding is available over the next two years on the basis of two bidding opportunities the first of which is 31st July 2009 and the second, October 2009.
- 2.2. The provision of social rented housing has been identified as a Council priority and the high level of affordable housing need within the town is evidenced by long housing waiting lists and a number of Hartlepool and Tees Valley housing studies including the most recent Tees Valley Strategic Housing Market Assessment. A Scrutiny investigation into the provision of social rented accommodation and the Labour Group report, followed by a special Council debate in January, have also highlighted the importance of the provision of social housing in Hartlepool. Taking this agenda forward a Cabinet report on the 9th March included as an action 'putting the Council at

the centre of new development, exploring new initiatives and maximising potential resources' (paragraph 2:3). This scheme is a valuable opportunity to achieve such objectives and to potentially gain access to additional resources for affordable housing development.

- 2.3 Furthermore, significant work has recently been underway to provide affordable homes with 182 new-build affordable units completed in Hartlepool last year (08/09). This government scheme is an opportunity to attract additional funding into the town and provide new build social rented units which meet high environmental standards whilst meeting Council objectives in terms of increased provision of social rented accommodation. It is also an opportunity to provide additional job opportunities and training apprenticeships for Hartlepool as part of the construction process.

3. ELIGIBILITY AND ASSESSMENT CRITERIA

- 3.1 The aim of the SHG fund is to support additional social housing development and is available to Local Authorities for new schemes that have not already received funding and would not otherwise proceed. To demonstrate that a housing scheme is not already 'committed', planning consent should not already have been approved for development. It is expected that the proposals will be for development on local authority owned land and including but not exclusively infill sites that are proving difficult to secure developer interest in the current climate. To be eligible for grant, local authorities must offer secured tenancies for permanent rented properties with statutory right to buy to be eligible. The guidance establishes a range of criteria against which each local authority bid will be assessed. Four key criteria are stipulated within the document namely, value for money, deliverability, strategic fit and design and quality. Recent discussions with officers from the HCA suggest that all criteria must be met to achieve a successful bid.

3.2 *Value for Money*

The local authority bid will be assessed on the level of grant required per unit and will be compared to the grant required from local RSL's for similar affordable housing developments, to help determine the schemes value for money. It is therefore important that the proposed build costs for these schemes are as cost efficient as possible. 50% of the total build costs will be covered by the available grant and 50% through the Councils ability to prudentially borrow raised against the net rental income. The rent levels will be based on day one of letting at a level reflecting the fact that tenants will benefit from living in new build properties built to high standards. The HCA expects that the local authority land will be included in the scheme at nil cost although the land and new build properties will remain in Council ownership.

3.3 *Deliverability*

A successful bid would require an early start on site and preliminary discussions with the HCA indicate that schemes which can achieve a start date within 2009/10 will be favoured. All of the homes must be completed by

March 2011. There is no maximum scheme size, however, the guidance indicates that smaller schemes are more likely to be deliverable in the timescale therefore are more likely to be successful. The advice given to Officers by the HCA locally is that schemes of between 20 and 45 units may be appropriate but smaller infill projects may also be considered.

3.4 *Strategic Fit*

The guidance confirms that all bids are required to meet local, regional and national strategic priorities. The bid will meet these priorities in terms of affordable housing provision and providing local job opportunities. The schemes are intended to create jobs in construction and associated trades and therefore bids must incorporate provision for local labour and apprenticeships.

3.5 *Design and Quality*

The new affordable homes must meet as a minimum Code for Sustainable Homes Level 3. Bids that can achieve a higher level will be advantaged as part of the bid assessment process. Local authority bids must follow the HCA new build design and quality standards and ensure that all of these standards are incorporated into the final development. 'Lifetime homes' status is also required on all new build within this scheme.

4. **SCHEME PROPOSAL**

- 4.1 Subsequent to the scheme launch and publication of guidance, discussions have taken place with a regional representative from the HCA. In order to achieve a successful bid it has been established that all of the above criteria must be met or exceeded. The following scheme proposal and delivery options to achieve this.

4.2 *Site Options*

In order to meet bidding criteria the scheme must be delivered on land owned by Hartlepool Borough Council in order to avoid land costs associated with the development however, the Council will retain ownership of the completed units and of the site. The report seeks agreement from the Cabinet to put forward the chosen site or sites for the housing scheme at nil value for affordable housing development but with ownership of land and the new build properties retained by the Council.

In a recent review, as part of the scrutiny process, the availability of Council owned land was assessed. This concluded that only a limited number of sites across the town in Council ownership are suitable for affordable housing development. A number of these potential site options were considered for this LA-SHG initiative but given the limited size of many of these Council holdings and considering the bid criteria the two main suitable options are Land at Charles Street and Land at Golden Flatts on Seaton Lane. To meet HCA requirements it has been indicated that a scheme of 25-45 units would be an appropriate level for a bid, it is reasonable to assume

that the development of this number of units could be completed by the deadline of March 2011.

Each of these sites has the potential to deliver the number of units required and are within locations suitable for housing development. Both would be considered as priority regeneration sites, Golden Flatts being one of the Growth Point sites and Charles Street being a town centre location which falls within the Central Area Innovation and Skills mixed-use redevelopment zone. Initial discussions around the development of housing on these sites have taken place and, as the guidance requires, no planning permission or funding has been achieved for either of these sites to date. Furthermore, discussions regarding the provision of housing on these sites have taken place and a good deal of community support exists, particularly at Charles Street. Development at Seaton Lane has been similarly discussed with a range of stakeholders including Members in the past.

4.3 *Land at Charles Street*

In October 2007 the Cabinet agreed that an affordable housing programme should be pursued in Hartlepool (min 101, Cabinet 1st October 2007 refers) following this the land at Charles Street was identified as a potential site and at a subsequent Cabinet meeting it was agreed that a formal development brief should be produced and the site be subject to a formal tendering process. Tenders were opened on 26th May 2009 at Contract Scrutiny Panel and bids are in the process of being reviewed. This site has therefore already been subject to a procurement process and has been identified to the HCA as a Council priority. This site has the potential to deliver between 20-35 units of affordable housing independent of this proposed scheme, however, given the uncertainty over future HCA funding it is worthwhile considering this site for this alternative funding and possibly submit separate bids under the standard National Affordable Homes Programme as well as the LA-SHG initiative.

4.4 *Land at Seaton Lane*

The land at Seaton Lane has also been subject to discussions with RSL's for the development of affordable housing, although arguably is much less progressed in terms of scheme development. Housing Hartlepool and Endeavour HA in partnership with a developer have already conducted discussions with the Council over delivering this site although in the current housing climate these discussions have not progressed as quickly as originally anticipated. There remains, however, the potential for some members of this partnership to deliver this HBC Social Housing Grant scheme on the Seaton Lane site. The Seaton Lane site has the potential to deliver additional homes as part of a wider mixed housing development in the future. This site in the longer term may also see the benefit of the inclusion of some surrounding additional land and therefore the potential to deliver a larger mixed community and supporting the place making agenda within Hartlepool. The long term potential of this site meets the objectives of the HCA in terms of place making and is therefore considered by officers more likely to be successful as a bid. In addition to this, Growth Point funding is identified for this site to provide infrastructure and noise attenuation

measures to support the wider development. The first stage development of this site through the Council LA-SHG bid and Growth Point could make the remaining site more attractive to developers in the future for mixed tenure developments.

4.5 *Development Options*

A number of options have been identified for consideration as the basis of a bid. The HCA has advised that a scheme of between 20 and 45 units would be an appropriate scale and the Council would need to consider where within this range it would wish to pitch its bid. A successful bid at the higher end of the range would obviously deliver more affordable units and attract more HCA funding, but would involve a higher borrowing requirement for the Council. The proposed options are based around two locations, Seaton Lane and Charles Street and whilst one proposal involves development on both sites, the delivery of a single site option may impact on the timing of delivery of affordable housing on the remaining site. The proposed options are as follows:-

- **Option 1 : 25 units at Seaton Lane.** This is a Growth Point site with the potential to deliver around 100 units of mixed tenure. A 25 unit bid would utilise approximately one quarter of the site, retaining flexibility around the overall future housing mix, and the ability to achieve the broader place making and mixed community agenda. Growth Point resources would help to provide some initial infrastructure works and militate against abnormal costs such as noise attenuation measures and alongside this, the LA-SHG scheme could help improve the attractiveness of the remainder of the site to developers, sale of which could result in a capital receipt to the Council. As a site that has previously not been developed there are not anticipated to be any abnormal site related constraints although this will only be known for certain once ground tests are carried out.
- **Option 2 : 20 units at Charles Street.** This site has a capacity for around 35 to 40 units and an LA-SHG bid of 20 units would leave a reasonable size of land available for delivery by an alternative method. As mentioned earlier in this report the land has already been subject to a tendering procedure with a view to progressing a bid for funding under the National Affordable Homes Programme (NAHP) and there could be the potential to either promote a reduced bid to the NAHP on the remainder of this site (which may benefit from 'windfall' funding – or unused resources from within the NAHP programme), or to progress 'dual' bids for the whole site in the hope that one or other is successful. The Charles Street site has previously been subject to development and there is therefore a higher risk of abnormal costs associated with ground conditions and existing services than the Seaton Lane site, although again this would need to be subject to detailed ground tests.
- **Option 3 : 25 units at Seaton Lane and 20 units at Charles Street.** This option would allow delivery of a larger number of units (45) split across the two sites. It would offer the same site related benefits and risks of Options 1 and 2. There is no stipulation in the guidance around delivery on a single site, this approach has been encouraged by the HCA

during informal discussions and a scheme split across two sites if successful may stimulate the delivery of the remainder of both sites. This approach will also enhance the place agenda of the bid as the mix of tenure options will be split across two sites in Hartlepool.

- **Option 4: 45 units at Seaton Lane.** This option would take up approximately half of the currently available site. Whilst delivery may be more straightforward it would reduce the Council's capacity for capital receipt on the remaining land. A large single scheme would also be more difficult and complex to procure. Such a scheme may also raise questions with the HCA around the place agenda and the overall housing mix of the site; therefore this option is less attractive and is not a recommended option.

Option 3 is recommended involving the submission of two schemes. This approach is supported by the HCA and is less complex to deliver.

These sites meet the majority of the criteria agreed by Cabinet for the disposal of land for affordable housing development (Cabinet report 07/07/08 paragraph 4:3). The ownership of the land would however, be retained by the Council, issues relating to how the management will be undertaken and reviewed will be covered by the service level agreement/memorandum of understanding.

4.6 *Housing Mix and Design and Build Standards*

The proposed housing mix seeks to strategically address the identified need within the town. All properties will be of social rented tenure, and a mix of house types with mainly 3 bedroom properties and some bungalows are proposed for inclusion within the scheme. The proposed mix is at this stage however remains indicative and is based on the findings of the Strategic Housing Market Assessment. Any proposal will need to be refined within the planning stage with a developer partner and close working with the Council's Housing Advice team to ensure the most appropriate range type of affordable accommodation is provided to meet the needs of local people. The houses developed as part of this scheme must meet very high environmental sustainability standards and therefore will be energy efficient with low running costs. The aspiration for this scheme is that all properties meet Code for Sustainable Homes (CSH) Level 4, as the guidance suggests that CSH Level 4 properties are highly favoured under the bid criteria. The financial modelling which has been developed so far in costing up the scheme has indicated that CSH level 4 will be viable, based on build costs from other similar developments in the town, and these assumptions will be tested further as the scheme details are developed, although CSH Level 3 will be achieved as a minimum on any potential development. This proposal will not only provide Hartlepool with 25-45 new affordable homes but will set a benchmark for sustainable build standards and increase the chances of a successful bid. The proposed development must also meet the HCA design and quality standards and Lifetime Home Standards which stipulate unit size requirements, accessible internal layout and the ability to adapt for a range of needs. A planning development brief has already been developed for the

Charles Street site and work is underway to define the planning requirements on the Golden Flatts site.

4.7 *Management and Procurement*

Whilst it is a requirement of the funding scheme that ownership of the properties is retained by the Local Authority the scheme guidance allows for Local Authorities to contract out the management of these units to an approved Registered Social Landlord (RSL), ALMO or LSVT. Given that the Council has already transferred its stock to Housing Hartlepool and also given the urgency, tight timescales and one-off nature of this scheme it would not be cost effective for the Council to develop an internal management team and set up the ICT resources required to submit the bid. It is therefore proposed that Housing Hartlepool should be appointed as the Council's developing agent and managing agent for this scheme. Housing Hartlepool have a major presence in the town and are successfully managing properties close to both of the potential development sites and are prepared to manage on a 'open book' contractual arrangement. If Housing Hartlepool were selected as the Council's managing agent it would be possible to access their pre-procured Spirit framework which comprises experienced and approved developers to deliver the scheme within the tight timescales required to meet the HCA deadlines for scheme start on site and completion. In addition to this, Housing Hartlepool have previously shown interest in developing affordable housing on the Seaton Lane and Charles Street sites and have indicated they would be interested in fulfilling the role as developing agent for this scheme.

Within this proposal the Council will retain ownership of the land and the dwellings and would pay a fee for management and maintenance costs. An agency agreement will be drawn up which would agree a long term management arrangement for the properties in question, the management costs of which have been incorporated into the financial modelling. As detailed above the importance of local labour and training must be evident within this scheme and forms a large part of the bid criteria. The use of a local building contractor may be more likely to meet these requirements, this however is subject to the developer meeting the appropriate build costs which would allow the scheme to be financially viable and meet the value for money bid assessment criteria. It is important that local labour and training clauses are built into any potential development agreement and that subsequent monitoring of the implementation of this takes place this can be achieved through the local labour coordinator. Procurement of a developer must therefore have an emphasis on local employment and training for the scheme proposal to be successful. This would be achieved by either commissioning a local developer/builder or putting together a developer agreement with local employment clauses with advice from Hartlepool Working Solutions. There are a number of local labour contractors on the Housing Hartlepool Spirit framework.

Tenants from these properties will be allocated from the Council and Housing Hartlepool's joint waiting list through the new Choice Based Lettings system (CBL). Housing Hartlepool have the proven track record of property

management and preliminary discussions indicate that they have the capacity to manage these additional units on the Councils behalf at a comparable management costs of other RSL's. Assistance in development and submission of this bid has been offered by the Housing Hartlepool team.

4.8 *Deliverability*

The Cabinet is requested to approve a bid submission subject to there being no cost or revenue consequences to the Council. Subject to Cabinet approval a report will be taken to full Council seeking approval for the prudential borrowing element of the scheme, the costs of which would be serviced by the rental income of the properties.

Following confirmation of a successful bid the Council with Housing Hartlepool will continue detailed community consultation and discussion with the Members that cover the appropriate wards. This will build on the consultation which has already taken place on these two potential sites.

5. RISK AND FINANCIAL IMPLICATIONS

- 5.1 The proposals meet local, regional and national priorities in terms of the provision of affordable housing and also in terms of meeting the new build targets identified in the Regional Spatial Strategy. They would also respond to the Tees Valley Credit Crunch Working Group's proposals to kick-start sites ready for the economic upturn. The proposal also meets the Councils priorities towards affordable housing and taking a leading role in housing delivery.
- 5.2 As indicated earlier in the report the HCA grant will fund 50% of the construction costs and it is suggested that the remaining 50% is funded using the Council's Prudential Borrowing powers. The resulting annual repayment costs of using prudentially borrowing will need to be funded from the rental income of the property. The initial financial modelling indicates that the annual repayment costs of using prudential borrowing will be serviced by the rental income. The rental income will also cover ongoing management and maintenance costs of these new build properties.
- 5.3 To repay this loan and to cover management and maintenance costs the properties therefore have to be fully tenanted. The new build properties have the potential to be very desirable with residents given their low running costs, high space and design standards. It is therefore very likely that these new build properties will have high occupancy levels and low voids. The financial model discussed above demonstrates the significance of low build costs and the impact of increasing build costs on scheme viability. It is therefore extremely important that build costs are at an appropriate level.
- 5.4 On a practical level the Council will have to fund the cashflow costs of this development as the HCA grant draw down process means that 25% of the overall build costs will be drawn down at the point of start on site and a further 25% of full scheme costs would be drawn down on completion of the

scheme. The Council will also need to fund the interest element of the Prudential Borrowing costs until properties are completed and let. Further work is needed to determine these costs based on the length of the construction period. However, given the low level of short-term interest rates it is not envisaged that these costs will be significant. It is suggested that if investment income in the current year exceeds the budget level that these monies be set aside to offset the cash flow costs which will arise in 2010/11. If this is not possible the cashflow costs will need to be funded from the headroom included in the 2010/11 budget.

- 5.5 There is an element of risk also attached to site selection. For example the site at Charles Street is previously developed land and has the potential for unforeseen costs associated with contamination, soft ground or old cellars. Detailed ground condition surveys would be required to assess the potential for these abnormal costs and the impact on scheme viability. The financial model does however have an element of contingency to cover some abnormals and this could mitigate the impact on the viability of the scheme. The Seaton Lane site is greenfield and previously undeveloped therefore it is unlikely that there would be a high level of abnormal costs emerging, although again ground condition surveys would reveal any potential remediation costs and work is underway to progress these. The noise attenuation measures required for this site can be achieved through the use of Growth Point funding already allocated to this scheme together with other noise reduction considerations that can be introduced during the detailed design and planning stage of the scheme. Contingency has been built into all elements of the financial modelling work conducted as part of this scheme and work is currently underway to develop a greater understanding of the ground conditions on both sites.
- 5.6 There is also risk attached to the development of CSH Level 4 properties as the long term maintenance cost implications are unknown and not tested. The potential of a larger maintenance sinking fund to cover any future unforeseen costs is currently being modelled for consideration as part of the scheme.
- 5.7 The Secure Tenancies that accompany the new build properties have some risk associated with them given that tenants will have the statutory Right to Buy. Under the Right to Buy scheme the tenant is entitled to a maximum discount of £22,000 in the North East. However, the overall cost of building, improving and maintaining the unit over the previous 10 years must be covered by any purchase price therefore it is unlikely that any discount granted would reach the level of £22,000. This is termed the Cost Floor calculation. This mitigates the risk to HBC as there will be sufficient funds from any potential purchase under RTB to clear the prudential borrowing HBC have been required to undertake to develop that unit. These assumptions are based on the current system which operates between the HCA and RSL's where RSL's are able to have first call on any Right to Buy income to clear any mortgage debt on that unit.

The development of the business case and the financial modelling will continue in order to ensure that the objectives of the scheme and requirements of prudential borrowing can be achieved, further reports will be made as required.

- 5.8 A Risk Register has been developed to monitor the risks associated with this development scheme.

6. TIMETABLE FOR BIDDING AND SCHEME DEVELOPMENT

- 6.1 The scheme has two bidding rounds, deadlines for which are 31st July and October 2009. Early discussions with the HCA suggest that it would be advantageous to submit an application within the first bidding round as there is uncertainty around the level of resources that would remain for Round 2, the bidding process for which may be more competitive.
- 6.2 The proposed timetable aims to meet the first bidding round deadline of Friday 31st July 2009 is as follows:

Stage	Details	Deadline
Achieve Pre-Qualification under the NAHP	The Council and potential developing agent is required to complete some financial pre-qualification questionnaires	June 2009
Discussion with Housing Hartlepool	To discuss scheme management and viability	June 24 th 2009
Housing Task Group	Report presented to this group outlining the proposed bid and associated risk.	June 30 th 2009
Production of draft bid.	A draft bid is to be completed and then following a decision from Cabinet and circulated internally for comments.	June 2009
Further Discussions with Housing Hartlepool	Detailed costing and financial assessment work to be completed with Housing Hartlepool	June 2009
Further discussions with the HCA	Meeting with HCA representative has been scheduled to discuss scheme proposals.	30 th June 2009
Cabinet Report	Cabinet report completed and decision made by Members.	13 th July 2009
Council Report	To approve prudential borrowing element of scheme.	30 th July 2009
Completed bid to be submitted to the HCA	Completed bid to be submitted to the HCA demonstrating how each of the bid criteria has been met.	31 st July 2009

Statement Local Labour Statement	A statement must be produced to illustrate how the local labour, training and apprenticeships requirements will be achieved.	31 st July 2009
Bidding on the HCA's IMS system	A completed bid must be inputted into the HCA's Investment Management System. Training of officers to use this system could potentially be offered by Housing Hartlepool.	31 st July 2009.
Developer Procurement Process	Initial discussions with potential developer partner and Housing Hartlepool in advance of HCA announcement and initial scheme development meeting all HCA requirements	June-September 2009
Successful Bids Announced	The HCA will announce the successful bids and if successful Hartlepool can proceed with proposed scheme.	September 2009
Planning Permission	Plans submitted for planning permission on announcement of a successful bid for a 6 week period.	October 2009
Start on Site	It has been suggested that a start on site by quarter 3 of 2009/2010 will be favoured by the HCA.	November-December 2009
Build Completion	Completion of all 25- 45 new build units.	March 2011

7. RECOMMENDATIONS

7.1 That Cabinet is requested to:

- i.) note the contents of the report;
- ii) approve the proposal to pursue an application for Local Authority Social Housing Grant by the 31st July 2009 deadline;
- iii) approve preferred option 3 for the delivery of two schemes, subject to confirmation of viability;
- iv) agree the method of procurement including progression of discussions with Housing Hartlepool as the preferred developing agent;
- v) delegate authority to the Community Safety and Housing Portfolio holder to approve changes to the application or any other actions that may be required before bid submission.
- vi) approve the proposal to fund 50% of the capital costs of this scheme between £1,278,700m and £2,317,860m from Prudential Borrowing (the amount is dependant on the outcome of the bid and the number of units

successfully awarded LA-SHG), subject to the resulting annual repayment costs being fully funded from rental income and to seek Council approval to amend the 2009/10 capital programme and Prudential Borrowing limits accordingly;

vii) note that the Council will have to fund the short-term cash flow costs of this development until properties are let and approve the proposals that these costs are either funded from additional investment income if this exceeds the approved budget, or if this is not possible, from the 2010/11 headroom included in the budget forecasts.

viii) approval to submit planning application or applications for any other statutory consents that may be required direct by the Council or the developer agent.

CABINET REPORT

13 July 2009



Report of: Chief Executive

Subject: BUSINESS TRANSFORMATION – QUARTERLY
PROGRAMME UPDATE

SUMMARY

1. PURPOSE OF REPORT

To provide a recap on the programme, to update on progress on the Programme since April 09 and to provide an outline of forthcoming activity.

2. SUMMARY OF CONTENTS

The report provides an overview of the current status of the programme and forthcoming reports which will be considered by Cabinet. In providing this review and forward plan it is the intention of the report to provide sufficient information for the overall monitoring of progress of the Programme against the originally established timescales.

In addition the report includes an update in respect of both financial and risk related issues. Although the financial information is, at this stage, limited due to the previously discussed intended savings profiles it is the intention that these monitoring reports provide up to date information in relation to both savings achieved and the costs incurred for future meetings.

This report also encompasses decisions required from Cabinet in respect of the make up of the Programme Board and the department names for the new structure.

3. RELEVANCE TO CABINET

The Business Transformation Programme is a cross cutting council wide programme and is therefore of relevance to Cabinet

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet 13th July 2009

6. DECISION(S) REQUIRED

6.1 Cabinet are recommended to

6.1.1 Note the progress made to date on the implementation of the programme and forthcoming reports to Cabinet included in this report

6.1.2 Identify any issues they wish the Business Transformation Team to take into account in the implementation of the programme

6.1.3 Determine the preferred option for the make up of the Programme Board as covered in sections 6.3.1 and 6.3.2 of the main report

6.1.4 Determine the names of the departments based on the recommendations included in section 7.4 of the main report

Report of: Chief Executive

Subject: BUSINESS TRANSFORMATION – QUARTERLY
PROGRAMME UPDATE

1. PURPOSE OF REPORT

- 1.1 To provide a recap on the programme, to update on progress on the Programme since April 09 and to provide an outline of forthcoming activity.

2. BACKGROUND

- 2.1 At the meetings in January and April of 2009 Cabinet made a range of decisions in respect of the implementation, and further development of the Business Transformation programme. For information these are shown in detail in **Appendix 1** but some of the key elements are shown below

- The restructure of the authority from 5 departments to 3 (at the meeting in January) and an overall structure of the authority with some functional changes (at the meeting in April)
- The recruitment of Directors of Place and People in line with the Council's procedures.
- Development outline departmental structures by the appointed Directors, delivering the efficiencies required, to be agreed by Cabinet.
- To the implementation of the Business Case proposals for the following workstreams
 - Restructure and Management Structures:
 - Transactional Services
 - Non-Transactional Services
 - Asset Management
 - Service Delivery Options
- To receive further reports on Customer Services, Service Delivery Options, a Workforce Development Programme and an invest to save programme for energy efficiency
- That the authority implement;
 - Restrictions on filling vacancies across the Council, with limited exemptions.
 - A managed process to receive expressions of interest in voluntary redundancy in line with programme timescales.
- That further reports be brought to Cabinet after the appointment of Directors in respect of the functional structures and the proposed slotting in of Chief Officers.

- 2.2 Whilst progress has been made on the programme it is important to note that there are further factors, outside the control of the authority which continue to impact upon the Council (and this programme) in the short and medium

terms. From 2010/11 the efficiency target which Central Government expects the authority to deliver each year has been increased from 3% to 4% (in broad terms this equates to additional efficiency savings of approximately £800K over and above those already required).

- 2.3 The Business Transformation Programme has been established to contribute towards the Medium Term Financial Strategy (MTFS) of the Council and the budgetary issues which have been reported to Cabinet for the short and medium terms. The plans which have been established have been based upon the understanding of the financial position at various points and, as has been identified above in respect of increased efficiency targets, the constraints under which the authority is being placed are significant and likely to increase further.

