CABINET AGENDA

Monday, 24 January 2011

at 9.15 am

in Committee Room B, Civic Centre, Hartlepool

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Brash, Hall, Hargreaves, Hill, Jackson, Payne and H Thompson

1. **APOLOGIES FOR ABSENCE**

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

3. **MINUTES**

    3.1 To receive the Record of Decision in respect of the Cabinet meeting held on 10 January 2011 (previously circulated)

    3.2 To receive the Record of Decision in respect of the Emergency Planning Joint Committee meeting held on 16 December 2010 (previously circulated)

4. **BUDGET AND POLICY FRAMEWORK**

    No items

5. **KEY DECISIONS**

    5.1 Business Transformation - Revenues & Benefits Service Delivery Option Report - *Assistant Chief Finance & Customer Services Officer*

6. **OTHER ITEMS REQUIRING DECISION**

6.1 Strategy For Bridging The Budget Deficit 2012/13 (Initial Report) – Business Transformation Programme II – *Chief Executive*

7. **ITEMS FOR DISCUSSION/INFORMATION**

7.1 The Tall Ships Races – Hartlepool 2010. Independent Evaluation and Economic Impact Assessment – *Director of Child and Adult Services*

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

8.1 Formal Response To The Executive's Medium Term Financial Strategy (MTFS) 2011/12 To 2014/15 Consultation Proposals – *Scrutiny Co-Ordinating Committee*

EXEMPT ITEMS

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

9. **EXEMPT KEY DECISONS**

No items

10. **EXEMPT OTHER ITEMS REQUIRING DECISION**

10.1 Jesmond Road Primary School – Residential Site Supervisor – *Chief Customer and Workforce Services Officer*

CABINET REPORT

24 January 2011

HARTLEPOOL BOROUGH COUNCIL

Report of: Assistant Chief Finance & Customer Services Officer

Subject: BUSINESS TRANSFORMATION - REVENUES & BENEFITS SERVICE DELIVERY OPTION REPORT

SUMMARY

1. PURPOSE OF REPORT

1.1. To inform Cabinet of the findings of the Revenues & Benefits Service Delivery Review.

2. SUMMARY OF CONTENTS

2.1. This Service Delivery Option has an efficiency target of £100,800. This is a 5% saving of a base line budget of £2,015,700.

2.2. Revenues and Benefits services deliver a range of front line transactional activities including council tax / business rates billing and collection, sundry debt recovery and housing / council tax benefit administration. These functions are fundamental to the financial health of the council and the well being of the local community (£50 million of Housing and Council Tax Benefit is awarded in Hartlepool annually).

2.3. The Cashiers facility at the Civic Centre although being operationally associated with this review was not included within the scope as it has been separately considered as part of the Transactional Services Business Transformation workstream.

2.4. The new coalition government have acted to address issues they have identified associated with the high cost to the taxpayer of Housing Benefit Local Housing Allowance which will be implemented administratively by local authorities in April 2011. More fundamentally, a consultation paper 21st Century Welfare was issued by the Department for Work and Pensions in July 2010 which set down a commitment to further legislative change early in 2011 to reform the Welfare Benefits System and the delivery model for interfacing with the public. These consultation proposals introduced the concept of a universal credit to cover housing and living expenses which would impact on the future local authority role in housing benefits administration.

2.5. The Spending Review also announced that a new system of council tax rebate support will replace council tax benefit from April 2013 which will be determined locally by councils. Local authorities will also have a role in 2011 in implementing the new system of housing benefit rent caps, lower housing benefit supported rents (which will be calculated on a new basis) and in 2013 on the proposal to cap total benefits support for individuals.

2.6. The review team has reviewed available benchmarking information, explored opportunities to implement new technology and considered how service delivery can be reshaped including the customer interface arrangements. In March 2010, the Revenues and Benefits