3. Current Programme status and progress on actions

- 3.1 The implementation of the programme began in line with the decisions of Cabinet and with a range of preparatory work being undertaken for elements of the programme where implementation is not scheduled until later in the year.
- 3.2 Overall the status of the programme and the actions within it is classed as On Target. The programme was not scheduled to have delivered any direct efficiencies at this stage and all programme elements, including decisions needed by Cabinet at this stage of the programme have been received and implementation has begun where appropriate.
- 3.3 Brief summaries of progress and plans for each workstream are attached at **Appendix 2**
- 3.4 It should be noted that each of the six workstreams has made progress in the first quarter of 2009/10.
- Preparations for the recruitment of Directors and ADs
 - Well advanced in implementing new HR/Payroll system
 - Research and baseline data underway for centralisation proposals for ICT, Procurement and Asset Management
 - Customer Services Business Case completed for reporting to Cabinet
 - Review programme prepared for Service Delivery Options for Cabinet
 - Energy Management Invest to Save Programme prepared for Cabinet
 - Researched options for more corporate support service arrangements
- 3.5 A key early deliverable, and one which impacts on many other actions and outcomes, is the corporate restructure. Detailed plans and preparations are in place to ensure that we meet the key milestones for the programme. It is important that the following are met.
- 3.5.1 Corporate Restructures / Management Structures
- The Appointment of Directors for the two new departments by mid-August

- The third tier (Assistant Directors) are all in post by end of October/Early November
- 3.5.2 Transactional Support Services
- HR Payroll phased deadlines
 - Determination of administrative support services by November
- 3.5.3 Customer Services
- Business case report to Cabinet by July
 - Roll in of services to Contact Centre to re commence from August
 - Revised website and online functionality in place from September
- 3.5.4 Service Delivery Options
- Review programme agreed by Cabinet
 - Programme of reviews commences from July
- 3.5.5 Asset Management
- Proposals for centralising resources to be determined by July
 - Invest to save proposals agreed by Cabinet by August
 - Buildings for disposal identified and agreed
- 3.5.6 Non Transactional Services
- Corporate procurement unit and ICT support team established by November
- 3.6 The programme is, overall, on target in respect of the timescales originally set. The programme is, as has been stated on an ongoing basis, complex and with a series of significant and related actions. The management of the programme is appropriate to needs at this stage.
- 4. Financial Update**
- 4.1 There has been very little expenditure to date, other than backfilling for the BT Team and a minor amount of external specialist assistance. No savings are budgeted for in the current year, and none were expected in the first quarter.
- 4.2 The main points to note are:
- The management structure business case is, as a minimum, expected to achieve the target saving set.
 - There is less overlap with revenue budget savings than expected, but potentially more overlap between workstreams than anticipated.
 - The potential contribution from Income Maximisation is estimated at a minimum of £300K in 2010/11, and possibly more in subsequent years.
 - The Energy Management programme is expected to contribute savings, with the level depending on the internal and external investments made
- 4.3 At a consolidated BT programme level, adjustments have been made for the potential overlap of savings across workstreams in determining the forecast

savings that the programme will ultimately deliver for the Council. In terms of programme implementation departments will need to appreciate the cumulative impact of savings required by different workstreams eg. savings will be required from management structures, from SDO reviews, from transactional and non transactional workstreams.

- 4.4 The BT team are currently working with Finance to determine the cash envelopes and more detailed targets for the various elements of the programme.

5. Key Risks

- 5.1 The risks identified which may impact on the programme have previously been reported to Cabinet and are monitored as part of the overall management and control of the programme and its component parts.
- 5.2 It is appropriate to reiterate a number of those that have already been identified and to provide further information on others as the nature, or potential impact, of the risk become clearer. These are identified below (though are not a full report on the risk register and associated risks and management arrangements);
- 5.2.1 The programme comprises, as has always been stated, a number of interrelated elements. The nature of the change required only provides for very limited opportunity for realising efficiencies from discrete, stand alone projects. This therefore increases both the complexity of the change required and the cumulative effect of developments on capacity to achieve successful change.

Whilst this is a known component of the programme, and one which has been recognised since the outset, it reinforces the need to ensure that potential efficiencies are not double counted, that capacity remains in the system to ensure that the programme outcomes can be achieved and to programme realistically.

- 5.2.2 The Service Delivery Options (SDO) element of the programme has been set an ambitious target as part of the overall programme. The target of £4.6m is over half of the overall projected programme savings and requires significant innovation and change to deliver this. The programme of reviews that has been developed provides a framework within which to progress this element of the programme. It is likely that there will be a significant number of potentially complex and challenging decisions to be made in respect of current and future service provision if these scales of efficiencies are to be delivered. This likely to include decisions in relation to the continuation of services, current standards and levels of provision, eligibility thresholds to services, the delivery of the service among a range of others.
- 5.2.3 There are unlikely to be any easily identifiable and deliverable efficiencies within the programme which has been outlined. The Authority has worked to deliver those efficiencies which are easier to realise over the last 4 to 5 years

and it is likely that these have been exhausted. The authority is at the point of needing to make difficult decisions in respect of key service areas and this will need continued commitment and support from Cabinet in conjunction with engagement with both those delivering and receiving the services. Each decision to not agree to changes required as part of the SDO programme as they come forward to Cabinet essentially requires a return to the default of salami slicing budgets within the authority which is the position Cabinet wished to see avoided or minimised.

6.0 Programme Board

6.1 The make up of the Programme Board as determined by Cabinet at the meeting in October 2008 and includes the following

- **Elected Members**
 - The Mayor
 - Portfolio Holder for Performance
 - Portfolio Holder for Finance and Efficiency
 - Chair of Scrutiny Coordinating Committee
 - Elected Member nominated by Council
- **Officers**
 - Chief Executive
 - Assistant Chief Executive
 - Director of Adult and Community Services
- **Key Partners**
 - Trade Union Representatives (x2)

6.2 The Terms of Reference for the Board identify that it will be reviewed at least annually and since the Board was established the portfolio responsibilities for Cabinet members have been revised following the Mayoral election and it has been agreed to move from a departmental structure of 5 departments to one of 3.

6.3 Cabinet have the opportunity to review the Membership of the Board. At Programme Board a number of options were discussed and are open to Cabinet to decide.

6.3.1 That Cabinet membership be the Mayor and Portfolio Holder for Finance and Performance or be supplemented with an additional Cabinet member (to be determined by Cabinet)

6.3.2 The membership by other elected members be maintained as it is currently or be supplemented with a member of each of the Scrutiny Forums as determined by Council.

7.0 Department Names

- 7.1 As part of the proposals for the restructure of the authority we have been operating on the principle that the ‘working titles for the two new departments are People and Place. As we come to the point of recruiting directors and implementing the structural and service changes which will bring into being the new departments it is appropriate to determine the department names.
- 7.2 A range of options are available in this regard, and it is difficult to reflect all service areas forming part of a department in the title. The current department titles are ;
- Adult and Community Services
 - Children’s Services
 - Neighbourhood Services
 - Regeneration and Planning Services
- 7.3 There are numerous permutations and combinations available however the following are suggested ;
- Child and Adult Services (or visa versa)
 - Children, families and community services
 - Children, Adults and Families
 - Care, Create and Achieve
 - Regeneration and Neighbourhoods (or vice versa)
 - Cleaner, Safer, Greener
- 7.4 It is important that we try to use titles for the departments that are clear but which do not attempt to describe everything in the department. On this basis the following are recommended
- Child and Adult Services
 - Regeneration and Neighbourhoods

8.0 Communications

- 8.1 Communication is an important and constantly evolving part of the Business Transformation programme. As the overall programme, and then elements within it have been agreed by Cabinet there has been an ongoing process of communication. Over the last quarter a growing amount of general staff information on the programme has been regularly broadcast via the intranet pages, general Newsline articles and a Newsline Special Edition, a variety of staff workshops and seminars (both corporate and departmental), and through all of the normal management channels. Two Member seminars have also been held in May. Union representatives have been briefed on a monthly basis. One further option for communication is a series of ‘drop in’ events at points around the town, so that staff who may not normally come to briefings at the central offices or use the intranet can hear messages and ask questions directly to the BT Team.

9.0 Future Plans

9.1 The report identifies the key activities and actions over the last quarter building upon the agreements made by Cabinet in previous meeting. In addition there are a range of reports planned over the next 6 months as follows :

- Assistant Director structures and slotting in proposals (Sept/Oct)
- Management Development Programme proposals (Autumn)
- Business case report for Customer Services (July)
- Service Delivery Review Options programme (July)
- Proposals for centralising asset management (July/ August)
- Invest to save proposals for energy management (August)
- Quarterly updates on the overall Programme

10.0 Conclusion

10.1 The overall Transformation Programme is proceeding in line with the originally agreed scope and timescale. There are a range of interrelated elements to the programme which are being both developed and implemented in line with previous agreements. The programme has inherent within it a range of decisions at various stages which are important in ensuring the ability to deliver the contribution to the Medium Term Financial Strategy. The Programme of Service Delivery Options has the single largest contribution to the overall financial savings of the programme. Any decision to not implement available options in respect of these reviews will leave a subsequent financial deficit in the Medium Term Financial Strategy which will require addressing. It is part of the overall ethos of the programme that we will take a managed, though often difficult, approach to the change required to avoid the need to resort to wholesale salami slicing of services and budgets.

10.2 The programme at this stage is deemed to be on track.

11.0 Recommendations

11.1 Cabinet is recommended to

11.1.1 Note the progress made to date on the implementation of the programme and forthcoming reports to Cabinet included in this report

11.1.2 Identify any issues they wish the Business Transformation Team to take into account in the implementation of the programme

11.1.3 Determine the preferred option for the make up of the Programme Board as covered in sections 6.3.1 and 6.3.2

11.1.4 Determine the names of the departments based on the recommendations included in section 7.4

Background Papers

Cabinet reports of

6th April 2009 – Business Transformation Programme (Corporate Restructure)

26th January 2009 – Business Transformation Programme

15th September 2008 – Business Transformation Programme

11th February 2008 – Business Transformation Programme

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Appendix 1

Previous decisions of Cabinet**Cabinet 26th January 2009**

At the meeting of Cabinet on the 26th January 2009 the following was agreed in respect of the restructure:

- i. The restructure of the authority from 5 departments to 3 in line with the principles in section 4 of this report (of 26th January 2009), with the detailed departmental structures to be developed.
- ii. The review of the remuneration of the Directors of People and Place in line with the agreed Council Remuneration strategy to be agreed by Cabinet.
- iii. The recruitment of Directors of Place and People in line with the Council's procedures.
- iv. Development outline departmental structures by the appointed Directors, delivering the efficiencies required, to be agreed by Cabinet.
- v. The review of the current structure of the Chief Executive's department, with the development of new structures, if appropriate, to be agreed by Cabinet.

In addition to the decisions detailed above Cabinet also agreed

- i. To the continuation of the Business Transformation Team to support Directors and manage and deliver elements of the programme.
- ii. To the implementation of the Business Case proposals identified in section 5 of the report
 - a. Restructure and Management Structures:
 - b. Transactional Services
 - c. Non-Transactional Services
 - d. Asset Management
 - e. Service Delivery Options
- iii. To receive a further report on the implementation of the business case for Customer Services
- iv. To receive a report on the Service Delivery Options incorporating a programme for future years, comprising at least 4 reviews per year and service delivery principles and evaluation criteria.
- v. That the authority implement;
 - a. Restrictions on filling vacancies across the Council, with limited exemptions.
 - b. A managed process to receive expressions of interest in voluntary redundancy in line with programme timescales.
- vi. The principle of funding one-off severance costs of £3.1m on a loan basis repayable over a 5 year period from the gross savings achieved from implementing the Business Transformation programme, and to refer this proposal to Council for approval as part of the 2009/10 budget proposals on 12th February 2009.
- vii. The principle of funding other one-off programme costs of £0.64m on a loan basis repayable over a 5 year period from the gross savings achieved from implementing the Business Transformation programme, and to refer this proposal

to Council for approval as part of the 2009/10 budget proposals on 12th February 2009.

- viii. That proposals for a Workforce Development Programme be developed for consideration by either Cabinet or the Performance Portfolio holder to underpin the requirements of the programme
- ix. That proposals for an invest to save programme for energy efficiency be developed and submitted for consideration and approval
- x. The Communications Plan.

Cabinet 6th April 2009

1. That the overall structure of the Council as set out in sections 7.2, 7.8 and the phased approach to the implementation of the People Department as shown in section 7.4 and 7.6 of the report be approved.
2. That Cabinet determines that the structural location of the services / sections considered within the report are as follows
 - (a) That Procurement, Property and Assets is located in the Place Department as set out in section 8.2 of the report.
 - (b) That Community Strategy (Sustainable Communities) is located in the Chief Executives Department (Corporate Strategy Division) and Place Department (Planning and Economic Development Division and Regeneration and Housing Division) as set out in section 8.3 of the report.
 - (c) That the Drugs Action Team (DAT) is located in the Place Department (Community Safety and Prevention Division) as set out in section 8.4 of the report.
 - (d) That the Youth Offending Service (YOS) is located in the Place Department (Community Safety and Prevention Division) as set out in section 8.5 of the report.
3. That the programme updates set out in **Appendices 1 to 4** of the report be noted.
4. That the recruitment process and timescales for the Directors of People and Place be noted and that Council be informed that Cabinet members wish to be involved in the appointment process.
5. That further reports be brought to Cabinet after the appointment of Directors in respect of the functional structures and the proposed slotting in of Chief Officers.
6. That staff consultation on the proposed structures be in line with the protocols already agreed with the Trade Unions.

Appendix 2

CORPORATE RESTRUCTURE/MANAGEMENT STRUCTURES

The vision for this work stream is for the Council to have management structures which are sustainable in terms of capability and capacity to deliver a high performing council, whilst freeing up resources for service delivery and front line services.

The preparation stage for this work stream is now well underway.

New Functional Structures

Functional structures of the three departments were agreed by Cabinet on 6th April.

Preparation for the recruitment of the new Directors

A detailed plan is in place for the recruitment exercise for the new Directors. Approval has been given to establishing new Director posts by the Monitoring of Vacancy Panel. Two Appointments Panels have been set by Council. External Consultants have evaluated the new posts.

The outcomes of the evaluation process and Directors pay will be subject to a Cabinet report at the first meeting following the Mayoral election. Following this the appointment process will be determined by the Appointment Panels. It is planned to have new Directors appointed by mid-August.

Review of HR Policies and Procedures

An external adviser has undertaken a review of HR Policy and Procedures to ensure that they are appropriate for the implementation of this work stream and the Business Transformation Programme as a whole.

Recruitment of the new Assistant Directors

This workstream will be phased on a tier by tier basis. The Timelines for the appointment of the Assistant Director tier have been drafted. It is planned to have this phase completed by end of November. The fourth and the following management tiers are planned to be delivered between November and May 2010.

Overall Progress - Amber

The delivery plan for this workstream remains on schedule.

SERVICE DELIVERY OPTIONS

The SDO element of the Business Transformation programme is about realising cashable savings and ensuring better use of resources. In order to deliver maximum benefit the SDO programme takes into account other programme elements i.e. customer services, transactional changes, management structures, and non-transaction services.

Each SDO review is expected to take no longer than 4-6 months maximum and be completed within the financial year it commenced. Upon completion Departments with the support from the business transformation team will oversee the implementation stage converting plans into appropriate action.

SDO Prioritisation Programme

A prioritisation model has been developed to assist in determining the final programme based upon a range of factors and criteria. The SDO element of the programme is about ensuring we achieve the best use of resources it is not about providing poor quality services or outsourcing. The programme includes the full range of services provided by the authority including both front line and back office services. Services have been grouped, based largely upon the new structures, to determine an achievable prioritisation programme which can be delivered over 4 years.

To ensure a manageable SDO work programme and effective focus is maintained, a threshold value of £0.3million is proposed and any proposed service activity/ function review with a gross budget less than this value will be excluded from this programme. However, any such units will be expected to contribute towards the council's annual efficiency target.

The proposed SDO programme will be presented to Cabinet in July 09

SDO Review Framework

A review framework and guide has been developed to support the review process. The SDO reviews will be carried out over a predetermined period of time, follow an agreed and planned process, and conclude with the production of an efficiency improvement plan and savings.

Upon completion the nominated Department Senior Manager with the support of the Business Transformation team will oversee the implementation stage converting plans into appropriate action and monitoring the efficiency implementation plan in line with the benefits realisation model. The efficiency improvement plan will be defined, i.e. individual service delivery project business cases, which will set out the costs/ impacts of change to delivery models and forecast financial savings that will be generated.

Consideration needs to be given as to what happens in the early years of the review programme to those services not subject to review till years 3 or 4.

Consideration needs to be given as to how we will resource the SDO programme and what provision will be made to the cost of achieving the savings.

Overall Progress - Amber

TRANSACTIONAL SUPPORT SERVICES

HR / Payroll Project

Project has commenced and progress is on target with the project plan. There remain a few outstanding issues relating to interfacing with the SIMS (schools) system, and communications links set up which could give rise to increased set-up costs. The key implementation dates of the end of March for the migration of posts and mid-May for employee details were both achieved. The parallel running of existing and replacement system remains broadly on schedule for July, with the new system being used exclusively from that point forward.

The scheduled transfer of 4-weekly payrolls to monthly pay was completed as planned during April. Transfer of weekly paid staff to monthly pay in keeping with the Single Status Agreement requires the formal agreement from the Trade Unions.

Income Receipting Project

The project is split into two phases. Phase 1 covers the upgrade of the existing income management software and the introduction of a secure bureau service (AIM upgrade). Phase 2 covers the introduction and roll-out of browser based software for the receipt of credit and debit card payments. The project plan has been amended to reflect the combination of system set-up arrangements for both phases. Implementation dates for the end of September for Phase 1 and the end of October for Phase 2 have been agreed. These dates are later than those included within the original project timeline (May and August respectively) but are dependent upon Capita and HBC resource availability. The overall completion of this program element still remains March 2010.

Re-engineer & Standardise Support Services

The upgrade of the Integra system server was completed on time however problems in creating a test environment have resulted in delays in completing new developments. As a consequence, the phased introduction of upgraded budgetary control reports and the roll-out of web access to the Integra financial management have both been rescheduled for July implementation. These will provide the foundations to support a number of the proposed changes for transactional and support services. Limited progress has been made to date in relation to the support services review and the creation of service delivery arrangements. This is owing to available resources being concentrated on the set up of the HR payroll system. These need to be rescheduled in accordance with system development commitments.

Administrative Staff

The review of administrative staff is closely linked to both the review of management structures and the corporate restructure. As such, no progress was scheduled for this area to this point.

Overall Progress - Amber

ASSET MANAGEMENT

Accommodation & Rationalisation of Administration Buildings

The accommodation strategy pilot on the north wing on level 3 of the civic is progressing, adopting the principle *“work is an activity not a place”*. The flood in level 1 civic centre has resulted in delays to the civic centre refurbishment which in turn has had an impact on the relocation of some services to the civic. The opportunity to revisit occupancy levels 2 and 4 of the civic centre following refurbishment has been undertaken to identify occupancy levels post and pre refurbishment and demonstrates what can be achieved by adopting hot desking based on 4 employees to 3 workstations. A report to Cabinet will be made in July 09.

Centralisation of Asset and Property Management

The Asset Management business case was based on the adoption of a strategic approach to asset management, i.e. centralisation. This element of the asset management business case has commenced and central finance team are currently identifying departmental budgets and spend, discussions are being held between the BT team and departments to determine which responsibilities should be considered for centralisation. A report to Cabinet will be made in August 09.

Rationalisation of Council land and property

An initial disposal programme of council land and premises has been considered. As a consequence, service providers are being challenged to utilise property more efficiently and improve service delivery, linking into the accommodation strategy. This work is being undertaken corporately so as to ensure a joined up approach to utilisation of the whole operational and non operational portfolio.

Energy Invest to Save Programme

The establishment of an ‘Invest-to-Save’ scheme will enable officers to identify opportunities within the Council to improve its energy efficiency and produce a rolling programme of projects. A programme has been drafted and further detailed examination with the support of the Carbon trust is being considered. The programme will provide both environmental and financial benefits, both directly in the way that the Council operates, but also indirectly in encouraging partner organisations and the people of Hartlepool to economise on energy usage.

It is envisaged that the individual schemes will pay for themselves, and there will be additional savings on running costs at the end of the payback period. The Carbon Trust has established an independent and arms length company – Salix Finance Ltd. – to operate a local authority energy-financing scheme to assist local authorities to reduce energy use and carbon emissions through the uptake of energy savings and renewable technologies. An expression of interest has been submitted to Salix Finance for an additional one-off £100,000 to supplement any Council contribution to a scheme. A report to Cabinet will be made in Aug 09

Overall Progress - Amber

CUSTOMER SERVICES

The Customer Service Business Case aims to transform customer services through the delivery of four key elements. A full report on this business case will be considered by Cabinet in July.

Prioritised plans aligned to other activities are currently being developed to ensure each element is delivered.

Reduce Avoidable Contact

A data capture exercise was carried out across the authority in November 2008 to provide a baseline of the authority's customer contact, further to this a validation exercise was carried out in February 2009. The data captured has been analysed by the Customer Champions Group and is being used to identify improvements in end-to-end service delivery in order to reduce the amount of avoidable contact.

The total avoidable contact across the authority is 25.66%. The aim is to reduce this over the next 3 years to:-

- 23 % - 2009/2010
- 21.5% - 2010/2011
- 20 % - 2011/2012

In order to meet these targets a prioritised plan to reduce avoidable contact targeted to specific service areas is currently being developed by the Customer Champions Group. This is on target to be developed by July 2009.

Consolidate Contact to the Contact Centre

The phase 1 programme includes service areas that will be considered for transfer into the Contact Centre;

Public Protection
Revenues
Benefits
Hartlepool Art Gallery and Tourist Information Centre
Free School Meals
Admissions
Housing
Transport
Parking Services
Registrars

A detailed programme of prioritising services for migration to the Contact Centre is currently being drafted, this will include the scope of the programme, milestones, dependencies on other projects, data capture, risks, and business process re-engineering. The plan is on target to be drafted by July 2009

Channel Shifting to more efficient channels

Channel shifting includes reviewing how customers access services now and how they want to access services in the future and providing a choice of access methods that improve services delivered to customers. This is dependant on a number of projects that are currently underway (e-forms, website upgrade and redesign, and the payment and booking systems). The channel shifting programme will link in with the migration of services into the Contact Centre and will assist in the reduction of avoidable contact.

A plan detailing the implementation priorities, dependencies and links between all of the projects is in development and will complete by July 09.

Develop a new Customer Service and Channel Strategy

The customer service and channel strategy will support the delivery of all of elements of the customer service business case. This includes a review of the existing Customer Service Strategy by the Customer Champions Group. The Draft Strategy will be complete by September 2009

The leadership, membership and remit of the Customer Champions Group will be reviewed in September after the restructure.

Overall Progress - Amber

NON-TRANSACTIONAL SUPPORT SERVICES

ICT Restructure

Departments are working together to assess how to improve the planning and delivery of development projects, and how to streamline ICT support. This has slipped slightly, but data collection and analysis is underway, and the recommendations should be reported to Programme Board and Cabinet in August/September. The changes would be implemented with the new departments from October/November.

ICT Infrastructure

We are investigating opportunities to benefit from modernisation of our ICT infrastructure, including server hardware, network, and common software tools. This work is progressing, and expected to generate small scale savings from 2010/11.

Corporate Procurement

Departments are working together to assess how to establish a centre of procurement excellence within existing budgets. This is now expected to be considered by Board and Cabinet in August/September. The new arrangements should come in with the new departments from October/November.

There are expected to be significant potential benefits through obtaining better value from spending budgets. Specific procurement improvements are already in hand.

Other Projects

An opportunity has been identified to increase income and improve the consistency of charging policies. The preparatory work has begun, and a report will be produced later this year.

Work is well advanced on devising models for internal Service Delivery Agreements, which will clarify the arrangements governing relations between services.

Overall Progress - Amber

CABINET REPORT

13 July 2009



Report of: Assistant Chief Executive

Subject: BUSINESS TRANSFORMATION – SERVICE
DELIVERY OPTIONS

SUMMARY

1. PURPOSE OF REPORT

To report on the Service Delivery Option (SDO) prioritisation programme, to set out a SDO framework to be followed as part of each SDO review and to comment on the resourcing of the SDO programme in order to achieve the savings identified

2. SUMMARY OF CONTENTS

This report focuses on the SDO element of the business transformation programme is about ensuring we achieve the best use of resources it is not about providing poor quality services or outsourcing.

The SDO prioritisation programme includes the full range of services provided by the authority including both front line and back office services. Services have been grouped, based largely upon the proposed new structures, to determine an achievable prioritisation programme that can be delivered over the next 3 - 4 years, commencing 2009/10.

Indicative differential efficiency targets for each review are currently being calculated based upon 08/09 revenue budgets, external funding and grants.

3. RELEVANCE TO CABINET

The Business Transformation Programme, and this workstream, are of strategic importance and corporate in nature.

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet 13th July 2009

6. DECISION(S) REQUIRED

Cabinet consider and approve the prioritisation programme

Report of: Assistant Chief Executive

Subject: BUSINESS TRANSFORMATION – SERVICE
DELIVERY OPTIONS

1. PURPOSE OF REPORT

- 1.1 To report on the Service Delivery Option (SDO) prioritisation programme
- 1.2 To set out a SDO framework to be followed as part of each SDO review
- 1.3 To comment on the resourcing of the SDO programme in order to achieve the savings identified

2. BACKGROUND

- 2.1 The need for a programme of reviews of service provision was agreed as part of the decision of Cabinet in January 2009. It is a fundamental and significant part of the Transformation programme and an integral part of the medium term financial strategy. The SDO element of the programme is about ensuring we achieve the best use of resources it is not about providing poor quality services or outsourcing. The SDO prioritisation programme includes the full range of services provided by the authority including both front line and back office services.
- 2.2 The SDO review work-stream carries the greatest weighting in determining business transformation efficiencies. There are no easy solutions or decisions to be made in prioritising the services for review or achieving the overall SDO work-stream efficiency target. Services can be reconfigured to realise efficiencies, although it should be understood they may have to operate to different thresholds and parameters and they may not operate in the same way and/or be delivered by the same people. Changes needed will be for decision by cabinet.
- 2.3 Upon completion Departments with the support from the business transformation team will oversee the implementation stage converting plans into appropriate action to deliver the change

3. THE SDO PRIORITISATION PROGRAMME

- 3.1 Each SDO review is expected to take no longer than 4-6 months maximum and be completed within the same financial year it commenced. The programme is ambitious but achievable. Services have been grouped, based largely upon the proposed new structures, to determine an achievable prioritisation programme that can be delivered over the next 3 - 4 years, commencing 2009/10. See Appendix 1 for detail

- 3.2 Consideration has been given in determining SDO review groupings by prioritisation preferences regarding which services should be reviewed and when, taking into account any external factors we are currently aware of e.g. primary and secondary national strategies are scheduled for review in 2011/12 as grants should have been reviewed by then and 14-19 strategy and commissioning which is being reviewed in 2009/10 for implementation in April 2010, linked to the transfer of funding from the LSC. The programme reflects other business transformation work- streams such as non-transactional and transactions and proposes cross cutting SDO reviews in Departmental ICT, Financial management, and Service Development.
- 3.3 Indicative differential efficiency targets for each review are currently being calculated based upon 08/09 revenue budgets, external funding and grants. Whilst it is recognised that a number of external funding/grants have pre-set conditions and a level of variability and uncertainty, consideration needs to be given as to whether some aspects can be reassigned/substituted enabling efficiencies to be made from mainstream budgets, increasing the 'value for money' the authority obtains from grant funded services. The SDO programme will require regular review and reprioritisation to ensure that efficiencies are delivered.
- 3.4 There will be one-off implementation costs associated with the delivery of the SDO programme, and these will need to be quantified as part of each review. A separate report on this agenda outlines a strategy for funding these costs, and also the costs of the wider Business Transformation Programme. This includes the proposal to meet SDO costs internally in the first instance, but with corporate funds being made available where necessary on a loan basis, repayable from the gross savings made.
- 3.5 It is recognised that this is an intensive programme and departments will need to ensure the 'day job' continues with minimum impact to the customer.
- 3.6 Upon completion the nominated Department Senior Manager with the support of the business transformation team will oversee the implementation stage converting plans into appropriate action and monitoring the efficiency implementation plan in line with the benefits realisation model.

4. SDO FRAMEWORK

- 4.1 The prioritisation programme is ambitious not only in terms of the efficiencies required, but also in terms of timescale, but these timescales have been determined to align them with the priorities and requirements of the medium term financial plan. The key aspect of the programme is the realisation of benefits as soon as possible; as such it is important the timetable does not slip. The programme is divided across the three departments, based on an average of four reviews per department per year, commencing 2009/10, with 10 in CEX's, 13 in Place and 14 in People, with 3 cross cutting reviews in year one.

- 4.2 To ensure a consistent approach is used when undertaking an SDO review a framework has been developed which is flexible and ensures the main components required will be considered, i.e.
- Scoping and the development of a Project Initiation document
 - Capturing baseline data with respect to finance, procurement, and resources
 - Options appraisals regarding future service delivery including implications of change to the service, the authority and the customer/consumer
 - Development of an implementation plan including the identification of how and when benefits will be realised
- 4.3 There are currently 40 reviews programmed in for the next 3.5 years and when considering the intensity of the programme during the first two years e.g. restructure, property rationalisation, centralisation of assets and procurement, customer services etc., it is important to ensure that all resources are targeted at those areas which can provide “added value”.
- 4.4 It is important to ensure that we are in a position to deliver the programme of reviews and manage the change programme to deliver the required efficiencies. As the programme evolves and is being delivered programme board will, as part of work-stream updates, be provided with updates and the opportunity to identify opportunities for involvement within the tightly prescribed timescales.

5. CONCLUSION

- 5.1 The work undertaken to date regarding SDO's has in main involved a small team who have focused upon collating baseline data, preparation and target setting. It should however be recognised that this will change over the summer months and departments will be expected to lead upon their relative SDO's with the support of the BT team.
- 5.2 The SDO review schedule is a 4 year programme commencing 2009/10, with 15 reviews scheduled in the first year, with benefits being realised the following year. This is a considerable workload, however it is important to stress they are not Best value reviews, and as such, it is anticipated the majority of reviews will be undertaken within 4 months, and no more than 6 months for the larger reviews, with every effort being taken to ensure they are completed within the same financial year to enable the benefits to be realised the following year.
- 5.3 Any implementation costs will need to be quantified as part of each review, and a strategy for funding these costs has been set out in a separate report.

6. RECOMMENDATIONS

- 6.1 Cabinet consider and approve the prioritisation programme attached as Appendix 1

Chief Executives Department		
Service	Year	
4* Reprographics	2009/10	
8 Audit Accountancy Financial Management (Corporate)	2009/10	
3 HR Advisors HR Operations Health, Safety & Wellbeing Organisational Development	2009/10	
7 Payments Transactional Services	2009/10	

Year 1 Totals		
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Service	Year	
5 Legal Elections Land Charges	2010/11	
6 Benefits Means Tested Services Revenues Fraud	2010/11	

Year 2 Totals		
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Service	Year	
1* Policy & Perf. Consultation LSP Public Relations B.Transformation Scrutiny	2011/12	
2 Democratic Services Member Services	2011/12	

Year 3 Totals		
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Service	Year	
4 Customer Services Contact Centre Registrars	2012/13	
1* E Government / ICT	2012/13	

Year 4 Totals		
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Overall Totals		
Year 1		
Year 2		
Year 3		
Year 4		
Total Programme		

Place Services		
Service	Year	
4 Building Cleaning, Catering & Building Maintenance	2009/10	
3 Engineering & Building Consultancy, Contaminated land & Coastal Protection	2009/10	
6 Waste Management	2009/10	

Year 1 Totals		
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Service	Year	
7 Neighbourhood Management	2010/11	
13 Regeneration	2010/11	
5 Street Cleansing, Grounds Maintenance, Parks & Countryside,	2010/11	
10 Public Protection	2010/11	

Year 2 Totals		
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Service	Year	
8 Community Safety, DAT, ASB, YOS, FIP	2011/12	
15 Asset and Property	2011/12	
11 Development & Building Control. Spatial Planning (LDF). Landscape & Conservation Strategic Transport Policy	2011/12	
14 Housing Strategy, Housing Options (Advice & Support) Affordable Housing, Special Needs, Private Housing (Grants/Loans & Enforcement) & Housing Market Renewal	2011/12	
2 Traffic & Transport Services Highways Services Integrated Transport Unit Car Parking & Depot	2011/12	

Year 3 Totals		
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Service	Year	
12 Economic Development	2012/13	

Year 4 Totals		
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People Services		
Service	Year	
15 Childrens social care teams and safeguarding Disability Team Prevention Services Family resource teams & prevention services. Duty Team	2009/10	
19 Connexions Youth Services	2009/10	
8 Supporting People Strategic commissioning for adults (inc Health) Strategic Commissioning for children (linked to health)	2009/10	
14-19 strategy & Commissioning	2009/10	

Year 1 Totals		
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Service	Year	
13 Adult Social Operation Provider Services including day opportunities, domiciliary care, floating support services and employment services	2010/11	
20 Extended schools Children's Centres and Early Years Play Provision/Strategy	2010/11	
6 Libraries	2010/11	
21 Social Inclusion / Vulnerable Pupils. SEN & Educational Psychology	2010/11	
4 Sports and Recreational inc.school swimming pools/tuition Play Facilities Carlton Camp	2010/11	

Year 2 Totals		
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Service	Year	
7 Adult Education	2011/12	
12 Adult Social Care Teams inc safeguarding/intermediate care/MH/LD/Dis and OP	2011/12	
5 Museum, Heritage, Strategic Arts and Events e.g. Tall Ships	2011/12	
18* school admissions	2011/12	
1 Primary & Secondary / National Strategies Schools Transformation Strategy & Commissioning	2011/12	

Year 3 Totals		
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CROSS DEPARMENTAL REVIEWS			
Service	Year		
Departmental ICT	2009/10		<i>to be considered as part of Non transaction ICT workstream</i>
Financial Management & Resources	2009/10		<i>to be considered as part of corporate FM review</i>
Dept. administration, service development, workforce dev. Perf. Management, complaints etc	2009/10		<i>efficiencies will fall out of restructure but service review still required</i>

Year 1 Totals			
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CABINET REPORT

13 July 2009



Report of: Assistant Chief Executive

Subject: BUSINESS TRANSFORMATION – ASSET
MANAGEMENT

SUMMARY

1. PURPOSE OF REPORT

To report on the Asset Management Rationalisation Programme of Council administration buildings and the reduction in surplus property and land.

2. SUMMARY OF CONTENTS

This report concentrates on the rationalisation of council property and land, cabinet agreed to the implementation of the asset management business case in January 2009. Property rationalisation will result in a reduction in the number of land/buildings in the property portfolio leading to more efficient service delivery and a reduction in property revenue costs and maintenance requirements.

The Asset Management Business case proposed that all land and property held be reviewed and challenged and the surplus reduced. Whilst there is still a great deal of work to be done in respect of non administration operational buildings it is now possible to present a schedule of proposals. This will facilitate a start on active disposals being made, taking into account marketability of any land or property and market conditions.

The vision for the administration buildings portfolio is that there will be a reduction as a result of the business transformation programme. This will be facilitated by the disposal of buildings which cannot be readily adapted or refurbished cost effectively and termination of unsuitable leasing arrangements in order to good quality multi-purpose facilities.

3. RELEVANCE TO CABINET

The Business Transformation Programme and this workstream are of strategic importance and corporate in nature

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet 13th July 2009

6. DECISION(S) REQUIRED

6.1 Cabinet are requested to

6.1.1 Approve the schedule included in **appendix 1**

6.1.2 Provide views on those factors to be taken into account in the disposal of assets

6.1.3 Determine the decision making route regarding the disposal of property as recommended by Programme Board, in paragraph 6.

Report of: Assistant Chief Executive

Subject: BUSINESS TRANSFORMATION – ASSET
MANAGEMENT

1. PURPOSE OF REPORT

- 1.1 To report on the Asset Management Rationalisation Programme of Council administration buildings and the reduction in surplus property and land.

2. BACKGROUND

- 2.1 Cabinet will recall the Asset Management original business case covers specific aspects
- The rationalisation of Council property and land;
 - The centralisation of asset and property management; and
 - An Energy 'invest to save' programme.
- 2.2 This report concentrates on the rationalisation of council property and land, cabinet agreed to the implementation of the asset management business case in January 2009
- 2.2 Property rationalisation will result in a reduction in the number of land/buildings in the property portfolio leading to more efficient service delivery and a reduction in property revenue costs and maintenance requirements. As a consequence, service providers are being challenged to utilise property more efficiently and improve service delivery. This work is being undertaken corporately to ensure a joined up approach to utilisation of the whole operational and non operational portfolio.
- 2.3 The property rationalisation process is a complex, ongoing exercise linked to the introduction of more flexible working practices and new technology to improve service delivery and efficiency.
- 2.4 Extensive asset management information on Council property holdings is being used to enable this process as it provides a framework for the delivery of a portfolio that is fit for purpose, sustainable and is managed to deliver acceptable rates of return from investment property. Rationalisation will have added benefits such as reduced carbon emissions.

3 RATIONALISATION OF ADMINISTRATION BUILDINGS

- 3.1 The Asset Management original business case set out the position at that time and whilst discussions are on going as to which service will best fit into which building what is clear at this time is that there is a surplus of workspaces within the Administration Building Portfolio.

- 3.2 The business case proposed the disposal of at least one major administration building within two years and the surplus workspaces that will become available within the Civic Centre within the next year support that proposal.
- 3.3 The accommodation strategy principles which are based upon an open place space environment with improved layout with provision of meeting and break out spaces in the right locations, 8 sq.m/ workstation, hot desking, and working from home currently being piloted on level 3 of the civic centre has been well received, albeit not operating to full capacity due to the flood experienced on level 1 earlier this year.

4 REDUCTION IN SURPLUS LAND AND PROPERTY.

- 4.1 The Asset Management Business case proposed that all land and property held be reviewed and challenged and the surplus reduced. Whilst there is still a great deal of work to be done in respect of non administration operational buildings it is now possible to present a schedule of proposals.
- 4.2 This will facilitate a start on active disposals being made, taking into account marketability of any land or property and market conditions.

5 SURPLUS PROPERTY DISPOSALS SCHEDULE

- 5.1 The Strategic Capital Resource and Programme Team (SCRAPT) have considered the work undertaken to date regarding the rationalisation of administration buildings and the reduction in surplus property and have concluded that the attached schedule (**appendix 1**) be considered as the current position and that it be agreed in principal as the basis of taking the programme forward at this time.
- 5.2 When any specific land/property disposal is proposed it will need to be supported by a business case with financial implications and be the subject of further reports.
- 5.3 The Head of Procurement, Property Services and Public Protection will recommend a method of disposal and marketing strategy for acceptance and the timing of any marketing / disposals will need to be considered against the background of the Council's budgetary requirements, together with the current state of the property market.

6. PROGRAMME BOARD

- 6.1 The Business Transformation Programme board have considered this report and recommend cabinet consider altering the current decision route for disposal of land and buildings which is the Cabinet Member for Performance, Finance and Efficiency for decision.
- 6.2 Programme board have suggested the decision be carried out by more than one portfolio holder to ensure a coordinated approach is taken representing

a variety of views e.g. regeneration, housing and economic development when considering the disposal of property and land identified through the business transformation programme. An alternative option would be for cabinet to identify from the schedule key property/land they wish to receive reports upon regarding disposal.

7. CONCLUSION

- 7.1 The vision for the administration buildings portfolio is that there will be a reduction as a result of the business transformation programme. This will be facilitated by the disposal of buildings which cannot be readily adapted or refurbished cost effectively and termination of unsuitable leasing arrangements in order to good quality multi-purpose facilities.
- 7.2 It is prudent to bear in mind that the marketability of land or property at the moment is uncertain and the balance of probability is that it will be some time before market conditions improve.

8 RECOMMENDATIONS

- 8.1 That Cabinet
- 8.1.1 Approve the schedule included in **appendix 1**
- 8.1.2 Provide views on those factors to be taken into account in the disposal of assets
- 8.1.3 Determine the decision making route regarding the disposal of property as recommended by Programme Board, in paragraph 6.

APPENDIX 1						
SURPLUS PROPERTY DISPOSAL SCHEDULE at 30th June 2009						
Ranking						
1 = disposal in progress						
2 = available for disposal						
3 = available for disposal but to be deferred until appropriate circumstances and time.						
4 = available for disposal in longer term upon resolutions of complexities.						
5 = not for disposal at this time						
UPRN	Location	Acres	Description	Disposal Comment	Rank	Disposal Timeframe
334	Victoria Football Ground	6.44	Leased to Hartlepool United Football Club	Negotiations are on going with HUFC in respect of the possibility of purchase of the freehold .	1	2009-2011
482	Blakelock Road Day Centre, Blakelock Gardens	0.73	Surplus building, services moved to Hartfields.	Currently being marketed. Possible housing.	1	2009-2010
504	65 Jutland Road - Police Office	0.06	Surplus Building.	Currently being marketed	1	2009-2010
	73 Jutland Road		Surplus . Former Anti Social Behaviour Unit now relocated to Hartlepool Police Station. Leased from Housing Hartlepool	Lease being terminated	1	2009-2010
28	Land at Burbank Street (East of No 120-122)	0.10	Vacant land. Site of former Hostel.	Offer for sale	2	2009-2011
101	Land at Millpool Close/Brunel Close	0.62	Vacant land	Offer for sale	2	2009-2011
103	Land at Golden Flatts (Grazing Fields)	61.88	Grazing land	Offer for sale	2	2009-2011
117	Land at Huckelhoven Way/ Reed Street	0.38	Vacant land	Offer for sale.	2	2009-2011
118	Land at West View Road (Rear of No 238-294)	3.25	Vacant land	Offer for sale	2	2009-2011
120	Land at Brenda Road (West) - Area 1	43.42	Vacant land. Grey crested newts present on site, land contaminated	Offer for sale.	2	2009-2011
122	Land at Kipling Road (West of No's 78-94)	1.38	Vacant land	Offer for sale	2	2009-2011
147	Flaxton Street Garage	0.01	Single garage used by local resident	Offer for sale	2	2009-2011
182	Land at Clavering Road (rear of St Marks Church)	0.46	Vacant land	Offer for sale	2	2009-2011
190	Land at Dalton Piercy (Rear of North View) - Area 1	0.36	Vacant land	Offer for sale	2	2009-2011
190	Land at Dalton Piercy (Rear of North View) - Area 2		Used as allotment land	Offer for sale	2	2009-2011
197	Land at Charles Street (South East of Community Drugs Team)	1.88	Vacant land	Offer for sale	2	2009-2011
312	Land at Brenda Road (Slag Banks)	75.37	Vacant land	Offer for sale	2	2009-2011
364	Land at Shields Terrace (adjacent No 20)		Vacant Land	Offer for sale	2	2009-2011
366	Aneurin Bevan House, 35 Avenue Road	0.19	Admin building. Administration Buildings Accommodation Rationalisation Strategy. Services to be relocated within 18 months.	Market for sale with vacant possession.	2	2009-2011
377	Dyke House Community Team Library & Resource Centre	0.09	Building. Leased to Wharton Trust	Offer for sale	2	2009-2011
392	Land at Dickens Grove		Vacant land. Currently subject to Village Green Application	Offer for sale	2	2009-2011
429	Land at King Oswy Drive	2.46	Vacant land	Offer for sale	2	2009-2011
437	St. Begas RC Primary School Field	1.66	Vacant land	Offer for sale	2	2009-2011
465	Land at Burbank Street (Former Bridge Community Centre)	0.73	Vacant land	Offer for sale	2	2009-2011
472	85 Station Lane	0.43	Admin Building	Offer for sale	2	2009-2011
474	Manor Residents Community Resource Centre, 44 Kilmarnock Road	0.26	Building. Leased to Manor Residents Association	Offer for sale	2	2009-2011
487	Land at Burbank Street	0.89	Former Lynn Street ATC	Offer for sale	2	2009-2011
494	Rockhaven, 36 Victoria Road	0.07	Building. Leased to HVDA	Offer for sale to HVDA or other	2	2009-2011
497	Briarfields Field, Elwick Road	2.82	Vacant land. Identified for housing in the future	Offer for sale	2	2009-2011
524	Land at Northgate (Ground Lease)	0.08	Leased to Co-op.	Offer for sale	2	2009-2011
526	Land at Londonderry St (Ground Leases for Garages)	0.03	Ground Leases for Garages	Offer for sale	2	2009-2011
536	Land at Tofts Road West	1.02	Leased to Ticon	Offer for sale	2	2009-2011
594	West View Road, No's 135, 147 & 149 (Ground Lease)	0.07	HBC holds freehold interest in land	Offer for sale	2	2009-2011
615	Land at West View Road (Area 2)		Vacant land	Offer for sale	2	2009-2011
656	Eamont Gardens Garages	0.19	Currently managed by Housing H/Pool for HBC	Offer for sale	2	2009-2011
680	Land at Manners Street (Ground Lease for garages)	0.05	Ground Lease for garages	Offer for sale	2	2009-2011
689	Land at Clarence Road (Ground Lease)	0.22	Leased to H/Pool Mail	Offer for sale	2	2009-2011
700	Former Fairground Site, Seaton Carew	1.23	Vacant land	Offer for sale	2	2009-2011
723	Land at West View Road (East of No 108)	0.25	Vacant land	Offer for sale	2	2009-2011
1082	Land at Graythorp	0.86	Rented out as grazing field	Offer for sale	2	2009-2011
1178	19a Lowthian Road	0.05	Building. Leased to Hartlepool Carers. Option to buy at a later date	Offer for sale	2	2009-2011
1658	Land at Croft Terrace (Ground Leases for Garages)	0.16	HBC freehold of land only, Garages belong to local residents	Offer for sale	2	2009-2011
1659	Land at Queen Street (Ground Leases for garages)	0.01	HBC freehold of land only, Garages belong to local residents	Offer for sale	2	2009-2011
1661	Land at King Oswy Drive (Ex Henry Smith's School)	9.40	Vacant land	Offer for sale.	2	2009-2011
1741	Land at Marine Drive (No 38-62)	0.33	Ground Lease	Offer for sale	2	2009-2011
2009	Land at Victoria Place (Rear of)	0.05	Currently used by property owners as back yards, no lease arrangements in place	Offer for sale	2	2009-2011

2011	Land at Princess Street	0.02	Currently used by property owners as back yards, no lease arrangements in place	Offer for sale	2	2009-2011
2019	Vane Street Garages		2 garages sites	Offer for sale	2	2009-2011
85	Church Street No 8 & 9 - Safer Partnership Office	0.05	Admin Building. Linked to Administration Buildings Accommodation Rationalisation Strategy.	As strategy is implemented consider appropriate time to relocate services and offer for sale in longer term.	3	2015-2016
88	Municipal Buildings, Church Square	0.20	Admin Building. Linked to Administration Buildings Accommodation Rationalisation Strategy.	As strategy is implemented consider appropriate time to relocate services and offer for sale in longer term.	3	2015--2016
318	Archive Store, Upper Church Street	0.09	Admin Building. Linked to Administration Buildings Accommodation Rationalisation Strategy.	As strategy is implemented consider appropriate time to relocate services and offer for sale in longer term.	3	2015-2016
501	Leadbitter Buildings	0.48	Admin Building. Linked to Administration Buildings Accommodation Rationalisation Strategy.	As strategy is implemented consider appropriate time to relocate services and offer for sale in longer term.	3	2015-2016
492	Brooklyn Day Centre, 156 Grange Road	0.30	Admin Building. Linked to Administration Buildings Accommodation Rationalisation Strategy.	As strategy is implemented consider appropriate time to relocate services and offer for sale in longer term.	3	2015-2016
1885	Victoria Buildings, Tower Street		Leased in Unit. Utilised by Children's Services who have aspirations for new facility within five years.. Linked to Administration Buildings Accommodation Rationalisation Strategy	As strategy develops relocate services and terminate lease	3	2013
336	Windsor Offices		Leased in Unit in Shopping Centre. Linked to Administration Buildings Accommodation Rationalisation Strategy	As strategy is implemented relocate services and terminate/assign lease in longer term	3	2015-2016
391	Education Development Centre (EDC)	0.99	Admin Building. Linked to Schools Improvement and Administration Buildings Accommodation Rationalisation Strategy	Offer for sale in longer term	4	2015-2016
46	West View Cemetery Lodge		House	Retain and maximise rental investment income. Within Operational Cemetery	5	n/a
52	Ward Jackson Park Lodge		House	Retain. Within Operational Park. Identify Community use.	5	n/a
70	Indoor Bowls Centre, Raby Road	0.71	Leased to Hartlepool Indoor Bowls Centre	Retain . Review and renew lease with view to maximise investment income.	5	n/a
90	Land at Surtees Street (Previously No 63)	0.07	Vacant land	Offer for sale.	5	n/a
92	Lynn Street Depot	5.29	Depot	Retain - pending future development	5	n/a
125	Land at Tees Road/Golf Practice Ground (Ground Lease)	4.00	Leased to Golf Club.	Leased to Golf Club, investment, offer to Golf Club	5	n/a
127	Land at Bond Street (Ground Lease for Garages)	0.07	Ground Lease for Garages. 5 licence agreements	Retain and maximise rental investment income.	5	n/a
132	Land at Brenda Road (East) - Area 2		Part leased as grazing licence.	Retain for HBC Development. Possibility of area being used as Salt Barn	5	n/a
133	Land at Seaton Lane (South)	0.65	Part of site has licence agreement on, important frontage	Retain	5	n/a
140	Land at Vincent Street (East of No's 1-19)	3.23	Continuation of Central Park	Retain Community use	5	n/a
196	Land at Lynn Street (Former Focus, Ground Lease)	1.38	HBC have freehold of land only	Retain	5	n/a
378	Foggy Furze Library, 152 Stockton Road	0.41	Library	Retain	5	n/a
380	Owton Manor Branch Library	0.71	Library	Retain	5	n/a
381	Seaton Carew Library, Seaton Lane	0.32	Library	Retain	5	n/a
382	Throston Grange Branch Library, Glamorgan Grove	0.21	Library	Retain	5	n/a
383	West View Branch Library, Miers Avenue	0.11	Library	Retain	5	n/a
451	Catcote Special School, 229 Catcote Road	7.54	School	Retain	5	n/a
454	Springwell Special School, Wiltshire Way	2.59	School	Offer for sale. Will become Surplus as part of schools improvement.	5	n/a
467	Land at Rossmere Way (former Learner Pool)	0.14	Vacant land	Retain. Link to Co-location grants	5	n/a
690	Land at Elizabeth Way (Ground Lease)	17.96	Leased to Cricket Club	Retain and maximise rental investment income.	5	n/a
699	Land at Raby Road (near Mill House Leisure Centre)	0.41	Vacant land	Retain	5	n/a
785	Land at Surtees Street/ George Street	0.07	Vacant land	Retain.	5	n/a
92	Church Street Offices		Adj to Lynn Street Depot	Retain.	5	n/a
92	Edgar Phillips Building		Part of Lynn Street Depot Site	Retain.	5	n/a

CABINET REPORT

13th July 2009



Report of: CHIEF EXECUTIVE

Subject: BUSINESS TRANSFORMATION – CUSTOMER SERVICES

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To update Cabinet on the progress made since the last report on 26th January and to provide an outline of the Customer Services Business Case of the Business Transformation Programme for decision

2 SUMMARY OF CONTENTS

- 2.1 Cabinet has received a number of reports on the Business Transformation programme. These reports have determined the need for the programme, the rationale underpinning it and intended outcomes, the programme structure and the component parts of the programme. Cabinet also agreed (at the meeting of the 26th January) to receive this separate report on the Customer Services Business Case.
- 2.2 The Business Transformation programme is underpinned with a rationale for efficiencies, and also identifies that Hartlepool Borough Council is aiming to be an organisation which can:
- Maintain and continue to improve service performance
 - Make more efficient and effective use of its resources, people, buildings etc
 - Deliver services in a responsive manner
 - Maximise the extent to which services are delivered directly to the user, and
 - Minimising the number of “transactions” or hand offs to achieve this.
- 2.3 The implementation of the Customer Service Business Case is key to achieving these aims. The Customer Service Business Case aims to transform customer service delivery and the way customers interact with the Council through the delivery of four key elements:-

- 2.4 Reduce Avoidable Contact** - National Indicator 14 reducing avoidable contact (NI14), is about minimising the proportion of customer contact that is of low or no value to the customer. Measuring avoidable contact is not about avoiding contact with our customers, but it is about reducing the need for customers to contact us because we have failed to deliver a service or information. NI 14 has been introduced to enable local authorities to develop a deeper understanding of service delivery from the viewpoint of the customer. Capturing data for NI14 has enabled the Council to gain a clearer insight into the ways in which customers contact us and this information is being used to identify and make lasting service improvements to reduce avoidable contact.
- 2.5 Shifting Contact to more efficient channels** - We want to offer customers an improved choice of how they contact the Council that is appropriate to the service they want to access, for example, paying for a service on-line in the comfort of your own home may be more convenient for some people as opposed to travelling to the Civic Centre to pay for a service. Savings can be made by encouraging customers to use more efficient channels when contacting the Council. Moving contact from face to face and white mail to self service via the web reduces the costs of delivering services
- 2.6 Consolidate contact to the Contact Centre** - Hartlepool Connect places the customer at the heart of its service delivery and is committed to ensuring the customer experience is first class and believes that expanding its service delivery across other areas of the Council will be beneficial for both the authority and the customer. Hartlepool Connect's 3 year Roll in Programme aims to extend the level of service provision and provide added value to services already transferred into Hartlepool Connect, transfer in new high volume services. Part of this programme will include identifying where customer contact points can be rationalised this will link with the overall asset management plan to ensure services are delivered through the most efficient and appropriate mix of channels.
- 2.7 Develop a Customer Service and Channel Strategy** - The development of a Customer Channel and Access Strategy will support the customer service business case. In developing the Strategy the Council will re-examine its existing 'customer' related strategies including the access, communication, complaints, comments and compliments and consultation strategies, these strategies will define how customers will interact with the Council in the future and ensure that the transformation is sustained, continuously reviewed and improved. An outcome of the Customer Channel and Access Strategy will be to develop a programme of work around customer insight which will be used to inform future developments in customer service. In order to truly deliver services that meet customer needs and expectations the Council need a better understanding of its customers

and how they see services being delivered, how they want to access services and interact with the Council in the future.

- 2.8 Although this element of the Transformation Programme was described as “cost neutral” there will be investment required in order to achieve savings. The costs of this should be balanced off by making savings in both overheads and staffing costs.

3. RELEVANCE TO CABINET

- 3.1 The decision relates to the overall Business Transformation Programme and concerns improvement in overall customer service.

4. TYPE OF DECISION

- 4.1 Non - Key

5. DECISION MAKING ROUTE

- 5.1 Cabinet 13th July 2009

6. DECISION(S) REQUIRED

The recommendations to achieve these outcomes are as follows:

- 6.1 A prioritised plan to deliver the improvements required to meet the targets to reduce avoidable contact over the next 3 years.
- 6.2 A targeted service based programme to move contact more towards self service through the website, payments system, booking system and e-forms projects.
- 6.3 A prioritised Roll in Programme to migrate services in Hartlepool Connect.
- 6.4 Continue both Contact Centre team leader posts on a temporary basis, funded from efficiency savings, subject to review in 12 months time.

Report of: CHIEF EXECUTIVE

Subject: Business Transformation - Customer Services

1.0 Purpose of the Report

- 1.1** To update Cabinet on the progress made since the last report on 26th January and to provide an outline of the Customer Services Business Case of the Business Transformation Programme for decision.

2.0 Background

- 2.1** Cabinet has received a number of reports on the Business Transformation programme. These reports have determined the need for the programme, the rationale underpinning it and intended outcomes, the programme structure and the component parts of the programme. Cabinet also agreed (at the meeting of the 26th January) to receive this separate report on the Customer Services Business Case.

- 2.2** The Business Transformation programme is underpinned with a rationale for efficiencies, and also identifies that Hartlepool Borough Council is aiming to be an organisation which can:

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

The implementation of the Customer Service Business Case is key to achieving these aims.

3.0 Summary

- 3.1** The Customer Service Business Case aims to transform customer service delivery and the way customers interact with the Council through the delivery of four key elements:-

- Reduce Avoidable Contact
- Channel Switching to more efficient channels
- Consolidate contact to the Contact Centre
- Develop a new Customer Service and Channel Strategy

Although this element of the Transformation Programme was described as “cost neutral” there will be investment required in order to achieve

savings. The costs of this should be balanced off by making savings in both overheads and staffing costs. Indicative costs are provided later in the report.

4.0 Reducing Avoidable Contact

4.1 National Indicator 14 reducing avoidable contact (NI14), is about minimising the proportion of customer contact that is of low or no value to the customer. Measuring avoidable contact is not about avoiding contact with our customers, but it is about reducing the need for customers to contact us because we have failed to deliver a service or information. NI 14 has been introduced to enable local authorities to develop a deeper understanding of service delivery from the viewpoint of the customer. Capturing data for NI14 has enabled the Council to gain a clearer insight into the ways in which customers contact us and this information is being used to identify and make lasting service improvements to reduce avoidable contact.

4.2 An NI 14 data capture exercise was carried out across the authority in November 2008 to provide a baseline of the authority's customer contact, further to this a validation exercise was carried out in February 2009. The data captured has been analysed by the Customer Champions Group and is being used to identify improvements in end-to-end service delivery to reduce the amount of avoidable contact and ultimately achieve financial savings.

The NI14 service areas that are not already part of Hartlepool Connect will be reviewed as priority for integration. A further NI14 data gathering exercise will take place during November 09 this will be analysed and benchmarked against the baseline information already gathered.

The data collection exercises carried out in November 08 and February 09 have identified the current amount of avoidable contact across the authority is 25.66%. The aim is to reduce this over the next 3 years to:

23 %	2009/2010
21.5%	2010/2011
20 %	2011/2012

4.3 In order to meet these targets a prioritised plan to reduce avoidable contact targeted to specific service areas is currently being developed . This requires departments to be more proactive in carrying out activities to reduce avoidable contacts. The plan will include further NI 14 data collection exercises to identify reasons for avoidable contact and will target services before and after new services/new ways of working are introduced/embedded to monitor fluctuations in levels of contact and assist in identifying further improvements, for example:-

- Consider transferring services with high levels of avoidable contacts to Hartlepool Connect

- Channel Switching - payments, bookings and applications to be made available on-line, this will increase choice and reduce avoidable contact face to face and telephone, this relies on improvements in technology (e-forms, booking system).
- Improve web information and promote the use of the website as a rich source of information to reduce face to face and telephone avoidable contact.
- Improve clarity of information given to customers after initial enquiry to reduce progress chasing – raise staff awareness of customer standards, advise customers when they can expect a response by, return calls when we say we will and back this up by doing what we say we will do
- Be proactive in communicating with customers... Actively tell customers about services and reduce initial contact and enquiries
- Utilise Business Process Re-engineering methodology to reduce waste, streamline and improve end-to-end service delivery.

5.0 Channel Shifting to more efficient channels

5.1 We want to offer customers an improved choice of how they contact the Council that is appropriate to the service they want to access, for example, paying for a service on-line in the comfort of your own home may be more convenient for some people as opposed to travelling to the Civic Centre to pay for a service. Savings can be made by encouraging customers to use more efficient channels when contacting the Council. Moving contact from face to face and white mail to self service via the web reduces the costs of delivering services. National research suggests that the typical costs for delivering transactions are:

- Web - 17p
- Telephone - £2.53
- Face-to-face - £5.51

5.2 A channel shifting programme will consider shifting contact towards self service by encouraging customers to use the most appropriate channel, moving away from face-to face and white mail, towards web and telephone. The aim is not only to reduce face to face contact as it's the most expensive, it is about providing and promoting the access channel option that is the most appropriate to the service, and is effective and convenient to the customer. Its is also about reviewing how customers access services now and how they want to access services in the future and providing a choice of access methods that improve services delivered to customers.

5.3 The shift will not happen overnight and a crucial element of this is in promoting new ways in which customers can seamlessly pay for, apply for, book services, report enquiries or get information on services. This will require an effective marketing campaign to engage and encourage

customers to think differently about the way they access services and to ensure take up of the new channels.

- 5.4 Web contact is just one method that can be used more effectively. Getting the right information and services to customers via the website will help to reduce avoidable contact, costs and customer frustration.
- 5.5 Effective channel shifting relies heavily on projects currently underway including the Council website, which is being reviewed to make it much more customer focused and is due to be upgraded, redesigned and re-launched. This whole system change aims to increase customer self service; deliver right first time information to customers; improve management of content and engage with customers through interactive content. To ensure that the website can deliver these challenges a temporary dedicated resource is required, and corporate funding has been identified for this.
- 5.6 The website will integrate with Hartlepool Connect's Customer Relationship Management System (CRM) and other technologies including the website, e-forms, GIS Geographic Information System, a payment system, and a booking system. All of which are projects that are currently being developed, project leads for each of these are working closely together to ensure activities are aligned to maximise the potential of each project. The CRM system will be the central point for holding customer information and if effectively integrated with all of the above technologies will provide performance information to enable us to measure and monitor the channel shift.
- 5.7 A prioritised plan that links inter-dependencies, key milestones and implementation timescales of these projects is currently being developed for completion in August 09.
- 5.8 The channel shifting programme will also link in with the migration of services into the Contact Centre and will assist in the reduction of avoidable contact, and by developing and promoting appropriate contact methods the Council will be offering a greater choice for customers to access services.

6.0 Migration of services to Hartlepool Connect

- 6.1 Hartlepool Connect places the customer at the heart of its service delivery and is committed to ensuring the customer experience is first class and believes that expanding its service delivery across other areas of the Council will be beneficial for both the authority and the customer.
- 6.2 Hartlepool Connect's Roll in Programme aims to extend the level of service provision and provide added value to services already transferred into Hartlepool Connect, to assist in achieving this Hartlepool Connect are starting to review services already integrated,

this involves mapping existing services and working with service managers and other officers to identify improvements, these improvements will be aligned to all other relevant activities and projects. Part of this programme will include identifying where customer contact points can be rationalised this will link with the overall asset management plan to ensure services are delivered through the most efficient and appropriate mix of channels. Migration of services to Hartlepool Connect also includes identifying and transferring high volume phone contact areas to Hartlepool Connect and reducing phone lines as appropriate.

- 6.3 The following areas have been highlighted as having services with high levels of customer contact and have been included in the Roll in Programme:-

Phase 1 July 09 – Oct 09	Phase 2 Apr 2010 – March 2011
Review, Improve, Extend Existing Services, inc:	Rollin New Services
Benefits	Public Protection
Free School Meals	Revenues
Parking Services	Hartlepool Art Gallery and Tourist Information Centre
Phase 1 Oct 09 – March 2010	Admissions
All Telephone Payments	Housing
	Transport (Dial-a-ride)
	Registrars

- 6.4 These services will be investigated further for potential integration into Hartlepool Connect, the aim is look at services as a “bundle” or group, as by integrating services in this way, efficiencies can be more easily realised and economies of scale will streamline the process. For example, Public Protection has identified three services for transfer into Hartlepool Connect and rather than look at each service in silos, the Contact Centre will consider a grouped approach and at the same time look at other services that link or impact on the way the service is delivered.
- 6.5 A prioritised Roll in Programme is currently being developed; this will include the scope of the programme, prioritisation of services, milestones, dependencies and links to other projects, data capture, risks, business process re-engineering, staffing and training. The plan is on target to be drafted July/Aug 2009.
- 6.6 Hartlepool Connect will need to ensure that it is adequately staffed to meet the demands of the roll-in programme. This requires continuing the resources for two Team Leader that will be interchangeable across three disciplines - Telephony, Information Point/Service Desks and

Administration. Initially the two Team Leaders posts were to be a temporary arrangement, and it was envisaged that these posts would reduce to one team leader in September 2009. However continuing with this resource will free up time for Managers within Hartlepool Connect and allow them time to deliver the Roll In Programme and all it entails, ensuring that it is aligned to other transformation activities and to continue to provide and improve excellent customer service delivery.

- 6.7 Hartlepool Connect have recently commissioned Gateshead Council to undertake a review of the Contact Centre, the outcome of this has been a report that provides an insightful external view of Hartlepool Connect and development points where potential improvements can be made that support the over transformation of customer service delivery in Hartlepool.

7.0 Develop a Customer Channel and Access Strategy

The development of a Customer Channel and Access Strategy will support the customer service business case. In developing the Strategy the Council will re-examine its existing 'customer' related strategies including the access, communication, complaints, comments and compliments and consultation strategies, these strategies will define how customers will interact with the Council in the future and ensure that the transformation is sustained, continuously reviewed and improved.

- 7.1 An outcome of the Customer Channel and Access Strategy will be to develop a programme of work around customer insight which will be used to inform future developments in customer service. In order to truly deliver services that meet customer needs and expectations the Council need a better understanding of its customers and how they see services being delivered, how they want to access services and interact with the Council in the future.
- 7.2 Hartlepool Connect are undertaking a self assessment to assist in achieving the Customer Service Excellence Standard (previously known as Chartermark). The Customer Service Excellence Standard was developed to offer public services a practical tool for driving customer-focused change within their organisation, the outcome of this will not only be an in depth review of Hartlepool Connect but an improvement plan that will link to and inform the Customer Channel and Access Strategy. The draft Customer Services and Access Strategy will be developed September 09.

8.0 Costs/efficiencies

The Roll-In Programme has identified that staff savings should be achievable as the Contact Centre benefits from improved systems, more efficient processes, and economies of scale. These could be of the order of one full time equivalent per annum.

The costs required for development of the website, e-forms, bookings and payment systems have been identified from existing budgets. However in order to transform customer services and deliver on the savings and other benefits of this Business Case it will be necessary to continue with the temporary funding of the two team leader posts, A review in a years time would demonstrate any case for longer term funding.

9.0 Managing and Sustaining the Customer Service Business Case

- 9.1 As we progress through the development and implementation stages of the Customer Service Business Case, it will be essential that the project leads for each element communicate regularly to share information, monitor implementation, progress individual plans, co-ordinate activities to ensure that they are achieved in the right order and manage performance in relation to targets set.
- 9.2 This can be achieved though the newly established Customer Access Channel Group, of which, all of the project leads attend. This group will feed into the Customer Champions Group which is to undergo a review after the Council restructure and report to the Corporate Management Team.
- 9.3 The Business Transformation Team will have the overarching co-ordinating role to ensure the vision for customer service is delivered and continues to be aligned to the overall Business Transformation Programme. The delivery of the Customer Services Business Case will be cost neutral, with investment in improvements offset by some efficiency gains. Ultimately the main benefit will be improved service delivery to customers.

10.0 Recommendations

The recommendations to achieve these outcomes are as follows:

- 10.1 A prioritised plan to deliver the improvements required to meet the targets to reduce avoidable contact over the next 3 years.
- 10.2 A targeted service based programme to move contact more towards self service through the website, payments system, booking system and e-forms projects.
- 10.3 A prioritised Roll in Programme to migrate services in Hartlepool Connect.
- 10.4 Continue both Contact Centre team leader posts on a temporary basis, funded from efficiency savings, subject to review in 12 months time.

CABINET REPORT

13th July 2009



Report of: Director of Regeneration and Planning Services

Subject: FUTURE JOBS FUND

SUMMARY

1. PURPOSE OF REPORT

To inform Cabinet of the Future Jobs Fund (FJF) application submitted by the Economic Development Team on behalf of Hartlepool Borough Council (HBC) and its partners on 30 June 2009.

2. SUMMARY OF CONTENTS

This report documents the FJF application and will provide an overview of the proposed activities that will be undertaken by HBC and its partners if funding is secured.

3. RELEVANCE TO CABINET

This funding provides HBC and partners with the opportunity to tackle long term youth unemployment within Hartlepool which has longer term wider cross cutting benefits to departments and will contribute significantly to the Sustainable Community Strategy, the new Local Area Agreement (LAA), Corporate Strategy, Multi-Area Agreement and the emerging Child Poverty Strategy.

4. TYPE OF DECISION

Non key.

5. DECISION MAKING ROUTE

Cabinet 13th July then refer to Council for approval

6. DECISION(S) REQUIRED

Cabinet is being asked to support the FJF bid being submitted by HBC to the Department of Work and Pensions.

Report of: Director of Regeneration and Planning Services

Subject: FUTURE JOBS FUND

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of the Future Jobs Fund (FJF) application submitted by the Economic Development Team on behalf of HBC and its partners on 30 June 2009

2. CABINET

- 2.1 On 13 May 2009, the Government announced the investment of over £1 billion to create jobs through the Future Jobs Fund. This funding is to be used to generate jobs for those in greatest need, particularly long term unemployed young people, and also in areas of high unemployment. The Fund was announced in Budget 2009 and is to be spent over the next two years. The fund is run by the Department for Work and Pensions (DWP) in partnership with the Department for Communities and Local Government (CLG).
- 2.2 It is an important part of the Government's commitment to delivering real help for young people and those who face barriers to employment, making sure people stay connected with the labour market and do not suffer the adverse effects of long-term unemployment.
- 2.3 The FJF aims to create 150,000 jobs between October 2009 and April 2011 providing real help for young people and for those individuals who face significant disadvantages in the labour market.
- 2.4 Within the guidance notes it states that bids will be invited from anyone but particularly from local authorities and national and third sector organisations. It is strongly encouraged that organisations work in partnership to develop joint bids and that local authorities should play a leading role in co-ordinating area bids.
- 2.5 As a minimum, each bid will need to demonstrate that:
- Jobs will last for at least 6 months, provide work for 25 hours or more per week and be paid at least at the national minimum wage;
 - All jobs are suitable for long term unemployed young people between 18 and 24 who have been on jobseekers for nearly 12 months, although a

proportion of places may be offered to long term unemployed people of any age depending on local circumstances;

- Jobs are additional -i.e. they would not exist without Future Jobs Funding;
- The work undertaken will benefit local communities;
- At least 30 jobs will be created per bid;
- It will support growth sectors including green jobs.

2.6 There is a maximum Government contribution for each job and will not exceed £6,500. Bids will be invited with a lower unit cost and/or which use other funding to match this funding.

2.7 This funding stream offers a further opportunity for Hartlepool Borough Council to co-ordinate and lead on a job creation scheme for which it has a significant track record of delivering through the Intermediate Labour Market programmes that have been managed by the Economic Development Team since 2000. In addition, the Team has managed Building Futures (now New Futures) since 2005 which is a partnership between the five local authorities within the Tees Valley area and commenced as a job creation scheme for the construction sector. Due to the success of this programme - which created 433 jobs - additional Single Programme funding has been secured which will allow New Futures to work across other growth sectors.

3 CONSULTATION PROCESS

3.1 The guidance for this funding invited local authorities to co-ordinate the process and encourages organisations to work in partnership to develop joint bids. Therefore, since the announcement that this funding was available, Economic Development has led on raising awareness to public, private and third sector organisations who may be interested in creating new additional jobs. The Local Strategic Partnership Themed Groups including The Skills Partnership and Economic Forum have been consulted. Discussions continue with Jobcentre Plus (JCP), the Learning & Skills Council (LSC) and the four local authorities within the Tees Valley as there may be an option to submit a joint Tees Valley wide bid potentially managed by Tees Valley Works or New Futures, both programmes are managed by Hartlepool on behalf of the five Tees Valley local authorities.

3.2 In addition, the unions have been consulted as was undertaken when Hartlepool first introduced the Intermediate Labour Market Programme.

3.3 As part of the process, a template was sent to all key partners inviting organisations to consider how many potential new additional jobs they can create through this funding stream and how many can be sustained after 6 months.

4 SUMMARY OF THE FJF APPLICATION

- 4.1 Within the FJF application, it is proposed that on behalf of HBC, Economic Development Department will be the accountable body and will work in partnership with the public, private and third sector to create jobs within identified future growth sectors including Hospitality and Tourism, Renewable Energy, Health and Social Care and Green Jobs.
- 4.2 These quality jobs will provide employees with the skills and training to compete for future jobs that will become available through major regeneration programmes and a diverse business community. There will be **720** extra jobs created with **75%** of jobs sustained. **£4,680,000** of FJF is requested with **£1,530,116** additional funding matched.
- 4.3 Each of the partners who will be creating jobs within their organisation is shown below:
- Acumen
 - Adult Education
 - Community Campus 87
 - Connect 2 Work
 - CS Skills
 - Economic Development
 - Epilepsy Outlook
 - Groundworks
 - Hartlepool Carers
 - Hartlepool Families First
 - Hartlepool College of Further Education
 - Hartlepool Sixth Form College
 - HBC Adult Education
 - HBC Economic Development Department
 - HBC Highways Department
 - HBC Neighbourhood Management Department
 - Headland Development Trust
 - Housing Hartlepool
 - Hartlepool Voluntary Development Agency
 - JHP Training
 - Manor Residents
 - Owton Fens Community Association
 - Manor West

- Settlement Furniture Services
- Springboard
- Tees Valley Works
 - TNG Ltd
 - West View Project

- 4.4 However, all of the partners have engaged with their existing employer networks to enable them to identify a precise number of extra jobs and extra apprenticeships that can be created. Partners have been chosen due to their excellent track records and reputation of providing support to local residents and for providing high quality work placements.
- 4.5 The partnership model proposed is that Economic Development Department will be the accountable body who will be responsible for total contract compliance of the funding requested. This will mean ensuring that the outcomes are achieved, to monitor the overall performance and quality of the jobs offered and to implement robust financial systems and processes.
- 4.6 Economic Development will establish a dedicated FJF Project Management Team (with Project Co-ordinator, Contract Officers, Mentors and Admin Support employed) to undertake the day to day operational activities. This will include implementing robust referral processes with Jobcentre Plus. It is worth noting that as part of this bid Economic Development and Jobcentre Plus are working closely together to develop a 'new' Employment Outreach Team based on the good practices of the Action Teams. Potentially 10 to 20 Jobcentre Plus staff may be seconded to Economic Development which would strengthen the referral process as all of the staff would have LMI systems that would allow them to directly refer clients (via the FJF Team) to partners and employers.
- 4.7 The team will also implement a quality framework to improve the quality of the provision, administer and monitor the funding given to each employer, create robust audit trails to track the funding and standardise paperwork for all employers to complete with learners including inductions, Individualised Employment and Skills Assessment, Action Plans, Exit Strategy, References and Job Outcome Forms (Signed by the employer to confirm that the employee has remained in employment after the six month period).
- 4.8 A FJF Working Group will be established with representatives from Economic Development, JCP, local employers and the third sector. The terms of reference of this group will be to monitor the overall performance of the project, review whether the FJF continues to effectively meet employer demand side issues including skills gaps and to share good practice in relation to quality improvement. The Project Co-ordinator will be responsible for providing this Working Group with regular reports on the overall performance and quality of the provision.

- 4.9 Economic Development will require each of the partners to sign a Service Level Agreement which will identify the minimum standard of provision offered to each FJF employee.
- 4.10 Economic Development has signed a Local Employer Partner (LEP) agreement and as part of this SLA will be inviting all partners and employers to register as a LEP.
- 4.11 The jobs to be created fully take account of the local labour market and skills shortages and future employment opportunities through utilising evidence based knowledge formed from engagement with local employers and which are outlined in key strategic documents such as the Regional Economic Strategy (RES) and the North East LSC Commissioning Plan. This information is pertinent to Hartlepool as it outlines the economic growth that can be achieved in growth sectors across the town including Hospitality and Tourism, Retail, Knowledge Economy, Construction, Renewable Energy, Chemical & Energy, Digital Media and Health and Social Care. Offering high quality additional jobs and flexible training programmes will attract young people and the long term unemployed to access this provision and will adequately upskill them to meet the demands of the local labour market.
- 4.12 This project will meet the needs of the target group by offering provision including work placements which will equip beneficiaries with the motivation, skills, qualifications and knowledge in which to compete in a global economic market. The FJF project will respond to the needs of the employee by providing intensive support including mentoring and 1-2-1 in-work support to meet the employees needs. This mentoring will be a key element of the provision as it will provide a supported work environment in which employees confidence and aspirations will be raised. This project will widen participation and offer job opportunities amongst those hard to reach groups within our worst performing wards who have suffered from the greatest disadvantage in the labour market due to the downturn in the current economic climate.
- 4.13 There are a number of priorities which need addressing within the project which relate to the priority group including:
- Lack of engagement with employers
 - Inadequate qualifications/poor experience of education and training
 - Exclusion from the labour market due to caring or poor health
 - Dependant/childcare provision
 - Motivation and confidence
 - Returners to the labour market with little or no interaction with employers
 - Lack of relevant occupational skills

- 4.14 Economic Development places great importance on building the capacity of third sector organisations to play a greater role in regenerating disadvantaged communities and work in partnership with groups such as Owton Fens Community Association to provide enterprise support and assistance to third sector organisations to develop sustainable social enterprises. An example of this is the recently formed Owton Manor Recycling Services Limited which is a Community Interest Company. Community Interest Companies (CIC) are a new type of limited company designed specifically for those wishing to operate for the benefit of the community rather than for the benefit of the owners of the company. The enterprise was developed to aid the environment by reducing waste going to landfill and create employment and training opportunities for local people and bid for public sector contracts. The enterprise formed in May was successful in being awarded over £150,000 from Future Builders to invest in capital equipment to secure contracts to recycle mattresses from local authorities throughout the North East.
- 4.15 There will be specific posts created such as Development Workers who will be responsible for engaging with hard to reach groups within the Community to promote existing services such as Health, Education and Employment.
- 4.16 The extra posts created within the third sector will not only build capacity but provide wider community benefits. For instance, Hartlepool Voluntary Development Agency, Hartlepool Carers and Epilepsy Outlook will be able to provide additional services to residents who are not currently accessing their provision as the organisation do not have the capacity to engage and work with any additional individuals. In addition, a number of these extra jobs created will provide opportunities to develop additional community programmes that are in high demand including those services which work with young people to tackle anti-social behaviour, raise aspirations and prevent young people who are at risk of/or are currently classified as not in education, employment or training (NEET). These activities prepare young people for the world of work which is critical at a time when there are fewer jobs to apply for in Hartlepool and due to young people statistically being more at risk of being affected by the current recession.

5 MEETING LOCAL REQUIREMENTS

- 5.1 Economic Development Department has worked closely with key partners including JCP to assess the validity of this partnership bid and to comprehensively analyse the challenges in relation to the worklessness population.
- 5.2 Partners have overwhelmingly agreed that even without the additional pressure created through the economic downturn, parts of Hartlepool remain unemployment hotspots and therefore require this FJF intervention. For instance, although the town has made great strides to tackling deprivation, from the Indices of Multiple Deprivation (IMD) survey in

2007, it shows that Hartlepool is the 23rd most deprived of England's 354 Local Authorities although this has improved from 14th position as shown in the IMD results of 2002.

5.3 At the present time there are approximately 55,900 working age adults in Hartlepool with an employment rate of 68%. However, inter-generational worklessness issues remain within the town with:

- The unemployment rate currently at 6.7% (3,754 residents) compared to the GB rate of 4.1%.
- 1,175 young people are currently unemployed in Hartlepool in May 2009. This figure has increased by 36% since May 2005.
- 700 young people are currently unemployed in the most deprived wards in May 2009. This figure has increased by 36% since May 2005.
- There are currently 205 young unemployed people in the most deprived wards claiming Jobseekers Allowance over 1 year in May 2009. This figure has increased by 10% since May 2005.
- From a review of the number of young people flowing on and off JSA from the most deprived wards since 2005, it highlights that the numbers flowing onto JSA overtake those flowing off this benefit as identified in the above figures.
- In May 2009, unemployment in Hartlepool (over 6 months) currently equates to 27.7% which is above the GB rate.
- In May 2009, unemployment in Hartlepool (over 12 months) is at 8.7% which is above the GB rate.
- 18,750 residents classified as workless (33.4%) which is nearly 5% above the GB rate.
- 20.7% of working age adults on a benefit which is nearly double the GB rate.
- 28.5% of adults in the Neighbourhood Renewal areas (NRA) are on a benefit. Some of the NRA areas have nearly 40% of adults on an out-of-work benefit.
- 7,500 adults (13%) claim an incapacity or other sickness related benefit in Hartlepool with the Neighbourhood Renewal Area (NRA) rate being over 20%.
- Hartlepool there are 3754 unemployed residents. There are currently 205 unfilled vacancies which equates to 18.3 unemployed people for every vacancy. Of these vacancies, 136 (66.3%) are full-time.

6 NEXT STEPS

- 6.1 The application form was submitted on 30 June 2009 and it is expected that an outcome will be received within the next two months. Within the guidance, it states that the overall project is expected to be available from early 2010 - with some places starting as early as October 2009.
- 6.2 Prior to this application being written, all partners were consulted and invited to consider when they will be able to start these extra jobs and it has been confirmed that approximately 520 FJF posts could start as early as October 2009.

7 RECOMMENDATIONS

- 7.1 Cabinet is being asked to support the FJF bid being submitted by HBC to the Department of Work and Pensions by 30th June 2009 which will focus on providing new additional jobs to be created for the benefit of Hartlepool residents.

CABINET REPORT

13th July 2009



Report of: The Mayor

Subject: CABINET CONTINGENCY FUND

SUMMARY

1. PURPOSE OF REPORT

To seek approval from Cabinet for a donation towards the costs of the Hartlepool Special Olympics Group attending the 2009 Special Games in Leicester.

2. SUMMARY OF CONTENTS

The Hartlepool Special Olympics Group is requesting support for the 34 athletes and 13 escorts to attend the National Special Games in Leicester from 25 July to 1 August 2009.

3. RELEVANCE TO CABINET

Allocations from the fund require Cabinet approval

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet 13 July 2009

6. DECISION(S) REQUIRED

Cabinet is requested to consider the request from the group and indicate the level of support to be given to the Hartlepool Special Olympics Group.

Report of: The Mayor

Subject: CABINET CONTINGENCY FUND

1. PURPOSE OF REPORT

- 1.1 To seek approval from Cabinet for a donation towards the costs of the Hartlepool Special Olympics Group attending the 2009 Special Games in Leicester.

2. BACKGROUND

- 2.1 The Hartlepool Special Olympics Group is requesting support for the 34 athletes and 13 escorts to attend the National Special Games in Leicester from 25 July to 1 August 2009.

3. THE NATIONAL SPECIAL OLYMPIC GAMES 2009

- 3.1 The National Special Olympics Games are to be held in Leicester between 25 July and 1 August 2009. The Hartlepool Special Olympics Group is to send 34 athletes and 13 escorts to the National Special Games representing the Northern Region. The Group has raised funding towards attending the week long event to cover the costs of the competitors, their escorts, competition fee's and transport. However, there is currently a shortfall of £1020 - £750 for a 49 seat coach to transport the team to Leicester and back and £270 for the costs associated with hiring a mini-bus during the event.
- 3.2 The Hartlepool Special Olympics Group has contacted the Mayor and requested any assistance that may be available from the Council. Cabinet is asked to consider the request from the group and meet the shortfall with funding from the Cabinet Contingency Fund.

4 RECOMMENDATIONS

- 4.1 Cabinet is requested to consider the request for support and indicate the level of support to be given to the Hartlepool Special Olympics Group.

CABINET REPORT

13th July 2009



Report of: Head of Community Strategy

Subject: LOCAL AREA AGREEMENT (LAA) QUARTER 4
(2008/09) SUMMARY OF PERFORMANCE
REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform Cabinet of performance in delivering the Local Area Agreement (LAA) 2008-11.

2. SUMMARY OF CONTENTS

The LAA includes 32 priority outcomes, structured around the eight Community Strategy Themes. This report presents a summary of performance against the Local Area Agreement (LAA) to March 2009.

3. RELEVANCE TO CABINET

Hartlepool's current LAA is a three year agreement (2008-11) based on the Community Strategy that sets out the priorities for Hartlepool and forms an agreement between Central Government (represented by GONE) and a local area represented by Hartlepool Borough Council and other key partners through the Hartlepool Partnership. The LAA is the delivery plan of the Community Strategy.

4. TYPE OF DECISION

None (for information only).

5. DECISION MAKING ROUTE

None – this information was also taken as an item for information to the Hartlepool Partnership on 26 June 2009.

6. DECISION REQUIRED

Cabinet is requested to note the report and take any recommendations necessary to address performance.

Report of: Head of Community Strategy

Subject: LOCAL AREA AGREEMENT (LAA) QUARTER 4
(2008/09) SUMMARY OF PERFORMANCE
REPORT

1. PURPOSE OF REPORT

- 1.1 This report contains a summary of performance against the new Local Area Agreement (LAA) 2008-11.

2.0 BACKGROUND

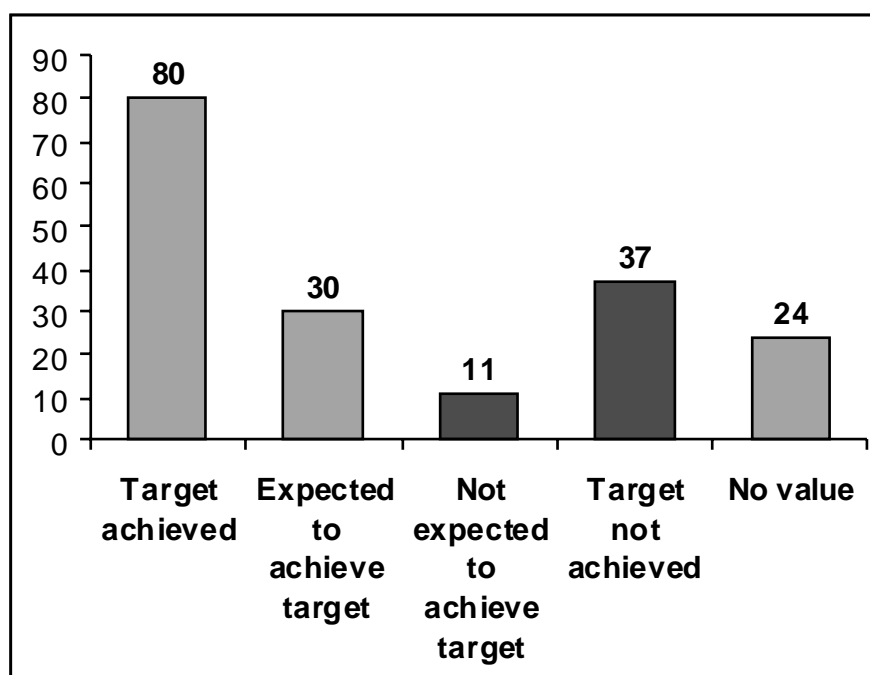
- 2.1 A LAA is a three year agreement based on local Community Strategies that sets out the priorities agreed between Central Government (represented by the regional Government Office) and a local area (represented by the local authority and other key partners through Local Strategic Partnerships). Hartlepool's LAA is structured around the themes of the Community Strategy and sets out agreed priorities that the Local Strategic Partnership will progress.
- 2.2 Hartlepool's LAA was agreed by Council at its meeting in May and subsequently signed-off by Government in June 2008 with a formal annual refresh was concluded in April 2009.
- 2.3 Quarterly monitoring for the new LAA commenced for Quarter 2 and performance updates are collected through Covalent (a web-based performance management database) and written narrative. A six month review (Quarter 2) and the end of year report (this report) for the LAA are presented to Cabinet as part of these arrangements.

3.0 QUARTER FOUR PERFORMANCE 2008/09

- 3.1 The LAA contains priority outcomes, structured around the eight Community Strategy Themes. Performance is reported on a thematic basis with reports produced for each outcome. Each individual outcome report contains a narrative on performance with Performance Indicators (PIs), targets and key actions for improvement reported using expected outcome 'traffic lights' with an appropriate note to briefly explain the latest performance. Importance is placed on the narrative that accompanies each outcome and theme update to provide a meaningful and quick reference summary of progress and recent developments.

- 3.2 Covalent the Council's new web-based performance management system is used to help manage performance. A rating system is used with details provided for indicators that have not or are not expected to reach target. This type of reporting is often termed 'reporting by exception' highlighting where the key challenges are in achieving the outcomes and requirements of the LAA.
- 3.3 Full details of progress on all of the outcomes, indicators and actions is contained in Local Area Agreement Delivery and Improvement Plan, Progress Update: Quarter 4 (January-March) available on the Hartlepool Partnership Website www.hartlepoolpartnership.co.uk (paper copies are available on request). As well as reporting against the targets associated with the LAA, a comprehensive narrative of progress is provided for each theme and outcome. This contains updates on the focus for activity, target areas and groups and recent developments.

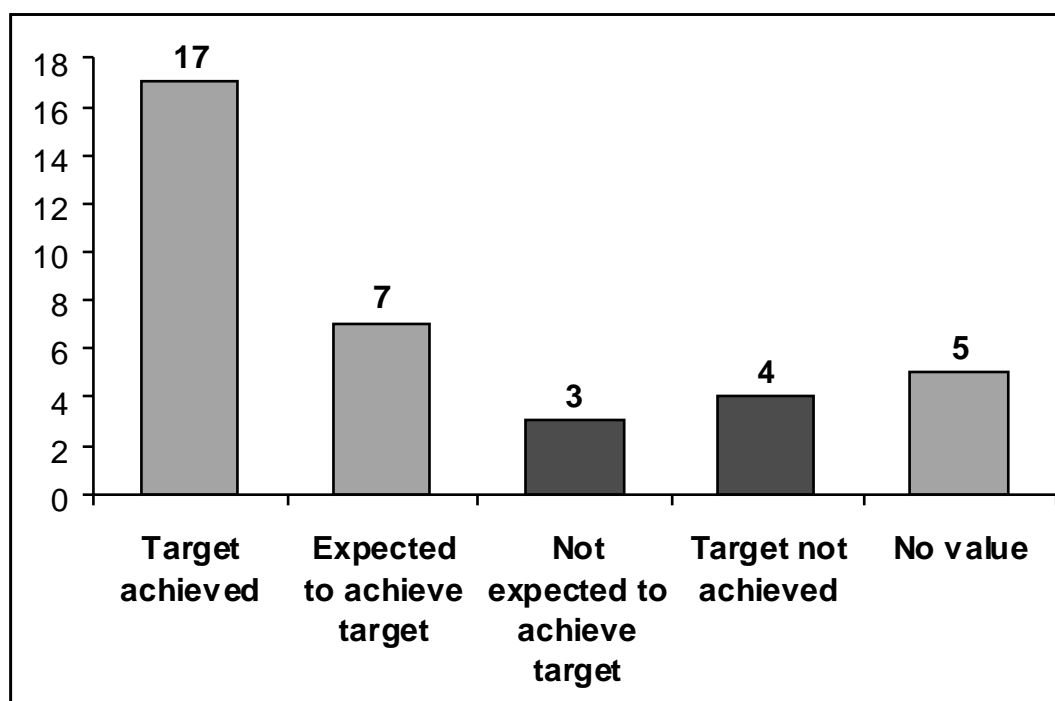
4.0 ALL (DESIGNATED IMPROVEMENT AND LOCAL PRIORITY) TARGETS IN THE LAA



- 4.1 As we are now at the end of the first year of the three year agreement, a more complete reflection of progress against the targets is now emerging. Taking into account every target in the LAA at the end of quarter four (2008/09), 60% of the annual targets have been achieved or are expected to be achieved with 26% of the targets for 2008/09 **not** achieved or **not** expected to be achieved. Please note this is not a judgment against achievement at the end of the LAA in 2011 and relates only to the targets set for 2008/09.

- 4.2 We were not in a position to report progress on 13% of the LAA targets. The majority of these indicators were Place Survey dependent and we now have a baseline with targets set for future years of the LAA. Where it was not possible to develop targets for indicators included in the original LAA submission, they have been removed as part of the formal refresh process. The LAA now has a baseline position and annual targets set for all indicators in the agreement.

5.0 DESIGNATED IMPROVEMENT TARGETS



Please note this chart contains the returns for the 35 Designated Improvement Targets, for the purposes of reporting NI 120 All-age all cause mortality is split into two parts a) females and b) males and a total of 36 indicators are recorded in the database.

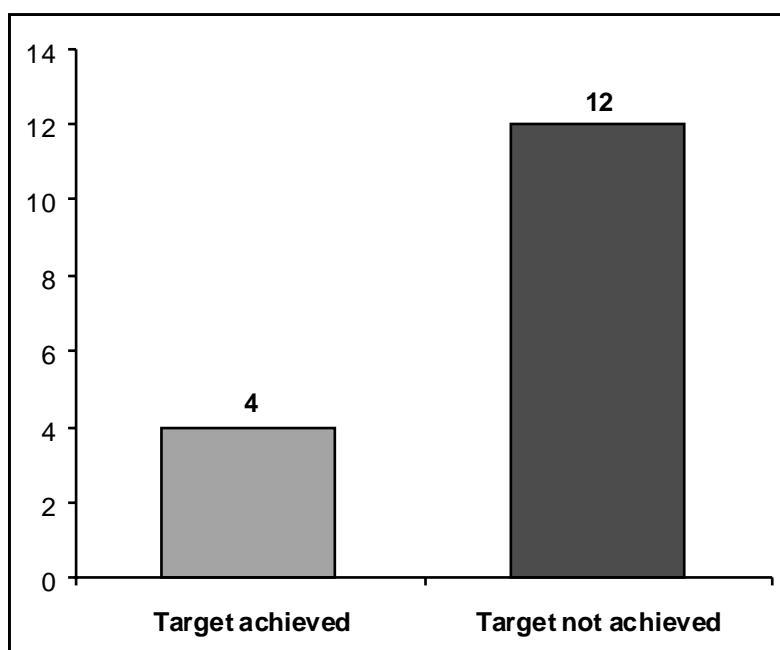
- 5.1 Progress against the designated targets is encouraging with 66% achieved or expected to be achieved for 2008/09. 19% of targets have **not** been or are **not** expected to be achieved. We are currently unable to make a judgment on 14% of the designated targets, mainly due to the delays in baselining and target setting of indicators from the new Place Survey that was delayed nationally. A summary of performance against all of the designated targets is shown in **Appendix 1**.

5.2 Improvement Targets **not** achieved or **not** expected to be achieved for 2008/09:

Indicator	Notes
NI 162. Number of Entry Level qualifications in numeracy achieved	Performance has fallen from the previous year. This area remains a priority for the LSC and has been raised with Providers in allocation discussions for the coming year.
NI 164. Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher	No further update will be available on this until August 2009 when the ONS survey will be published for 2008.
NI 120a. All-age all cause mortality rate – Females	Trends suggest that this target will not be achieved. Work continues across the prevention agenda to impact on mortality rates. Of current initiatives, it is hoped that the introduction of the vascular risk assessment programme across Hartlepool will make a major contribution to reducing cardiovascular mortality- one of the major killer diseases in the town.
NI 120b. All-age all cause mortality rate - Males	
NI 112. Under 18 conception rate (BVPI 197)	The Office for National Statistics released the provisional data for under 18 conception rates on 26 February. Hartlepool's rate is 66.8 which equates to a 11.7% reduction from the 1998 baseline rate
NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information	Performance is slightly under target. This is the first year of collection of the new national PI which includes carers who have received information and advice only (where previous versions of the indicator had included only those who were in receipt of actual services). Systems need to be developed more in order to capture all those who may receive 'just information and advice'.
NI 175 Access to services and facilities by public transport, walking and cycling	This indicator shows the time taken to access work, health services, education and major shopping centers by public transport. The town centre was chosen as it provides a destination for all of the above as well as local authority services and visitor attractions. In 2004/05 99% of Hartlepool's population had access to these facilities within 30 minutes by public transport, with 51% having the same access within 15 minutes, this figure has dropped to 42% for 2008/09. The reason behind this drop is difficult to pinpoint, however, calculations in Accession (the method used to calculate this outturn) is only an estimate of the accessibility to a particular destination. The new network not only covers service changes in Hartlepool but also any amendments made as a result of errors (e.g. bus stops located incorrectly, etc) found in the previous years network details. Both of these factors could be responsible for the drop in the accessibility outturn. Rather than adjust the end target at this time it is intended to analyse

Indicator	Notes
	more closely the issues around the calculation of the outturn and work towards the 55% originally anticipated. This is likely to be improved by proposals by Stagecoach to revise their current commercial network from August 2009 and should result in figures for next year being much closer to the original targets set in the Local Transport Plan
NI 188 Planning to Adapt to Climate Change	Final Self Assessment Matrix produced achieved Level 0, but 2009/10 target of Level 2 will remain. Work is already underway on a climate change adaptation strategy, which will outline what various service areas are doing to minimise the effects of climate change, thus making services more robust. Workshops will be held to identify key risks to individual services, and to look at ways of 'climate proofing' these services.

6.0 DEPARTMENT FOR CHILDREN, SCHOOLS AND FAMILIES (DCSF) IMPROVEMENT TARGETS



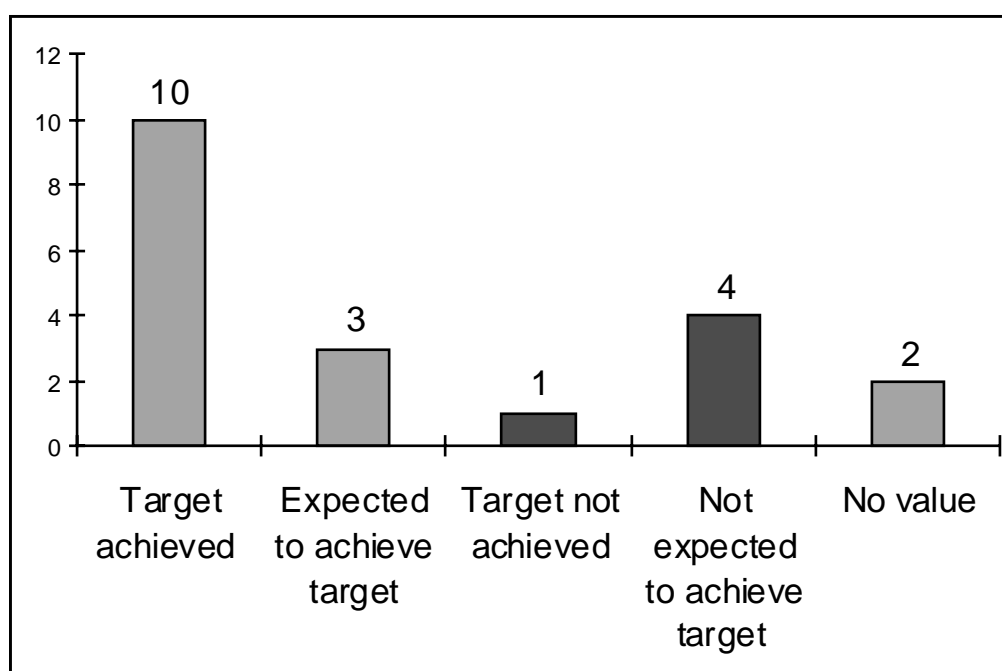
- 6.1 The LAA also contains 16 educational attainment related targets agreed in a separate negotiation process with the Department for Schools and Families (DCFS). 25% of the targets were achieved for 2008/09.

6.2 The 12 targets that were **not** achieved are:

Indicator	Notes
NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	This has increased from 38.4% (2007) to 40.4%. Although this has not achieved target of 43.7% it is a significant increase.
NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3	Figure calculated locally. Final data from DCSF for KS3 is not being released due to the KS3 tests being abolished and the quality of the data therefore a final figure can't be provided.
NI 75 Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	Taken from DCSF Key Stage 4 Achievement and Attainment Tables.
NI 83 Achievement at Level 5 or above in Science at Key Stage 3 (BVPI 181c)	Figure calculated locally. Final data from DCSF for KS3 is not being released due to the KS3 tests being abolished and the quality of the data therefore a final figure can't be provided.
NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	The gap has narrowed from 45.7% (2007) to 44.0%. Although this has not achieved the target of 39.3% this is a significant reduction in the gap.
NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Figures calculated internally using provisional data. Figure to be updated once DCSF publish final data. the target set of 95% is significantly above national average so was exceptionally high and very unrealistic. The achievement of 84.6% represents very good achievement for most young children in Hartlepool.
NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	Figures calculated internally using provisional data. Figure to be updated once DCSF publish final data. Maths results were exceptionally good but the target set in relation to the % of children making 2 levels progress was well above the national average so very unrealistic. The target setting process through the work of School Improvement Partners is now much more accurate.
NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3	Figure calculated locally. Final data from DCSF for KS3 is not being released due to the KS3 tests being abolished and the quality of the data therefore a final figure can't be provided. Key Stage 3 results were disappointing with one or two schools largely being responsible for the target being so significantly missed. These schools had significant staffing issues which are now resolved.
NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	Figure calculated locally. Final data from DCSF for KS3 is not being released due to the KS3 tests being abolished and the quality of the data therefore a final figure can't be provided. Although the target was not met, it was very close which represents good progress

Indicator	Notes
	between Key Stages 2 & 3.
NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4	Data taken from DCSF statistical first release (please see attached). This result has shocked the secondary Headteachers who have set up a town wide Maths and English collaborative to address the issues in relation to GCSE English. Early indications are that this is having a most positive impact and results in 2009 will show improvement.
NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	Data taken from DCSF statistical first release. This result has shocked the secondary Headteachers who have set up a town wide Maths and English collaborative to address the issues. Early indications are that this is having a most positive impact and results in 2009 will show improvement. Pupils entered early for GCSE maths have performed very well to date so it is expected there will be a marked improvement in 2009.
NI 101 Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	The GCSE cohort reduced from 12 to 11 young people. From the cohort of 11 young people one was disapplied from GCSE examinations due to his statement of SEN. A further 2 young people have statements of SEN but were entered for examinations.

7.0 SUSTAINABLE DEVELOPMENT TARGETS



- 7.1 The LAA contains a suite of Sustainable Development indicators that are useful in monitoring progress and ensuring we are heading in the right direction towards achieving a more sustainable future. Progress is good with 65% of targets achieved or are expected to be achieved but 25% of targets are **not** expected to be achieved and we are currently unable to make a judgment on 2 targets.

7.2 Sustainable Development Targets **not** achieved or **not** expected to be achieved for 2008/09:

Indicator	Notes
NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	No further update will be available on this until August 2009 when the ONS survey will be published for 2008.
NI 120a All-age all cause mortality rate – Females	Trends suggest that this target will not be achieved. Work continues across the prevention agenda to impact on mortality rates. Of current initiatives, it is hoped that the introduction of the vascular risk assessment programme across Hartlepool will make a major contribution to reducing cardiovascular mortality-one of the major killer diseases in the town.
NI 120b All-age all cause mortality rate – Males	
NI 121 Mortality rate from all circulatory diseases at ages under 75	
NI 175 Access to services and facilities by public transport, walking and cycling	This indicator shows the time taken to access work, health services, education and major shopping centers by public transport. The town centre was chosen as it provides a destination for all of the above as well as local authority services and visitor attractions. In 2004/05 99% of Hartlepool's population had access to these facilities within 30 minutes by public transport, with 51% having the same access within 15 minutes, this figure has dropped to 42% for 2008/09. The reason behind this drop is difficult to pinpoint, however, calculations in Accession (the method used to calculate this outturn) is only an estimate of the accessibility to a particular destination. The new network not only covers service changes in Hartlepool but also any amendments made as a result of errors (e.g. bus stops located incorrectly, etc) found in the previous years network details. Both of these factors could be responsible for the drop in the accessibility outturn. Rather than adjust the end target at this time it is intended to analyse more closely the issues around the calculation of the outturn and work towards the 55% originally anticipated. This is likely to be improved by proposals by Stagecoach to revise their current commercial network from August 2009 and should result in figures for next year being much closer to the original targets set in the Local Transport Plan
NI 188 Planning to Adapt to Climate Change	Final Self Assessment Matrix produced. Achieved Level 0, but 2009/10 target of Level 2 will remain. Work is already underway on a climate change adaptation strategy, which will outline what various service areas are doing to minimise the effects of climate change, thus making services more robust. Workshops will be held to identify key risks to individual services, and to look at ways of 'climate proofing' these services.

8.0 RECOMMENDATIONS

8.1 It is recommended that Cabinet

- Note the current position with regard to performance
- Make any recommendations necessary to address performance.

9.0 FURTHER BACKGROUND PAPERS

9.1 Hartlepool's new Local Area Agreement 2008-11 and the LAA Delivery and Improvement Plans are available at www.hartlepoolpartnership.co.uk

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Local Area Agreement Quarter 4 Summary of Progress Against Designated Improvement Targets



Jobs and the Economy

Code	Indicator	Assigned To	Annual Target 2008/09	Current Value	Last Update	Expected Outcome	Latest Note
NI 151	Overall Employment rate (w orking-age)	Antony Steinberg	66.8%	67.5%	2008/09	Target Achieved	Outturn figure relates to June 2008 data set.
NI 166	Median earnings of employees in the area	Antony Steinberg	£460.00	£461.71	2008/09	Target Achieved	Outturn relates to June 2008 data set.
NI 171	New business registration rate	Antony Steinberg	24				Data set temporarily suspended by Central Government as data is migrated from Small Business Service to ONS. In addition it is anticipated that future data releases will include paye returns.
NI 153	Working age people claiming out of work benefits in the worst performing	Antony Steinberg	31.0%	28.5%	Oct 2008	Target Achieved	Data relates to the average of the last 4 quarters Nov 07 to Aug 08, the position is positive at this point in time how ever it is unlikely that the economic recession has impacted on this data set at this time.
NI 152	Working age people on out of	Antony Steinberg;	20.7%	20.7%	Apr 2009	Target	Data relates to the average

Jobs and the Economy							
Code	Indicator	Assigned To	Annual Target 2008/09	Current Value	Last Update	Expected Outcome	Latest Note
	work benefits					Achieved	of the last 4 quarters Nov 07 to Aug 08, the position is positive at this point in time how ever it is unlikely that the economic recession has impacted on this data set at this time.
NI 116	Proportion of children in poverty	Ian Merritt	25.6%				No data available - published by the Department of Work & Pensions.
NI 117	16 to 18 year olds w ho are not in education, employment or training (NEET)	Mark Smith	8.4%	8.2%	2008/09	Target Achieved	Quarter 4: 2008 3 month snapshot target of 8.4% exceeded. Over the key three month reporting period (November, December January) Hartlepool NEET average was 7.9%. Quarter 4 figure was 8.2% which is representative of some drop out from post 16 provision and also representative of reductions locally in the number of young people who are 'Not Know ' and who have now been confirmed as NEET.

APPENDIX 1 – LAA QUARTER 4 PERFORMANCE REPORT

Lifelong Learning and Skills							
Code	Indicator	Assigned To	Annual Target 2008/09	Current Value	Last Update	Expected Outcome	Latest Note
NI 161	Number of Level 1 qualifications in literacy (including ESOL) achieved	Lesley Monaghan	400	481	2008/09	Target Achieved	Target exceeded
NI 162	Number of Entry Level qualifications in numeracy achieved	Lesley Monaghan	122	115	2008/09	Target not achieved	Performance has fallen from the previous year. This area remains a priority for the LSC and has been raised with Providers in allocation discussions for the coming year.
NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	Lesley Monaghan	67.1%		2008/09	Expected to achieve target	No further update will be available on this until August 2009 when the ONS survey will be published for 2008.
NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher	Lesley Monaghan	44.2%		2008/09	Not expected to achieve target	No further update will be available on this until August 2009 when the ONS survey will be published for 2008.

Health and Wellbeing							
Code	Indicator	Assigned To	Annual Target 2008/09	Current Value	Last Update	Expected Outcome	Latest Note
NI 120a	All-age all cause mortality rate - Females	Louise Wallace	579	674	2008/09	Not expected to achieve target	Year-end data not available till August
NI 120b	All-age all cause mortality rate - Males	Louise Wallace	801	931	2008/09	Not expected to achieve target	Trends suggest that this target will not be achieved. Work continues across the prevention agenda to impact on mortality rates. Of current initiatives, it is hoped that the introduction of the vascular risk assessment programme across Hartlepool will make a major contribution to reducing cardiovascular mortality- one of the major killer diseases in the town.
NI 123	Stopping smoking	Angela Brown; John Driver; Carole Johnson	1769	1534	Mar 2009	Expected to achieve target	In the first quarter of 2008/9 the 4-week quit rate (per 100,000 population) was 407. Target for this is 1769 quitters per 100,000 population
NI 112	Under 18 conception rate (BVPI 197)	Deborah Gibbin; Sheila O'Connor	-25%	-11.7%	2008/09	Target not achieved	Target amended from -35% to -25% due to incorrect target being initially entered. This indicator is reported 14 months in arrears and has been included in the LAA - and due to nature of agreement with GONE had led to confusion with targets.
NI 130	Social care clients receiving Self Directed Support per 100,000 population	Jill Harrison	1544.0	722.5	Q4 2008/09	Expected to achieve target	Original national definition at the beginning of the year for NI 130 was to count all those who

APPENDIX 1 – LAA QUARTER 4 PERFORMANCE REPORT

							received either a Direct Payment or an Individual Budget. The national definition was changed mid year to include only those people who had received a direct payment (at any point during the year). Therefore, the final year number of people is 497 (rate of 722.46), whereas if the figure was counted on the original definition basis it would have been 831 people (receiving IB's) plus those receiving Direct Payments 497 (but counting just once those who received both a Direct Payment and an IB). This would give a range between 1181 (831 people) and 1887 (831 +497 people) - which assuming some element of double counting, would be very close to the target rate of 1544.
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	Dale Owens	19.0%	17.1%	Q4 2008/09	Target not achieved	Performance is slightly under target. This is the first year of collection of the new national PI which includes carers who have received information and advice only (where previous versions of the indicator had included only those who were in receipt of actual services). Systems need to be developed more in order to capture all those who may receive 'just information and advice'.

Community Safety							
Code	Indicator	Assigned To	Annual Target 2008/09	Current Value	Last Update	Expected Outcome	Latest Note
NI 16	Serious acquisitive crime rate	Alison Maw son	16.14	14.92	Q4 2008/09	Target Achieved	
NI 20	Assault with injury crime rate	Alison Maw son	9.03	7.77	Q4 2008/09	Target Achieved	
NI 38	Drug related (Class A) offending rate	Alison Maw son			Q4 2008/09		Emerging baseline data for 2007-08 has been received and the target for end of 2010-11 is a change in the baseline of 24.5%. Actual baseline data will not be available until July 2009.
NI 17	Perceptions of anti-social behaviour	Sally Forth	30%	20.9%	2008/09	Target Achieved	Place survey results now received.

Environment							
Code	Indicator	Assigned To	Annual Target 2008/09	Current Value	Last Update	Expected Outcome	Latest Note
NI 195a	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	Albert Cope	15%	8%	Q4 2008/09	Target Achieved	Changes in the scoring mechanism and the splitting of litter & detritus into two separate scores has resulted in a positive improvement in the outturns for this indicator. When comparing against the previous scoring mechanism the outturn would have been

APPENDIX 1 – LAA QUARTER 4 PERFORMANCE REPORT

							10%. Additional resources targeting industrial / warehousing land has resulted in an improvement in this area during the course of this year.
NI 175	Access to services and facilities by public transport, walking and cycling	Mike Blair	50.0%	42%	2008/09	Target not achieved	<p>This indicator shows the time taken to access work, health services, education and major shopping centers by public transport. The town centre was chosen as it provides a destination for all of the above as well as local authority services and visitor attractions. In 2004/05 99% of Hartlepool's population had access to these facilities within 30 minutes by public transport, with 51% having the same access within 15 minutes, this figure has dropped to 42% for 2008/09. The reason behind this drop is difficult to pin point, however, calculations in Accession (the method used to calculate this outturn) is only an estimate of the accessibility to a particular destination. The new network not only covers service changes in Hartlepool but also any amendments made as a result of errors (e.g. bus</p>

							stops located incorrectly, etc) found in the previous years network details. Both of these factors could be responsible for the drop in the accessibility outturn. Rather than adjust the end target at this time it is intended to analyse more closely the issues around the calculation of the outturn and work towards the 55% originally anticipated. This is likely to be improved by proposals by Stagecoach to revise their current commercial network from August 2009 and should result in figures for next year being much closer to the original targets set in the Local Transport Plan
NI 192	Percentage of household waste sent for reuse, recycling and composting	Colin Ogden	35.00%	37.30%	Q4 2008/09	Target Achieved	Hartlepool is now on alternate weekly collection of residual waste and recycling in order to encourage residents to reduce the amount of waste produced and recycle as much as possible. We continue to look for outlets for additional recyclable materials and to increase participation in recycling schemes. The economic downturn has had an effect on the amounts of waste produced

APPENDIX 1 – LAA QUARTER 4 PERFORMANCE REPORT

							and tonnages recycled throughout the country but at present percentages remain at expected level.
NI 186	Per capita reduction in CO2 emissions in the LA area	Helen Beaman; Paul Hurwood; Emma Thompson	3.8	-7.1	Q4 2008/09	Target Achieved	Target achieved. Evidence provided on DEFRA website (see 'Location of Data' field in 'Data Quality' section). One organisation has been removed from NI186 data, and included in EU ETS (European Union Emissions Trading Scheme), and it is possible that this has had what appears to be a positive effect on outturn.
NI 188	Planning to Adapt to Climate Change	Helen Beaman; Paul Hurwood; Emma Thompson	1	0	Q4 2008/09	Target not achieved	Final Self Assessment Matrix produced and attached in 'Documents' as 'ni188-self-assessment v.1'. Achieved Level 0, but 2009/10 target of Level 2 will remain. Work is already underway on a climate change adaptation strategy, which will outline what various service areas are doing to minimise the effects of climate change, thus making services more robust. Workshops will be held to identify key risks to individual services, and to look at ways of 'climate proofing' these services.

Housing							
Code	Indicator	Assigned To	Annual Target 2008/09	Current Value	Last Update	Expected Outcome	Latest Note
NI 155	Number of affordable homes delivered (gross)	Nigel Johnson; Richard Waldmeyer	20	172	Q4 2008/09	Target Achieved	The PI for 2008/09 has been validated and signed off
NI 141	Percentage of vulnerable people achieving independent living	Peter Morgan	72.00%	79.65%	Q4 2008/09	Target Achieved	Target exceeded for the year as most clients continue to move on in a planned way. The Supporting People Team liaise with Housing Aid, support providers and Housing Hartlepool to try and maximise availability of accommodation for clients.
NI 142	Percentage of vulnerable people who are supported to maintain independent living	Peter Morgan	99.15%	98.51%	Q4 2008/09	Expected to achieve target	Figure reported based on returns received up to 30th April 2009, with 48 out of 52 services having submitted data. Of the services included in the return, 71% have exceeded the target for Q4 alone. Over the course of the whole year 56% of all services had an average that exceeded the target. The average for Older People for the whole year was 99.18, which is above target and for People with a learning Disability it was 100%. The average for more challenging clients groups was below target.

APPENDIX 1 – LAA QUARTER 4 PERFORMANCE REPORT

Culture and Leisure							
Code	Indicator	Assigned To	Annual Target 2008/09	Current Value	Last Update	Expected Outcome	Latest Note
NI 10	Visits to museums and galleries	Jeff Pringle		51.7%	2008/09	Expected to achieve target	Results from Active Peoples Survey is 51.7%
NI 11	Engagement in the Arts	Stephen Cashman		34.4%	2008/09	Expected to achieve target	34% This percentage is based not on observation of the analogue but is the new baseline figure as detected through the Active People's Survey
NI 8	Adult participation in sport and active recreation	Pat Usher	21.1%	22.1%	Q4 2008/09	Target Achieved	Active People data results received - 22.1% - Target achieved
NI 9	Use of public libraries	Graham Jarritt; Kay Tranter	48.1%	48.1%	2008/09	Target Achieved	Target based on initial result of survey as this is a new target

Strengthening Communities							
Code	Indicator	Assigned To	Annual Target 2008/09	Current Value	Last Update	Expected Outcome	Latest Note
NI 6	Participation in regular volunteering	Liz Crookston	No data for this range	18.7%	2008/09		No targets set for 2008/09. Place Survey indicator, baseline established in March 2009. Future targets set.
NI 110	Young people's participation in positive activities	Peter Davies	30.0%	70.2%	2008/09	Target Achieved	Tell Us 3 has given an initial value of 70.2%. From this targets have been agreed for 9/10 at 73.1% and 10/11 at 75.9%. To act as a comparison. control, we will undertake our own survey in Hartlepool, using the "getting connected" survey produced by Connexions. This will be done summer 09.
NI 5	Overall/general satisfaction	Liz Crookston	No data for	76.3%	2008/09		

	with local area		this range				
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CABINET REPORT

13 July 2009



Report of: Adult and Community Services Scrutiny Forum

Subject: FINAL REPORT – ACCESS TO RECREATION FACILITIES FOR VULNERABLE / OLDER PEOPLE

SUMMARY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to outline the findings and conclusions of the Adult and Community Services Scrutiny Forum's investigation into 'Access to Recreation Facilities for Vulnerable / Older People'.

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 24 April 2009. 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 13.1 of the bound report, which is attached to the back of the papers for this meeting.



ADULT AND COMMUNITY SERVICES SCRUTINY FORUM

FINAL REPORT ACCESS TO RECREATION FACILITIES FOR VULNERABLE / OLDER PEOPLE

July 2009

CABINET
13 JULY 2009



Report of: Adult and Community Services Scrutiny Forum

Subject: ACCESS TO RECREATION FACILITIES FOR
VULNERABLE / OLDER PEOPLE – FINAL REPORT

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Adult and Community Services Scrutiny Forum following its investigation into 'Access to Recreation Facilities for Vulnerable / Older People'.

2. SETTING THE SCENE

- 2.1 At the meeting of the Adult and Community Services Scrutiny Forum of 20 June 2008, Members determined their Work Programme for the 2008/09 Municipal Year. The topic of 'Access to Recreation Facilities for Vulnerable / Older People' was agreed as the second topic for investigation for the Forum's 2008/09 work programme.
- 2.2 Activity is an essential part of life for all individuals and has a significant positive effect on an individual's well-being, improving health, social skills, interaction and community integration. To be active is to be involved in life and to have people to see, places to go and things to do. The National Association for Providers of Activities (NAPA) for Older People is a voluntary organisation dedicated to increasing the profile and understanding of the activity needs for older people, and equipping staff with the skills to enable older people to enjoy a range of activity.
- 2.3 Recreational facilities can be divided into several areas including sport, arts and culture and organised activities. Hartlepool Borough Council provides a wide range of activities. Apart from the numerous parks, open spaces and access to leisure centres, specific areas of activities on offer include, swimming, bowling, aquafit, tea dances, arts and crafts, adult education, bespoke library services and reminiscence therapy.

3. OVERALL AIM OF THE SCRUTINY INVESTIGATION

- 3.1 To review the current provision of recreation facilities / activities available for vulnerable / older people in Hartlepool exploring the factors which might prevent access to these facilities / activities.

4. TERMS OF REFERENCE FOR THE SCRUTINY INVESTIGATION

- 4.1 The following Terms of Reference for the investigation were agreed by the Adult and Community Services Scrutiny Forum on 21 January 2009:-
- 4.2 The following Terms of Reference for the review are proposed:-
- (a) To consider, and agree, a definition of 'recreation facilities / activities', 'vulnerable people' and 'older people' for the purpose of this investigation;
 - (b) To gain an understanding of the Council's current recreation facilities / activities available for vulnerable / older people in Hartlepool;
 - (c) To explore the recreation facilities / activities which vulnerable / older people in Hartlepool enjoy and use;
 - (d) To compare examples of good practice in other Local Authorities to improve access to recreation facilities for vulnerable / older people; and
 - (e) To seek a range of views from vulnerable / older people in relation to access to the Council's recreation facilities / activities.

5. MEMBERSHIP OF THE ADULT AND COMMUNITY SERVICES SCRUTINY FORUM

- 5.1 Membership of the Adult and Community Services Scrutiny Forum for the 2008/9 Municipal Year was as outlined below:-

Councillors Atkinson (Vice – Chair), Brash, Fleet, A Marshall, McKenna, Plant, Preece, Simmons (Chair), and Worthy

Resident Representatives:

Mary Green, Evelyn Leck and Mary Power

6. METHODS OF INVESTIGATION

- 6.1 The Members of the Adult and Community Services Scrutiny Forum met formally from the 21 January 2009 to 08 April 2009 to discuss and receive evidence directly relating to their investigation into 'Access to Recreation

Facilities for Vulnerable / Older People'. A detailed record of these meetings is available from the Council's Democratic Services or via the Hartlepool Borough Council website.

6.2 A brief summary of the methods of investigation are outlined below:-

- (a) A Presentation from Hartlepool Borough Council Officers which was enhanced with verbal evidence;
- (b) Verbal evidence from the Portfolio Holder for Adult and Public Health and the Portfolio Holder for Culture, Leisure and Tourism;
- (c) Verbal and written evidence from service users;
- (d) Verbal evidence from a variety of key stakeholders;
- (e) Site visit by Members to Mill House Leisure Centre in Hartlepool and Freemans Quay Leisure Centre in Durham;
- (f) Site visit by Members to Hartlepool Sportability Club at the Headland Sports Hall; and
- (g) Verbal evidence from Care Home Managers.

FINDINGS

7. DEFINITION OF RECREATION FACILITIES, VULNERABLE PEOPLE AND OLDER PEOPLE

7.1 The Forum decided that it would be beneficial at the start of their investigation to agree key definitions in relation to 'recreation facilities', 'vulnerable people' and 'older people'. Members agreed on the following definitions:-

- (i) Recreation facilities: Activities which people take part in within their community, examples include bowling, dancing, swimming. The focus will primarily be on recreational facilities specifically offered by the Council;
- (ii) Vulnerable people: Those adults (aged 18+) who depend upon the support of others, including, for example, people with learning disabilities, sensory impairment, physical disabilities, people who feel isolated; and
- (iii) Older people: people aged 50+.

8. VIEWS FROM THE COUNCIL'S PORTFOLIO HOLDER'S FOR ADULT AND PUBLIC HEALTH AND CULTURE, LEISURE AND TOURISM

- 8.1 Members of the Forum agreed that it would be beneficial to their investigation if both the Portfolio Holder for Adult and Public Health and the Portfolio Holder for Culture, Leisure and Tourism outlined their views in relation to recreation facilities in Hartlepool. The evidence of the Portfolio Holders is outlined below:

Evidence from the Portfolio Holder for Adult and Public Health

- 8.2 The Council's Adult and Community Services Department provides a significant range of services over and above those that are statutory. Members were informed that the link between many of the leisure services and the public health agenda is very strong and one that should be maintained. Prevention is a key mechanism; keeping people active and involved in recreational activity will keep people healthy.
- 8.3 As Co-Chair of the Learning Disabilities Partnership Board, the Portfolio Holder is very aware of the excellent work that is being undertaken in this area and emphasised how important it is to get the message across to the public about the range of leisure services available. The Portfolio Holder informed the Forum that the new approach to individual budgets will open up a wider range of leisure services to vulnerable and older people.

Evidence from the Portfolio Holder for Culture, Leisure and Tourism

- 8.4 Members of the Forum were informed that the take up of certain recreational activities may not be as high as anticipated but this did not mean that these activities should be stopped. The Portfolio Holder was very much in favour of the Council moving away from the concept of single use buildings. For example, using a building as a multi-functioning facility, a police station, a crèche, offices, a facility for sport and leisure activities – in other words a 'community hub' approach.
- 8.5 It was emphasised that despite a lot of promotional work, not all people are aware of the activities / initiatives on offer by the Council. The Forum agreed that the activities / initiatives need to be further publicised on the Council's website, in 'Hartbeat', in the local press and on local radio. The Forum felt that it is important to actively try and engage with vulnerable and older people to encourage their participation.

9. ACTIVITIES CURRENTLY OFFERED BY HARTLEPOOL BOROUGH COUNCIL

- 9.1 Members of the Forum were keen to gain an understanding about the recreational facilities and activities currently offered by the Council. The Forum welcomed evidence from the Council's Assistant Director of Community Services.

Evidence from Hartlepool Borough Council

- 9.2 The Forum was very interested to hear about the wide range of recreational facilities offered by the Council including the libraries, museums, allotments,

- bowling greens and the theatre and arts as well as sport and physical activities and facilities.
- 9.3 The home library service is a mobile library service which is offered by the Council to people who cannot access the library because they are housebound or have mobility difficulties. The service is also offered to nursing and residential homes and sheltered accommodation. Residents are able to choose a variety of books, including large print materials and spoken word materials in the comfort of their own home.
- 9.4 Members were informed that there are approximately 12 reading groups across the town including reading groups for people with visual impairment and mental health needs. Reminiscence sessions and the distribution of reminiscence materials are also available. Members of the Forum questioned the provision of services to the deaf and how people can access these services. It was acknowledged by the Department that translation services are provided but it is an area that required some appropriate information and publicity.
- 9.5 Museums are also a form of recreational activity and within Hartlepool reasonably accessible facilities are offered at Hartlepool Art Gallery, the Museum of Hartlepool and Hartlepool Maritime Experience including the HMS Trincomalee. The Forum was informed that 50% of all the visits to the museums are by older people. The percentage of disabled people who visit the museums is 7.5%, which is low compared to 21.8% of the population reported as disabled but this figure is comparable to similar museums in the North East. The Forum was pleased to hear that the top outreach priority for the next two years is to increase engagement with disabled groups.
- 9.6 Many people own an allotment or enjoy the use of an allotment in Hartlepool as can be seen by the 1100 allotments town wide with a high percentage of older people as tenants. An allotment in Waverley Terrace has been allocated for people with mental health needs and learning disabilities to grow their own vegetables and flowers benefiting all who use it by increasing confidence, self esteem and skills.
- 9.7 Bowling is another very popular activity. Aside from the Indoor Bowls Centre, a management partnership with the Bowls Consortium offers access to several outdoor greens in Hartlepool, all of which now have automatic watering systems.
- 9.8 Members were informed that the Council provides a range of theatre and arts activities including regular tea dances, nostalgia performances with matinees targeted at elderly people in care or living alone. Other community groups include Flex Hartlepool Performances, which is a dance group comprising of people with learning disabilities who have devised and performed new work as part of the Maritime Festival; the Roaring Mouse Group which is a performance group for people with learning disabilities; and an intergenerational physical theatre project is being run within the Burbank Community.

- 9.9 The Forum was informed that in relation to access to recreational activities, older and vulnerable people can access these activities through, for example, the Community Sports Coach Drugs Intervention Programme, the Outdoor Adventurous Activity Programme, the Health Walks Programme, and the Special Olympics Football Tournament at Grayfields or the Warren Road Day Service, which the Council financially supports.
- 9.10 Many activities have been launched by the Council's Sport & Recreation service including 'Boccia', which is a paralympic sport, designed for people with cerebral palsy or motor skill disabilities but can be played by anyone. It is similar to bowls in that the aim of the game is to throw the balls, coloured red or blue, as close as possible to a white target ball. A regional event was held recently at the Headland Sports Hall. The Forum was pleased to hear that the Hartlepool Community Activities Network (CAN) has been allocated, by the Primary Care Trust and Communities for Health, £75,000 for physical activity initiatives within Hartlepool. Applications are open to anyone who feels they have a project which will address any gap in existing physical activity provision.
- 9.11 The Forum raised concerns over how groups can access grants available to them from the Council. The Assistant Director of Community Services informed Members that there is a very good network of grant information within Hartlepool and even if groups cannot be supported through the Community Pool, they are advised on how and where to apply for funding. Seaton Carew Sports and Social Club is a good example. The Department has assisted the Club in the development of its bid as a sporting centre while only providing around 5% of the total finance.
- 9.12 As in many areas, football is a key passion for many people. The Football Development Programme is another initiative offered by the Council's Sport & Recreation service which focuses on creating the quantity and quality of opportunities to, play, coach and officiate football through schools, community, and club and league organisations. Many partnerships to other agencies have resulted, for example with Hartlepool MIND and Warren Road Day services. A significant achievement has been the development of disability football in the town.
- 9.13 Hartlepool Sportability Club is a weekly club supported with grant funding by the Council. The Club is based at the Headland Sports Hall whereby vulnerable people can take part in sports activities such as 'Boccia', badminton and trampolining.
- 9.14 Members were also interested to hear of the introduction of concessionary charging to all over 60's from November 2008 and the introduction of free swimming for over 60's and under 16's from April 2009 for two years.
- 9.15 The Forum was very pleased to hear that under National Indicator 8 relating to physical activity participation in 2005 / 06 was 19.1% and by 2007 / 08 participation had increased by 3% to 22.1%, which is the highest increase amongst all other Tees Valley Local Authorities.
- 9.16 It was acknowledged by the Forum that not all of the facilities in Hartlepool are in good physical condition, as seen from the older buildings such as Mill

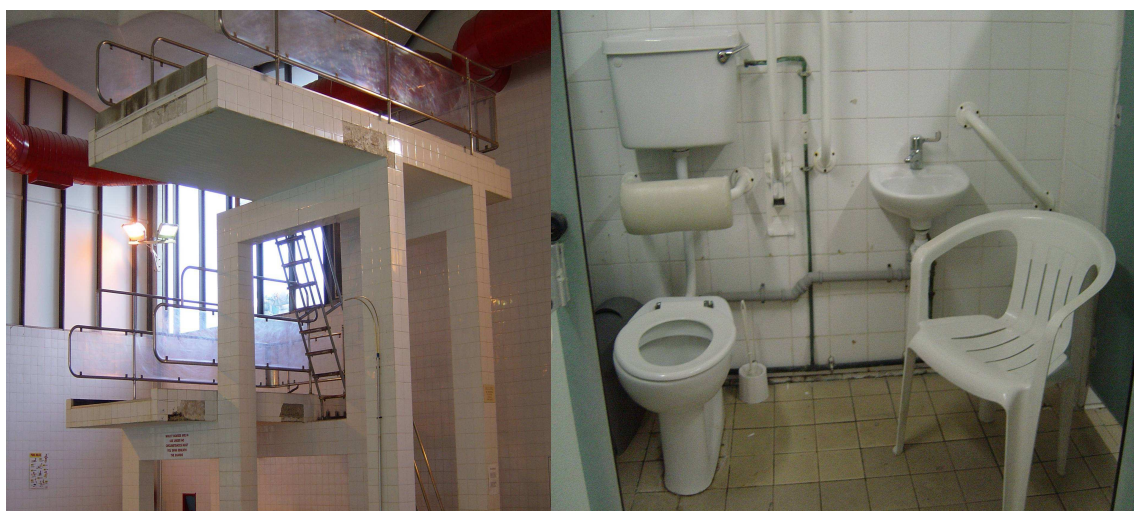
House Leisure Centre. Members were informed of some of the new and future developments for the town including the introduction of the Playbuilder, which is an initiative to enhance play facilities in the town for children and adults and the potential rethinking of the Mill House Centre now that the development of the H2O Centre on Victoria Harbour is considered to be too far away in the future.

- 9.17 Although new facilities are to be developed, Members of the Forum raised some concerns over the 'centralisation' of leisure services. Many people in the past could walk to their nearest centre, such as the Eldon Grove Leisure Centre, but with provision being centralised, for example at the Mill House Leisure Centre or Headland Leisure Centre, most people are finding themselves having to travel by car or bus. The 'Recreation Strategy' had however concluded that according to facility planning models and taking into account local demographics now and into the future, that there are too many different facilities in the town, many of which not in the right location nor are in good condition. As a result, in order to be able to apply or compete for government finance, the Council have had to take this strategic approach and rationalise accordingly in order to be able to progress with good schemes that are needed in the borough. The leisure provision formerly at Eldon Grove has been moved to other centres within the town and there is now the development of the tennis club on that site which will bring a new and exciting tennis facility that has not previously been provided to this extent in the town.

10. EVIDENCE FROM MEMBERS OF THE SCRUTINY FORUM – SITE VISITS

- 10.1 Members of the Forum thought it would be beneficial to the undertaking of their investigation if they visited a leisure facility in Hartlepool and a leisure facility at another local authority to compare areas of good practice. For the visit in Hartlepool, Members decided that they would visit the Mill House Leisure Centre and the Headland Sports Hall.
- 10.2 Mill House Leisure Centre was originally built in 1972 as a swimming baths but is now a large multi purpose leisure centre. A wide variety of sports activities are available including two swimming pools, one to competition standard with a 57 metre waterslide and diving facilities as well as a teaching pool and sauna and steam facilities. A multi purpose hall is available which is used for a wide range of sporting activities such as badminton, five-a-side football, netball and basketball as well as providing a venue for concerts, theatre productions, trade fairs and conventions. A fitness room is also available equipped with single station resistance equipment and cardio-vascular fitness machines
- 10.3 Classes and courses are also available to all ages and tastes including swimming lessons, football coaching, gymnastics, fitness courses, karate classes and adult swim sessions.
- 10.4 Members of the Forum who visited Mill House Leisure Centre were of the opinion:-

- (a) It is in need of updating, however, Members recognised the difficulties in modernising a 1970's building;
 - (b) The pool is tired and in need of a revamp;
 - (c) Lack of disabled parking bays in the main public car park for cars and mini buses;
 - (d) The Forum welcome the idea of a 'changing village' to replace the existing changing rooms; and
 - (e) Signage / leaflets / posters could be improved in the Leisure Centre.
- 10.5 It was apparent by Members who visited Mill House that it is in need of replacement and if funding would allow, Members would like Hartlepool to aspire to a facility similar to Freeman's Quay Leisure Centre in Durham, the newest in the area. It is an ambition of the Council to build a new multi-purpose leisure facility and proposals have been put forward for a new facility, the H2O Centre, but at present these are only proposals and a vision for the future. Members were informed that realistically any kind of replacement of Mill House would be in excess of five years therefore until then the facilities at Mill House would be improved, where possible, and subject to funding availability.
- 10.6 The Council has submitted an application to the Free Swim Capital Modernisation Programme which is a fund provided by the Government as part of the free swimming initiative to help modernise swimming pool provision and support plans for increased physical activity participation as part of the London 2012 Legacy action plan. The Forum was informed that if the Council is successful in their bid then the changing facility within Mill House would be refurbished and redesigned as a 'changing village', hopefully this year.
- 10.7 *Photographs illustrating the Condition of Mill House Leisure Centre*



- 10.8 After the visit to Mill House Leisure Centre, members visited Freeman's Quay Leisure Centre in Durham. This is the newest facility in Durham which has a

25 metre, 8 lane pool and learner pool, 130 work station fitness centre, dance studio, sports hall and internet cafe. The fitness centre offers a stylish surrounding with the best in cardiovascular and resistance equipment. However, the development did come at a cost of £13.5m. Members were impressed to hear that partnership working played a huge role in building the leisure centre and in helping to maintain the sports equipment. The sports equipment partnership is with a company called Competition Line who supply and maintain the Centre with all its fitness equipment in return for a percentage of the membership fees. With this system in place it ensures that the equipment is always up to date and replaced if necessary.

10.9 Members of the Forum who visited Freeman's Quay Leisure Centre were of the opinion:-

- (a) That it is an outstanding facility with an excellent design;
- (b) That the facility can be easily accessed by people with disabilities; and
- (c) That partnership working in this instance is really beneficial.

10.10 During the site visit Members were also keen to see how older / vulnerable people accessed recreational facilities and therefore thought it would be beneficial to their investigation if they visited Hartlepool Sportability Club. This Club runs every Tuesday night at the Headland Sports Hall offering activities to vulnerable members of the community. Activities on offer are badminton, use of the fitness centre, table tennis and use of the trampoline. Members were very impressed with the Club and the activities on offer and also the facilities at the Headland Sports Hall.

11. RECREATION FACILITIES / ACTIVITIES WHICH VULNERABLE / OLDER PEOPLE IN HARTLEPOOL ENJOY AND USE AND FACTORS PREVENTING ACCESS

11.1 The Forum was very keen to engage with local community groups and clubs and therefore the following groups and clubs were invited to attend the Forum meetings to share their experiences and opinions along with any of their concerns:

- (a) Hartlepool's 50+ Forum;
- (b) Life Chances Partnership Board;
- (c) Learning Disability Partnership Board;
- (d) Hartlepool Mental Health Local Implementation Team;
- (e) Hartlepool Carers;
- (f) Carers' Strategy Group;

- (g) LINKs;
- (h) Hartlepool Sportability Club; and
- (i) Care home managers / residents.

Feedback from the Learning Disability Partnership Board

11.2 The comments from the Learning Disability Partnership Board are summarised below:

- (a) In relation to access at Mill House Leisure Centre:
 - **Parking:** Disabled parking is available near the building but there are only 3 spaces;
 - **Reception:** Automatic doors at the entrance now make it easier to access the leisure centre, however, the big glass screen at reception is not very welcoming, it is not very good for people with poor hearing or people in a wheelchair; there is a lift but it is small;
 - **Changing Rooms:** Floor in changing room is slippery and there is nowhere large enough for wheelchair in main changing rooms;
 - **Swimming Pool:** There is a hoist but most people do not know this; and
 - **Leaflets:** More easy read information about Mill House is needed.
- (b) In relation to access at the Headland Sports Hall:
 - **Reception / rooms / halls:** nice reception area, wide doors, automatic lighting, access is good but lift is near reception which could be bad if there is a queue. An idea would be to look at moving reception away from lift; and
 - In general it is more accessible than the older buildings.
- (c) In relation to access at the Bridge:
 - Easy to park, easy access, electric door at front, but it sometimes does not work.
- (d) In relation to access at Summerhill:
 - **Car Park:** speed bumps changed for right of way traffic system; smooth path from disabled parking bays to entrance doors and
 - **Reception:** Electric doors on entrance, smooth floors inside main building. Floors look good but not very safe if you are unsteady on

your feet and uncomfortable if you are in a wheelchair.

11.3 The Learning Disability Partnership Board highlighted the following as issues that they feel prevent access to recreation facilities:

- (a) Not enough disabled car parking spaces;
- (b) Poor access for large vehicles, e.g a mini-bus;
- (c) Not enough information about what you can do; and
- (d) Some doors not wide enough for wheelchair users.

11.4 The following ideas on how access to leisure services can be improved were suggested:

- (a) More automatic doors on entrance to buildings and inside buildings / widen doorways;
- (b) More welcoming receptions: not behind glass and low enough for wheelchair users;
- (c) Facility should be well lit (Mill House needs new carpets, lighting etc throughout); and
- (d) Need easy to read notices in all buildings with an easy to read information pack about all buildings and what activities are available.

Feedback from the Fens Residents Association

11.5 Comments were received from the Fens Residents Association who acknowledged that access, in the form of transport to recreational facilities is a problem for some older people.

11.6 One of the difficulties reported to the Association was the lack of activities which people want to attend. For example, vulnerable / older people may not wish to engage in physical activities but instead may wish to participate in mental activities such as educational courses. Unfortunately, residents felt as though the courses which are available are held in venues which are unknown except to those who live in the immediate vicinity or at obscure times.

11.7 Suggestions from the Association on activities which are thought to be desirable, which were previously available include:-

- (a) Cookery courses for men;
- (b) Motorcycle maintenance;

- (c) Pottery; and
 - (d) The opportunity to study subjects perhaps not studied during school days i.e. GCSE courses.
- 11.8 The Forum agreed with the Association that older people are the fastest growing group in the community and unless they are helped to be more active, both physically and mentally, there are implications on the amount of money which will need to be spent on care and health in the future.

Feedback from the Heart Health Group

- 11.9 The heart health group is a group for members of the local community with heart conditions along with a multiplicity of other health issues. The group access the Central Library community room on a monthly basis and staff are very helpful, the meeting room is accessible and the facility is centrally located.
- 11.10 The group also access the facility at Summerhill on a fortnightly basis and thinks that it is the 'Jewel in the Crown'. The group is very pleased with the staff who are all extremely welcoming and make every effort to support the members of the group and tailor any pieces of work accordingly. The group uses the motorised wheelchairs, which are very important in terms of inclusion, as it means that all members of the group can be accommodated in all activities and there has been the requisite training and support from staff in order to do this. Activities which the group participate in include team building events, gentle walks, and a variety of speakers.
- 11.11 In terms of support for people with heart conditions, the support from the Sports Development Team is excellent. The staff are well trained, knowledgeable, caring and give great consideration to individual needs. The Forum was extremely pleased to receive these very encouraging comments.
- 11.12 The Forum referred to initiatives which are currently facilitated through the Primary Care Trust, such as an exercise class carried out in the swimming pool for people with heart problems. However, concern was raised over the limited number of places available on such courses and it was suggested that the Council look to work with partner organisations to offer further activities.

Feedback from Hartlepool's 50+ Forum

- 11.13 The Forum was pleased to receive feedback from the 50+ Forum, whose comments are summarised below:
- (a) The changing rooms at Mill House Leisure Centre are uninviting;
 - (b) Lack of knowledge of the activities available prevent people from attending;

- (c) Cost of hire charges for venues prevent people from using the facilities; and
- (d) Improved transport links to facilities and / or improved locations of facilities / activities would improve access.

Feedback from Members of the Public

11.14 The main areas of concern which members of the public raised are as follows:

- (a) Travel costs to facilities / activities; and
- (b) Location of facilities / activities, difficult to access because not in the local area.

11.15 Members agreed that travelling costs can escalate if the facility or activity is not offered close by and acknowledged that the centralisation of leisure activities may prevent people from being able to access the activity.

Feedback from Viewpoint

11.16 As Members of the Forum were very keen to engage with the community, one of the ways to do so was by online consultation via the Council's 'Your Town, Your Say' Webpage. An online viewpoint questionnaire was launched at the start of the investigation asking people to give their views on the Council's recreation facilities / activities and the problems encountered when accessing these activities / facilities. However, unfortunately, no responses to the questionnaire were received.

12. CONCLUSIONS

12.1 The Adult and Community Services Scrutiny Forum concluded:-

- (a) That there are a range of activities offered by the Council which are reasonably accessible by vulnerable / older people;
- (b) That members of the public are unaware of some of the activities / facilities offered by the Council;
- (c) That there is a need for a new leisure facility within Hartlepool but until this is possible, the Forum welcome the updating of the existing facilities;
- (d) That the new leisure facility at Durham is inspirational and is a facility which the Council should strive to aspire to;
- (e) That local community groups play a vital role in providing activities for vulnerable / older people to participate in, as demonstrated by the Hartlepool Sportability Club;

- (f) That due to the centralisation of services, access to facilities / activities for residents may become increasingly difficult due to travelling and transport; and
- (g) That the Free Swim Capital Modernisation funding will be essential to improving Mill House Leisure Centre.

13. RECOMMENDATIONS

13.1 The Adult and Community Services Scrutiny Forum has taken evidence from a range of sources to assist in the formulation of a balanced range of recommendations. The Forum's key recommendations to the Cabinet are outlined below:

- (a) That the Council continues to improve the way in which it raises public awareness of the available recreational activities through the increased promotion of activities on the Council's website and in 'Hartbeat', with emphasis on the provision of information in an easily accessible way;
- (b) That in continuing to improve the way in which available recreational activities are publicised, the Council ensures that arrangements are formalised for increased promotion of activities in the local press and radio (including Radio Hartlepool);
- (c) That the Council develops easy to read notices detailing forthcoming recreational activities to display in all leisure facilities, community and voluntary group buildings, libraries, doctors surgeries and schools;
- (d) That the Council produce an easy to read information booklet detailing all the leisure facilities and activities available and it be displayed in all leisure facilities, community and voluntary group buildings, libraries, schools and on the Council's website;
- (e) That the Council continues to work in partnership with key organisations to develop new recreational activities / initiatives which will improve the health and well being of the people in Hartlepool;
- (f) That the Council supports the interim improvement measures and future investment in the town's leisure facilities to maintain and improve access, participation and satisfaction levels; and
- (g) That the Council considers the value of partnership working in any future plans for the building of a new leisure facility within Hartlepool.

14. ACKNOWLEDGEMENTS

14.1 The Forum is grateful to all those who have presented evidence during the course of the Scrutiny Inquiry. We would like to place on record our appreciation for all those witnesses who attended the Forum. In particular the

Forum would like to thank the following for their co-operation during the Scrutiny Investigation:-

Hartlepool Borough Council:

Councillor Ged Hall – Cabinet Member, Portfolio Holder for Adult and Public Health.

Councillor Vic Tumilty – Cabinet Member, Portfolio Holder for Culture, Leisure and Tourism

John Mennear – Assistant Director of Community Services

Pat Usher – Sport and Recreation Manager

John Lovatt – Head of Adult Care

Kath Millican – Locality Team Manager

Lyn Duncan – Development Manager

Craig Mitchelson – Duty Manager, Mill House Leisure Centre

External Representatives:

Members of the Public

Glynis Hansen – Hartlepool Sportability Club

Liz Starrs – Hartlepool Sportability Club

Life Chances Partnership Board

Learning Disability Partnership Board

Hartlepool Mental Health Local Implementation Team

Hartlepool Carer's

LINKs

Care Home Managers / residents

Elmtree Community Action Group

Hartlepool's 50+ Forum

**COUNCILLOR CHRIS SIMMONS
CHAIR OF THE ADULT AND COMMUNITY SERVICES SCRUTINY FORUM**

April 2009

Contact Officer:- Laura Starrs – Scrutiny Support Officer
Chief Executive's Department - Corporate Strategy
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BACKGROUND PAPERS

The following background papers were used in preparation of this report:-

- (a) Report of the Scrutiny Support Officer entitled 'Access to Recreation Facilities for Vulnerable / Older People – Draft Scoping Paper' presented to the Adult and Community Services Scrutiny Forum of 21 January 2009.
- (b) Report of the Scrutiny Support Officer entitled 'Access to Recreation Facilities for Vulnerable / Older People – Setting the Scene and Evidence from the Authority's Portfolio Holder's for Adult and Public Health and Culture, Leisure and Tourism'– Covering Report' presented to the Adult and Community Services Scrutiny Forum of 11 February 2009.
- (c) Presentation of the Assistant Director of Community Services entitled 'Access to Recreation Facilities for Vulnerable / Older People – Setting the Scene delivered to the Adult and Community Services Scrutiny Forum Services Scrutiny Forum of 11 February 2009.
- (d) Report of the Scrutiny Support Officer entitled 'Access to Recreation facilities for Vulnerable / Older People – Discussion with Key Stakeholders – Covering Report' presented to the Adult and Community Services Scrutiny Forum Services Scrutiny Forum of 11 February 2009.
- (e) Report of the Scrutiny Support Officer entitled 'Access to Recreation Facilities for Vulnerable / Older People: Discussion with key Stakeholders' - Covering Report' presented to the Adult and Community Services Scrutiny Forum Services Scrutiny Forum of 05 March 2009.
- (f) Report of the Scrutiny Support Officer entitled 'Access to Recreation facilities for Vulnerable / Older People: Feedback from Site Visit - Covering Report' presented to the Adult and Community Services Scrutiny Forum Services Scrutiny Forum of 05 March 2009.
- (g) Feedback from the Learning Disability Partnership Board;
- (h) Feedback from the Fens Residents Association;
- (i) The National Association for Providers of Activities (NAPA) for Older People, www.napa-activities.co.uk
- (j) Minutes of the Adult and Community Services Scrutiny Forum of 21 January 2009, 11 February 2009, 05 March 2009 and 08 April 2009.

CABINET REPORT

13 July 2009



Report of: Regeneration and Planning Services Scrutiny Forum

Subject: **FINAL REPORT – THE MARKETING OF
HARTLEPOOL**

SUMMARY

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to outline the findings and conclusions of the Regeneration and Planning Services Scrutiny Forum's investigation into 'The Marketing of Hartlepool'.

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 24 April 2009. 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 13.1 of the bound report, which is attached to the back of the papers for this meeting.



REGENERATION AND PLANNING SERVICES SCRUTINY FORUM

FINAL REPORT THE MARKETING OF HARTLEPOOL

July 2009

CABINET

13 July 2009



Report of: Regeneration and Planning Services Scrutiny Forum

Subject: FINAL REPORT – THE MARKETING OF HARTLEPOOL

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Regeneration and Planning Services Scrutiny Forum following its investigation into 'The Marketing of Hartlepool'.

2. SETTING THE SCENE

- 2.1 At the meeting of this Forum on 19 June 2008 Members determined their Work Programme for the 2008/09 Municipal Year. The topic of 'The Marketing of Hartlepool' was agreed to form a major in-depth Scrutiny Inquiry for the Forum's 2008/09 Work Programme.
- 2.2 Responsibility for the marketing and promotion of Hartlepool falls under the remit of the Economic Development Section which is part of the Regeneration and Planning Services Department of the Council.
- 2.3 Marketing and promotion are generally aimed at two particular audiences:
- (i) potential visitors; and
 - (ii) potential business investors interested in developing and / or establishing businesses.
- 2.4 With respect to the visitor market, STEAM (Scarborough Tourism Economic Activity Monitor) provides local authorities with the best evidence of the overall impact that visitors can make to a local economy as shown overleaf in Table1:-

Table 1: STEAM Statistics for Hartlepool

	1997	2003	2005*
Economic Impact	£22,839,000	£30,198,000	£43,647,000
Accommodation	£1,137,000	£2,171,000	£2,685,000
Food and Drink	£5,221,000	£6,599,000	£13,685,000
Recreation	£2,871,000	£3,683,000	£2,646,000
Shopping	£3,505,000	£4,355,000	£4,518,000
Transport	£552,000	£695,000	£1,800,000
Indirect Expenditure and VAT	£9,552,000	£12,694,000	£18,313,000

* Figures are currently draft

- 2.5 The Tall Ships' Races provides a particular marketing / promotional opportunity. For the first time from 7-10 August 2010 the Tall Ships' Races will be hosted by Hartlepool. It is estimated that over 1 million people¹ visited Liverpool during the weekend of 18-21 July 2008 to see the Tall Ships' Races injecting £30 million¹ into the local economy. As Hartlepool's Mayor said, the arrival of the Tall Ships' Races in 2010 gives Hartlepool a "tremendous opportunity to showcase the town"²

3. OVERALL AIM OF THE SCRUTINY INVESTIGATION

- 3.1 To gain an understanding of how Hartlepool is marketed in terms of tourism and business and identify ways of further raising the profile of the Town.

4. TERMS OF REFERENCE FOR THE SCRUTINY INVESTIGATION

- 4.1 The following Terms of Reference for the investigation were agreed by the Regeneration and Planning Services Scrutiny Forum on 4 September 2009:-
- (a) To gain an understanding of the role and responsibility that Hartlepool Borough Council has towards the marketing of Hartlepool to attract visitors and encourage businesses to the town;
 - (b) To review the role of Hartlepool at a local, sub-regional and regional basis in relation to its profile and ensuring that at each level the requirements of the Town are being represented;
 - (c) To examine the marketing and promotion of Tall Ships 2010 and ensure that the Town continues to benefit from the exposure post-2010;
 - (d) To identify key partner bodies who engage and are responsible for helping to raise the profile of Hartlepool as a place to work and visit; and

¹ Liverpool Daily Post, 22 July 2008

² Hartlepool Borough Council, 28 June 2008

- (e) To examine the changes in the provision of information used in the marketing to new businesses and visitors in light of the development of information technology.

5. MEMBERSHIP OF THE REGENERATION AND PLANNING SERVICES SCRUTINY FORUM

- 5.1 The membership of the Regeneration and Planning Services Scrutiny Forum for the 2008/09 Municipal Year was as detailed below:-

Councillors R Cook, S Cook (Chair), Gibbon, London, A Marshall, Morris, Richardson, Wright (Vice Chair), and Young

Resident Representatives:

John Lynch, Brian McBean and Iris Ryder

6. METHODS OF INVESTIGATION

- 6.1 Members of the Regeneration and Planning Services Scrutiny Forum met formally from 4 September 2008 to 9 April 2009 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 presentations and reports from Hartlepool Borough Council Officers which was enhanced with verbal evidence;
- (b) Verbal evidence from the Authority's Elected Mayor in his role as Mayor and Portfolio Holder for Regeneration and Liveability;
- (c) Verbal evidence from the Authority's Portfolio Holder for Culture, Leisure and Tourism;
- (d) Verbal Evidence from key partners from Middleton Grange Shopping Centre, Cream Restaurants, York House Hotel, Tees Valley Regeneration and the HMS Trincomalee Trust; and
- (e) Site visit by Members to South Tyneside Council to examine another local authority's marketing strategy.

FINDINGS

7. HARTLEPOOL BOROUGH COUNCIL'S ROLE AND RESPONSIBILITY IN MARKETING THE TOWN TO TOURISTS AND BUSINESSES

- 7.1 On the 3 October Members of the Regeneration and Planning Services Scrutiny Forum received detailed evidence from officers from the Regeneration and Planning Services Department into the role and responsibility that Hartlepool Borough Council has towards the marketing of the Town to tourists and businesses. Members learnt that the marketing activity is aimed at three distinct audiences and promoted in different ways as detailed below:-

Marketing to Potential Visitors

- 7.2 Potential Visitors can be classified as three groups, those people who are either the traditional tourist coming on a day visit or overnight stay to visit the attractions or facilities that Hartlepool has to offer, business and the contract market who are either staying or visiting the Town.
- 7.3 Members noted that in order to attract the leisure visitor, it was important that the Council promoted the attractions that Hartlepool had to offer. With its coastal outlook Hartlepool's attractions are focussed on the Marina, the Maritime Experience (including the HMS Trincomalee and the PS Wingfield Castle) and Seaton Carew beach, however, the historical nature of the Headland also drew people to the area as did the variety of eating establishments in Hartlepool, the Town Hall Theatre, the Heugh Battery, the Town's connection to the cartoon strip character Andy Capp and Hartlepool's military and religious history.
- 7.4 Business and contract workers were slightly different in that they were often drawn into the area due to circumstances surrounding their work. Members recognised that business and contract workers may well be influenced to return to Hartlepool due to the range of visitor facilities that draw the traditional tourist, however, visitor accommodation was an important commodity to these two groups as was the provision of shops and restaurants.
- 7.5 In order to attract potential visitors to Hartlepool, Members learnt that the Council's Regeneration and Planning Services Department had a dedicated Tourism Team, comprising of two members of staff, who utilised various marketing tools as detailed below:-
- (i) Managing the www.destinationhartlepool.com website;
 - (ii) Production of the Hartlepool Mini Guide;
 - (ii) Production of the Eat in Hartlepool guide;

- (iv) Production of the Hartlepool Town Map;
- (v) Support for individual marketing projects, such as the Maritime Festival;
- (vi) Promotion of the Redcar, Saltburn & Hartlepool Golf Week;
- (vii) Production of an annual newsletter to businesses;
- (viii) Managing the three network groups (Passport, Hotels and Restaurants); which involve the key providers across Hartlepool and provide these providers with information to support their business and encouraging them to engage with each other; and
- (ix) Input to Tees Valley wide marketing activity and support the North East Tourism Network.

Members were interested that the annual cost of promoting Hartlepool to potential visitors totalled £21,012 during 2007/08, although Members were pleased that this budget had been increased through advertisements and sponsorship by local businesses.

Marketing to Potential Property Investors and Developers

- 7.6 Members of the Regeneration and Planning Services Scrutiny Forum were acutely aware that potential property investors and developers were an important group of people who were vital in further developing Hartlepool for both manufacturing and service sector employers. This audience was drawn to Hartlepool by what property was currently available in the Town, the value of property and the level of service availability. The example of Queens Meadow was acknowledged by Members to be an excellent project that had drawn investors and developers into Hartlepool.
- 7.7 Members were informed that this area of marketing was very much a partnership approach by Hartlepool Borough Council and Tees Valley Regeneration (TVR). TVR maintained an up to date business directory that Hartlepool Borough Council could use when target marketing specific investors or developers via e-marketing, direct mail campaigns and property or development exhibitions. The Forum was particularly impressed by the Queens Meadow brochure produced through this partnership relationship.

Marketing to Potential Incoming Businesses

- 7.8 The audience of potential incoming businesses was reflective of the influences that drew property investors and developers to Hartlepool, but they had additional interests relating to the labour market available in Hartlepool, supply chain accessibility and the availability of appropriate accommodation to house both their workers and their potential management.

- 7.9 As with the potential investors and developers, the Forum noted that a partnership approach with TVR was necessary for Hartlepool to achieve fully its goal of attracting incoming businesses to the Town. When and where specific sites or property offers became available, these were emailed to a list of over 10,000 clients on a quarterly basis, however, for international business attraction this was handled by the Invest in Britain Bureau through One North East (ONE) and TVR.
- 7.10 With the closure of a number of high street stores such as Woolworths, Greenwoods and Adams there was concern amongst Members about the number of empty units in the Middleton Grange Shopping Centre. Members were advised at their meeting on 20 February 2009 that marketing activity was a commercial consideration between operators and traders, but that officers did liaise with the shopping centre management over measures to seek to support the centre. Discussions had taken place on how to encourage more shoppers and it had recently been agreed that car parking charges would be lifted at certain times of the day.

Evidence from the Authority's Elected Mayor

- 7.11 At the meeting of the Forum of 3 October 2008, the Mayor provided Members with his evidence as both Mayor and Portfolio Holder for Regeneration and Planning. The Mayor highlighted his concerns over the marketing budget that had been 'salami sliced' through the years and that marketing of Hartlepool's attractions and visitor facilities was vitally important in encouraging visitors and ensuring investment in the businesses in Hartlepool, leading to a more prosperous Town. The Mayor surprised Members when he revealed that survey work indicated that 70% of Hartlepudlians had not visited Hartlepool's Maritime Experience.

8. ENSURING THE REQUIREMENTS OF HARTLEPOOL ARE REPRESENTED THROUGH ITS PROFILE AT A LOCAL, SUB-REGIONAL AND REGIONAL BASIS

- 8.1 Members had already noted in evidence on attracting businesses and investors to Hartlepool that at times a partnership approach was required and this meant Hartlepool engaging at a Tees Valley level, however, there were also circumstances that gave Hartlepool a role to play at a North East regional level. Members of the Forum were keen to learn more about how Hartlepool was positioned to market itself within these differing level and the evidence gathered is as follows:-

Marketing to Potential Visitors

- 8.2 At the meeting of the Forum on 3 October 2008, Members were heard evidence on how potential visitors were drawn into Hartlepool at a local level as detailed in sections 7.2-7.5, however, in addition to this potential visitors were also attracted to Hartlepool in its role that it played at a sub-regional and regional basis.

- 8.3 At a sub-regional basis potential visitors were drawn to the Tees Valley region through the work of the Area Tourism Partnership (ATP) known collectively as visitTeesvalley. This enabled all authorities within the Tees Valley region to work collectively together to attract potential visitors to the sub-region and ensure that the highlights of each town are broadcast to all visitors. Members were encouraged that this was the most effective and efficient use of the budgetary resources of the Tourism Team and enabled Hartlepool to be have a profile represented by visitTeesvalley that worked at a much higher level than would have been achievable through the current resources at the Team's disposal. In working through visitTeesvalley, Hartlepool Borough Council's Tourism Team's activity has targeted markets which could not have been reached effectively within their current budgets.
- 8.4 It was noted by Members of the Forum that the lack of accommodation in the Town was something that discouraged overnight visitors so, therefore, it was important to ensure that Hartlepool was networked at a Tees Valley level so it could tap into the broader range of accommodation in its neighbouring local authorities.
- 8.5 The cost of TV and Newspaper advertising was recognised by Members of the Forum at their meeting of 3 October 2008 as being an extremely costly method of marketing Hartlepool. Although visitTeesvalley had some influence in this arena, it was the work carried out by ONE that gave Hartlepool a national and international voice in attracting potential visitors. The 'Passionate People Passionate Places' TV advertising campaign, run since 2005 by ONE, has included Hartlepool as part of a wider campaign to attract visitors to the North East region as a whole.

Marketing to Potential Property Investors and Developers

- 8.6 Members of the Regeneration and Planning Services Scrutiny Forum acknowledged that they had already received evidence on the key role that TVR played alongside Hartlepool Borough Council in attracting potential property investors and developers into Hartlepool as detailed in sections 7.6-7.7. At their meeting of the 3 October 2008, Members were learnt that when a property investor or developer logs an interest in being sited in Hartlepool, a joint meeting is arranged between TVR and Hartlepool Borough Council. With the involvement of TVR, potential investors and developers can be offered bespoke solutions to their needs as well as offers of help for grant applications.
- 8.7 At their meeting of the 2 February 2009, Members were concerned about Hartlepool's peripheral position in comparison with many other parts of the Tees Valley and the importance of marketing Hartlepool individually to assist with economic issues, however, the Forum was reassured by the Head of Business Investment from TVR, that the focus of TVR was to promote the area as a whole and to encourage businesses to set up in the area.

Marketing to Potential Incoming Businesses

- 8.8 Sections 7.8-7.9 detail the evidence gathered by the Regeneration and Planning Services Forum into not only the profile of Hartlepool at a North East regional level, but also the need for it to have a profile at an international level. However, when the Forum met on the 2 February 2009, Members queried why the marketing of Hartlepool to incoming businesses was handled by ONE and not Hartlepool Borough Council. The Assistant Director, Planning and Economic Development advised Members that the current mechanism worked well and there were many difficulties in accessing worldwide markets, not least the current budget provision which did not lend itself to solo marketing from the Authority.
- 8.9 The Head of Business Investment (TVR) indicated to Members on the 2 February 2009 that the role of TVR was to ensure that information for the Tees Valley as a whole was provided to potential developers and there was no emphasis on any particular location. The aim was to attract investment to the Tees Valley in the first instance and then offer the best property options in light of the needs of the particular enquiry.
- 8.10 Members questioned the Head of Business Investment (TVR) at their meeting of the 2 February 2009 about the types of skills data available for the area. The Forum was advised that skills data was available to national and international markets on a sector basis, for example the process and chemical industry labour supply offer.

Visit to South Tyneside Council

- 8.11 On 5 March 2009, Members of the Regeneration and Planning Services Scrutiny Forum visited South Tyneside Council to gather evidence about how a local authority similar in its amenities and size ensured that it marketed its assets in an effective and efficient manner. South Tyneside has a population of roughly 150,000 people and covers the areas of Hebburn, Jarrow, Boldon, Whitburn and its administrative centre in South Shields. The evidence gathered by Members who undertook the visit is detailed as follows:-
- (i) That 5 million tourists (STEAM research) visit South Tyneside each year, which includes those who stop in the area when the Great North Run occurs. Members were interested to learn that the Great North Run also has a positive impact on accommodation providers in Hartlepool;
 - (ii) Similarities exist between the two Towns, in that the majority of visitors (95%) to South Shields were day trippers and the aim of the Council is to convert these day trippers into overnight stays. The problem that both Towns' share is the small number and range of accommodation provision which is available to potential visitors, although the current number does meet current needs;

- (iii) The marketing budget for South Tyneside is £90,000 per year, with £25,000 being spent on advertising campaigns. Although Hartlepool's figure is only £15,000 per year with £9,000 spent on printed materials supplemented through income generation of £3,000, it was noted by Members that Hartlepool had a smaller population, smaller overall Council budget and that despite a higher budget businesses in Hartlepool have better one-to-one contact with officers; and
- (iv) Members also compared the roles and positions of Hartlepool within their respective ATPs, recognising that Hartlepool is prominently featured within the Tees Valley ATP's work.

9. MARKETING AND PROMOTING THE TALL SHIPS' RACES 2010

- 9.1 Members in choosing the topic of the Marketing of Hartlepool had stressed the importance of ensuring that Hartlepool was making the most of the assets that it had to offer to potential visitors. In ensuring that Hartlepool was marketed appropriately and best represented the needs of the Town, so it would be ideally placed to tap into the potential bonanza of new visitors drawn to Hartlepool by The Tall Ships' Races in 2010. Members felt that it was important that new visitors drawn in by The Tall Ships' Races were encouraged to return and seek out other places of interest that Hartlepool had to offer. In order to focus on such a momentous event for Hartlepool, Members dedicated their meeting of the 31 October 2008 to gather evidence on the promotion and marketing of the Tall Ships Races' 2010. The evidence gathered from the 31 October 2008 meeting is detailed below:-
- 9.2 Members were informed that visitTeesvalley were chairing the Marketing and Communications Workstream for The Tall Ships Races and that representatives of visitTeesvalley had been given a specific presentation highlighting the areas of interest that The Tall Ships' Races would bring to the Tees Valley and Hartlepool in particular. To ensure that Hartlepool was prepared in relation to the marketing of the event to potential visitors, captains and crew, links had been built and good practice shared with past and future host ports in Aalborg, Antwerp, Kristiansand, Belfast, Liverpool, Newcastle and Gateshead.
- 9.3 Members were pleased to learn that a number of marketing and promotional activities had already taken place, although the Forum accepted that this would increase once the calendar year moved onto 2009 and the Council's PR Team was complemented with an officer dedicated for the PR of the Tall Ships' Races 2010. Details of the marketing and promotional activities undertaken or planned were detailed to Members as follows:-
 - (i) Production of a distinct event brand;
 - (ii) Key businesses using event branding;
 - (iii) www.hartlepooltallships2010 website launched;

- (iv) Promotional letterhead templates to be produced;
 - (v) Using current marketing materials to promote the event in a cost effective manner; and
 - (vi) Future production of an e-newsletter.
- 9.4 In addition to the planned activities under section 9.3, Members suggested additional marketing proposals including the following:-
- (i) Turn the map promoting vantage points and car parking into disposable restaurant place mats;
 - (ii) Utilisation of the event graphic / logo on all Council stationery and emails; and
 - (iii) The signposting of attendees to the races of the other attractions in the Town.
- 9.5 Although excited by the event, Members of the Forum were keen to ensure that The Tall Ships' Races resulted in repeat visitors. The Assistant Director, Planning and Economic Development reassured Members that visitors to the event would have their data captured to encourage them to revisit Hartlepool at a later date. The Public Relations Manager informed Members that local train operators had been approached to carry leaflets detailing what Hartlepool has to offer in addition to The Tall Ships' Races before, during and after the event.
- 9.6 The Assistant Director, Planning and Economic Development indicated to Members that a Council budget had been specifically earmarked for the event that could be drawn from to market the event. The Forum were also informed that additional funding was being sought from ONE, along with other external funders, potential sponsorship opportunities and in-kind contributions.
- 10. KEY PARTNERS WHO ENGAGE WITH HARTLEPOOL BOROUGH COUNCIL TO RAISE THE PROFILE OF THE TOWN**
- 10.1 At their meeting of 3 October 2008, Members had heard from the Portfolio Holder for Culture, Leisure and Tourism who had highlighted one of the key partners in raising the profile of the Town, as being the people who lived in Hartlepool. The Portfolio Holder for Culture, Leisure and Tourism informed Members of a recent encounter with some Australian tourists visiting the town who had made very encouraging remarks about Hartlepool. However, the Portfolio Holder for Culture, Leisure and Tourism highlighted the importance of residents taking responsibility for their Town in not only ensuring that littering didn't become a problem, but that they assist in the promotion of the excellent facilities that the town had to offer

10.2 Broader than the public of Hartlepool, the success of the marketing of Hartlepool often involved key partners such as ONE, TVR and visitTeesvalley. However at the Regeneration and Planning Services Scrutiny Forum meeting of 3 October 2008, Members were informed by the Principal Economic Development Officer (Tourism) that three key network groups existed in the Town to help market Hartlepool as a visitor destination and significant support from businesses was key to this approach as highlighted below:-

- (i) Passport Group;
Set up to look at the overall strategic tourist activities that can benefit local businesses.
- (ii) Hotels Group;
Involving the accommodation providers in Hartlepool, the Hotels Group have developed a tourism map, email loop service, visitor survey and facilities sheets.
- (iii) Restaurant Group.
Involves some of the restaurants in Hartlepool and has been instrumental in the development of the Eat Guide, as well as co-ordinating Taste Events with Hartlepool College.

10.2 Members felt that it was important to hear from these key partners and when the Forum met on the 2 February 2009 a number of key business representatives were invited to provide their evidence as detailed below:-

Evidence from Cream Restaurants Ltd

10.3 The Managing Director, Cream Restaurants Ltd reported to Members of the Regeneration and Planning Services Scrutiny Forum that as a visitTeesvalley Board Member he was fully aware of the marketing activities in the town and throughout the Tees Valley. The efforts by the Economic Development Team to promote the Passport Group and Hartlepool were widely recognised. The improvements in the town were something to be proud of and the value of these improvements in terms of marketing were emphasised. However, it was acknowledged that there were further improvements that could be made and that businesses had an important part to play in relation to the quality of the visitor experience which they provide.

10.4 The thoughts of Members were inspired when the Managing Director stressed the view that tourists visiting family or friends were an invaluable form of marketing and were likely to promote and share their experiences of the town. The issue of public perception was a major factor in terms of marketing the town. The Forum recognised that the businesses played a part in the visitor experience and it was important that they provided the right quality of experience in order to encourage repeat and new visitors. An increase in visitor numbers could not be left solely to the role of a marketing activity.

Evidence from Middleton Grange Shopping Centre

- 10.5 As a key partner and focal point of the Town centre, the Centre Manager endorsed the comments made by the Managing Director from Cream Restaurants (section 10.4) in relation to the fantastic efforts of the Council's Economic Development Team. The Town Centre Manager informed Members that the marketing material produced by the Authority was extremely good, but the rationale behind a repeat visit was reflected more in the experience the visitor had once they were in the Town. It was considered that the marketing material was good and pointed out that marketing was very much about people's experiences when visiting the town.

Evidence from HMS Trincomalee Trust

- 10.6 The General Manager from the HMS Trincomalee Trust informed the Forum that as a Board Member of visitTeesvalley there were some issues in relation to marketing that were as a result of funding. The advantages of the Passport Group and the valid contribution of the local authority which enabled contributors from the business, voluntary and public sectors to come together were invaluable, but the importance of promoting the right image for visitors with good signage and no litter problems were highlighted as well as the need to promote localised awareness of what the town has to offer.

Evidence from York House Hotel

- 10.7 The General Manager from the York Hotel commented on the excellent amenities the town had to offer and the importance of promoting localised awareness to encourage residents to explore their local environment rather than travel to other areas.

11. THE CHANGES IN THE PROVISION OF MARKETING INFORMATION

- 11.1 When the Regeneration and Planning Services Scrutiny Forum met on the 3 October 2008, Members received information on the current methods of marketing Hartlepool. There had been major changes to the way marketing material had been produced, with an emphasis away from the printed media into electronic methods of marketing. Members were interested to learn that the level of budget required for a marketing campaign was very much dependent on the subject matter and media used for different marketing campaigns.
- 11.2 The Principal Economic Development Officer (Tourism) highlighted to Members at their meeting of 3 October 2008 that the destinationhartlepool website was a dual site that housed information for both visitors and businesses. Rather than confusing the message to both distinct audiences, the site allowed a choice of whether to examine opportunities for leisure or business and follow those choices through into sub-sites. This enabled the Team to manage one website and promote both sub-sites at the same time.

- 11.3 The Forum also heard evidence about the vital role played by the regional Destination Management System (DMS), called desti.ne, which populates all the key tourism websites both locally and nationally, allowing businesses to be visible to a global audience. The DMS has also provided opportunities for businesses in Hartlepool to include online bookability through a service called frontdesk, promotion on nationally recognised websites such as lastminute.com and expedia.com, the management of their own business information online and the opportunity to tap into key marketing opportunities across the region.

12. CONCLUSIONS

- 12.1 The Regeneration and Planning Services Scrutiny Forum concluded:-

- (a) That the support provided by officers to the businesses in Hartlepool is greatly welcomed by those businesses in the Town;
- (b) That the marketing budget whilst not being well resourced, is utilised to its fullest potential;
- (c) That businesses can and are working in partnership to market Hartlepool;
- (d) That The Tall Ships' Races 2010 gives Hartlepool the opportunity to attract a sizeable increase in visitor numbers in the long-term;
- (e) That Hartlepool's places of interest are not well known enough both externally and within the Town;
- (f) That the current transport system in Hartlepool does not encourage visitors into the Town, particularly through the delays in the development of the Hartlepool Transport Interchange;
- (g) That unique selling points, such as the newly authorised horse drawn carriages, should be encouraged to enhance the experience of visiting Hartlepool;
- (h) That Hartlepool and the Tees Valley as a whole has an external perception that is discouraging visitors from coming into the area, although Members agreed that there had been many improvements in both the product and general awareness and perceptions of the business and visitor market;
- (i) That the geographical position of Hartlepool as not being a major thoroughfare to other larger cities and visitor attractions, does not help encourage passing visitors; and

- (j) That signage into and around the Town does not help direct visitors towards attractions.

13. RECOMMENDATIONS

13.1 The Regeneration and Planning 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 the residents and businesses of Hartlepool be encouraged to celebrate the visitor and business attractions that Hartlepool has to offer;
- (b) That the destinationhartlepool website should feature video footage of the visitors attractions in Hartlepool;
- (c) That residents within Tees Valley be encouraged to visit Hartlepool and that tourism officers from the region are given a guided tour of the attractions that Hartlepool has to offer;
- (d) That the signage into and around Hartlepool be:-
 - (i) Reviewed, with particular reference to interpretation signage; and
 - (ii) Re-examined in relation to the use of an intermediary company who charges the Council for signage on roundabouts in Hartlepool with consideration about bringing 'in-house'.
- (e) That there be continued encouragement and incentives for new businesses to settle in the Town on existing sites and where these sites no longer meet the incoming needs, new business sites be developed.

ACKNOWLEDGEMENTS

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:

The Mayor, Stuart Drummond – Portfolio Holder for Regeneration and Liveability;

Councillor Victor Tumilty – Portfolio Holder for Culture, Leisure and Tourism;

Stuart Green – Assistant Director, Planning and Economic Development;

Antony Steinberg – Economic Development Manager;

Jo Cole – Principal Economic Development Officer (Tourism);

John Mennear – Assistant Director, Adult and Community Services;

Michelle Daurat – Tall Ships Project Manager;

Alastair Rae – Public Relations Manager.

External Representatives:

Krimo Bouabda – Managing Director, Cream Restaurants Ltd;

Bryn Hughes – General Manager, HMS Trincomalee Trust;

John Leer – Head of Business Investment, Tees Valley Regeneration;

Daniel Raudin – General Manager, York House Hotel;

Mark Rycraft – Centre Manager, Middleton Grange Shopping Centre;

Gillian Quinn – Assistant Tourism Officer, South Tyneside Council.

**COUNCILLOR SHAUN COOK
CHAIR OF THE REGENERATION AND PLANNING SERVICES SCRUTINY
FORUM**

April 2009

Contact Officer: James Walsh – Scrutiny Support Officer
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
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Email:- james.walsh@hartlepool.gov.uk

BACKGROUND PAPERS

The following background papers were consulted or referred to in the preparation of this report:-

- (a) Heward, J. (2008) 'Hartlepool to Host Tall Ships', *Hartlepool Borough Council*, 28 June, [online] Available from http://www.hartlepool.gov.uk/site/scripts/news_article.php?newsID=233 (Accessed 19 August 2008).

- (b) Sharpe, L. (2008) 'Liverpool Waves of the Tall Ships', *Liverpool Daily Post*, 22 July, [online] Available from <http://www.liverpooldailypost.co.uk/liverpool-news/regional-news/2008/07/22/liverpool-waves-off-the-tall-ships-64375-21380424/2/> (Accessed 19 August 2008).
- (c) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into the Marketing of Hartlepool – Scoping Report' presented to the Regeneration and Planning Services Scrutiny Forum of 4 September 2008.
- (d) Report of the Director of Regeneration and Planning Services entitled 'Scrutiny Investigation into the Marketing of Hartlepool: Setting the Scene' presented to the Regeneration and Planning Services Scrutiny Forum of 3 October 2008.
- (e) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into the Marketing of Hartlepool – Evidence from the Authority's Portfolio Holder for Regeneration and Liveability and Portfolio Holder for Culture, Leisure and Tourism – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 3 October 2008.
- (f) Report of the Director of Regeneration and Planning Services entitled 'Scrutiny Investigation into the Marketing of Hartlepool: The Tall Ship[s] Races 2010' presented to the Regeneration and Planning Services Scrutiny Forum of 31 October 2008.
- (g) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into the Marketing of Hartlepool – Evidence from Key Partners – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 20 February 2009.
- (h) Report of the Scrutiny Support Officer entitled 'Scrutiny Investigation into the Marketing of Hartlepool: Feedback from Site Visit – Covering Report' presented to the Regeneration and Planning Services Scrutiny Forum of 6 March 2009.
- (i) Minutes of the Regeneration and Planning Services Scrutiny Forum of 4 September 2008, 3 October 2008, 31 October 2008, 20 February 2009 and 6 March 2009.

CABINET REPORT

13 July 2009



Report of: Director of Adult and Community Services

Subject: ACTION PLAN – ACCESS TO RECREATION
FACILITIES FOR VULNERABLE / OLDER PEOPLE

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Adult and Community Services Scrutiny Forum's investigation into 'Access to Recreation Facilities for Vulnerable / Older People'.

2. SUMMARY OF CONTENTS

- 2.1 The report provides brief background information into the 'Access to Recreation Facilities for Vulnerable / Older People' 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 Adult and Community 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 Adult and Community Services Scrutiny Forum 26 August 2009 (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 Adult and Community Services Scrutiny Forum's investigation into 'Access to Recreation Facilities for Vulnerable / Older People'.

Report of: Director of Adult and Community Services

Subject: ACTION PLAN - SCRUTINY INVESTIGATION INTO
'ACCESS TO RECREATION FACILITIES FOR
VULNERABLE / OLDER PEOPLE'

1. PURPOSE OF REPORT

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Adult and Community Services Scrutiny Forum's investigation into the 'Access to Recreation Facilities for Vulnerable / Older People'.

2. BACKGROUND INFORMATION

- 2.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Adult and Community Services Scrutiny Forum's investigation into the 'Access to Recreation Facilities for Vulnerable / Older People', 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 review the current provision of recreation facilities / activities available for vulnerable / older people in Hartlepool exploring the factors which might prevent access to these facilities / activities.

3. ACTION PLAN

- 3.1 As a result of the Adult and Community Services Scrutiny Forum's investigation into 'Access to Recreation Facilities for Vulnerable / Older People', the following recommendations have been made:-
- (a) That the Council continues to raise public awareness of the available recreational activities through increased promotion of activities on the Council's website, in 'Hartbeat' and in the local press and radio;
 - (b) That the Council develops easy to read notices detailing forthcoming recreational activities to display in all leisure facilities, community and voluntary group buildings, libraries and schools;
 - (c) That the Council produce an easy to read information booklet detailing

all the leisure facilities and activities available and it be displayed in all leisure facilities, community and voluntary group buildings, libraries, schools and on the Council's website;

- (d) That the Council continues to work in partnership with key organisations to develop new recreational activities / initiatives which will improve the health and well being of the people in Hartlepool;
- (e) That the Council supports the interim improvement measures and future investment in the town's leisure facilities to maintain and improve access, participation and satisfaction levels; and
- (f) That the Council considers the value of partnership working in any future plans for the building of a new leisure facility within Hartlepool.

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 Adult and Community Services Scrutiny Forum on 26 August 2009 (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 Adult and Community Services Scrutiny Forum's investigation into 'Access to Recreation Facilities for Vulnerable / Older People'.

OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN

NAME OF FORUM: Adult and Community Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Access to Recreation Facilities for Vulnerable / Older People

DECISION MAKING DATE OF FINAL REPORT: 13 July 2009

RECOMMENDATION		EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
(a)	That the Council continues to improve the way in which it raises public awareness of the available recreational activities through the increased promotion of activities on the Council's website and in 'Hartbeat', with emphasis on the provision of information in an easily accessible way;	Key Officers identified within each area with the responsibility to submit articles for each edition of Hartbeat. This will allow for a targeted campaign at key groups. Work ongoing within the Department to make greater use of 'Hartlepool Now' website producing information in a more accessible format.	Within existing revenue resources	Pat Usher	April 2009
				Pat Usher	July 2009
(b)	That in continuing to improve the way in which available recreational activities are publicised, the Council ensures that arrangements are formalised for increased promotion of activities in the local press and radio (including Radio Hartlepool);	New marketing strategy to be developed for the Sport & Recreation service – key responsibility of a new post developed with the management structure, yet to be appointed. Greater links are being made with local media as well as Radio Hartlepool and information is sent on a regular basis.	Within existing revenue resources	Pat Usher	August 2009
				Zoe Rayson Ian Gray Susan Rybak	April 2009

Action Plan – Access to Recreation Facilities for Vulnerable / Older People

OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN

NAME OF FORUM: Adult and Community Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Access to Recreation Facilities for Vulnerable / Older People

DECISION MAKING DATE OF FINAL REPORT: 13 July 2009

RECOMMENDATION		EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
(c)	That the Council develops easy to read notices detailing forthcoming recreational activities to display in all leisure facilities, community and voluntary group buildings, libraries, doctors surgeries and schools;	As part of the new marketing strategy, this will be developed as a gradual process as and when targeted promotional campaigns are utilised. There are shelf-life implications to consider and the expense of developing these.	Within existing revenue budgets	Zoe Rayson Ian Gray Susan Rybak	Dec 2009
		'Flyers' and promotional literature is already distributed to the venues described but its availability is dependant on those individual venues putting these out on display. Where possible, staff will distribute these to sites but this is not always possible due to resource implications.	Within existing revenue budgets	Zoe Rayson Ian Gray Susan Rybak	Dec 2009
(d)	That the Council produce an easy to read information booklet detailing all the leisure facilities and activities available and it be displayed in all leisure facilities, community and voluntary	Main leaflets and website information for facilities and generic activities already exist and have recently been revised. As commented previously, these are distributed to a variety of outlets but may not always be displayed.	Within existing revenue budgets	Zoe Rayson Ian Gray Susan Rybak	May 2009

Action Plan – Access to Recreation Facilities for Vulnerable / Older People

OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN

NAME OF FORUM: Adult and Community Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: Access to Recreation Facilities for Vulnerable / Older People

DECISION MAKING DATE OF FINAL REPORT: 13 July 2009

	RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
	group buildings, libraries, schools and on the Council's website;	We would advise against producing one booklet containing information on everything – there are some real 'shelf-life' implications with this, particular where activities can be of a short-term nature. As a consequence, we would propose continuing with the use of targeted promotions and flyers when new activities are developed.			
(e)	That the Council continues to work in partnership with key organisations to develop new recreational activities / initiatives which will improve the health and well being of the people in Hartlepool;	This is a main area of work for the Section and new partnerships for the development of new activities and initiatives are constantly sought. This is very much linked to our service plan for 2009/10 and we will continue to deliver on this to a high level.	Within existing financial resources but normally dependant on our ability to draw in external partnership funding.	Pat Usher	March 2010
(f)	That the Council supports the interim improvement measures and future investment in the town's leisure facilities to maintain	Capital funding of approx. £700k has now been secured by the Section to improve access at MHLC. This will involve the creation of a new 'changing village' as well as a new foyer and	Funding secured	Pat Usher	Due to commence Sept. 2009. Anticipated completion April/May 2010

Action Plan – Access to Recreation Facilities for Vulnerable / Older People

OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN

NAME OF FORUM: Adult and Community Services Scrutiny Forum

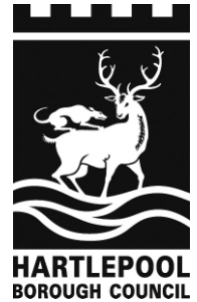
NAME OF SCRUTINY ENQUIRY: Access to Recreation Facilities for Vulnerable / Older People

DECISION MAKING DATE OF FINAL REPORT: 13 July 2009

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
	<p>and improve access, participation and satisfaction levels; and</p> <p>reception area. This will build on the recent improvements already made at the site.</p> <p>The recent MORI Household survey already indicates a 4% increase in satisfaction levels with sport and recreation facilities. This is expected to take Hartlepool into the top quartile. (tbc)</p>			
(g)	<p>That the Council considers the value of partnership working in any future plans for the building of a new leisure facility within Hartlepool.</p> <p>Discussions have already been held with potential key partners regarding the redevelopment of the physical infrastructure of the MHLC site. As detailed in recent Cabinet reports, It is intended to engage with consultants with the necessary expertise to take the plan to the next level, primarily around the procurement and management of such a development.</p>	Reliant largely on external investment.	John Menear	Consultancy – complete by Sept. 2009

CABINET REPORT

13 July 2009



Report of: Director of Regeneration and Planning Services

Subject: ACTION PLAN - SCRUTINY INVESTIGATION INTO
'THE MARKETING OF HARTLEPOOL'

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Regeneration and Planning Services Scrutiny Forum's investigation into 'The Marketing of Hartlepool'.

2. SUMMARY OF CONTENTS

- 2.1 The report provides brief background information into 'The Marketing of Hartlepool' 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 Regeneration and Planning 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 Regeneration and Planning Services Scrutiny Forum on 20 August 2009 (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 Regeneration and Planning Services Scrutiny Forum's investigation into 'The Marketing of Hartlepool'.

Report of: Director of Regeneration and Planning Services

Subject: ACTION PLAN - SCRUTINY INVESTIGATION INTO
'THE MARKETING OF HARTLEPOOL'

1. PURPOSE OF REPORT

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Regeneration and Planning Services Scrutiny Forum's investigation into 'The Marketing of Hartlepool'.

2. BACKGROUND INFORMATION

- 2.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Regeneration and Planning Services Scrutiny Forum's investigation into 'The Marketing of Hartlepool', 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 how Hartlepool is marketed in terms of tourism and business and identify ways of further raising the profile of the Town.

3. ACTION PLAN

- 3.1 As a result of the Regeneration and Planning Services Scrutiny Forum's investigation into 'The Marketing of Hartlepool', the following recommendations have been made:-
- (a) That the residents and businesses of Hartlepool be encouraged to celebrate the visitor and business attractions that Hartlepool has to offer;
 - (b) That the destinationhartlepool website should feature video footage of the visitors attractions in Hartlepool;
 - (c) That residents within Tees Valley be encouraged to visit Hartlepool and that tourism officers from the region are given a guided tour of the attractions that Hartlepool has to offer;

- (d) That the signage into and around Hartlepool be:-
 - (i) Reviewed, with particular reference to interpretation signage; and
 - (ii) Re-examined in relation to the use of an intermediary company who charges the Council for signage on roundabouts in Hartlepool with consideration about bringing 'in-house'.
 - (e) That there be continued encouragement and incentives for new businesses to settle in the Town on existing sites and where these sites no longer meet the incoming needs, new business sites be developed.
- 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 Regeneration and Planning Services Scrutiny Forum on 20 August 2009 (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 Regeneration and Planning Services Scrutiny Forum's investigation into 'The Marketing of Hartlepool'.

OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN**9.4 APPENDIX 1****NAME OF FORUM:** Regeneration and Planning Services Scrutiny Forum**NAME OF SCRUTINY ENQUIRY:** The Marketing of Hartlepool**DECISION MAKING DATE OF FINAL REPORT:** 13 July 2009

	RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
(a)	That the residents and businesses of Hartlepool be encouraged to celebrate the visitor and business attractions that Hartlepool has to offer;	Continue the image and awareness work that is embedded into business & tourism marketing.		Jo Cole / Antony Steinberg	March 2010
		Support the marketing activity delivered for Hartlepool's Maritime Experience	Costs to be met from within existing budget	Jo Cole	March 2010
		Continue the development of the "Buy local" campaign	Costs to be met from within existing budget	Mick Emerson	March 2010
(b)	That the destinationhartlepool website should feature video footage of the visitors attractions in Hartlepool;	Research and review current video footage of Hartlepool Source approval to provide links / edit current material to integrate within the tourism website, destinationhartlepool Source or develop new footage to integrate within the website	Costs to be met from within existing budget	Jo Cole	December 2009
(c)	That residents within Tees Valley be encouraged to visit Hartlepool and that tourism	Design, print and distribute key promotional material for Hartlepool	Costs to be met from within existing budget	Jo Cole	March 2010

NAME OF FORUM: Regeneration and Planning Services Scrutiny Forum

NAME OF SCRUTINY ENQUIRY: The Marketing of Hartlepool

DECISION MAKING DATE OF FINAL REPORT: 13 July 2009

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
	<p>officers from the region are given a guided tour of the attractions that Hartlepool has to offer;</p> <p>Support visitTeesvalley campaigns which will provide additional marketing opportunities for Hartlepool</p> <p>Encourage Tees Valley and One Northeast tourism officers to engage in the Hartlepool Discovery Day</p>	<p>Costs to be met from within existing budget</p> <p>Costs to be met from within existing budget</p>	<p>Jo Cole</p> <p>Jo Cole</p>	<p>March 2010</p> <p>June 2009</p>
(d)	That the signage into and around Hartlepool be:-			
	<p>(i) Reviewed, with particular reference to interpretation signage; and</p> <p>Review and evaluate the tourism related signage and interpretation and produce rationalisation proposals for budget consideration.</p>	Tbc	Stuart Green / Alastair Smith / John Mennear	December 2009
	<p>(ii) Re-examined in relation to the use of an intermediary company who charges the Council</p> <p>Roundabout sponsorship arrangements to be reviewed.</p>	Tbc	John Brownhill	October 2009

OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN**9.4 APPENDIX 1****NAME OF FORUM:** Regeneration and Planning Services Scrutiny Forum**NAME OF SCRUTINY ENQUIRY:** The Marketing of Hartlepool**DECISION MAKING DATE OF FINAL REPORT:** 13 July 2009

RECOMMENDATION		EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
	for signage on roundabouts in Hartlepool with consideration about bringing 'in-house'.				
(e)	That there be continued encouragement and incentives for new businesses to settle in the Town on existing sites and where these sites no longer meet the incoming needs, new business sites be developed.	Monitor and evaluate land and premises offer and promote new development as appropriate.	n/a	Antony Steinberg	March 2010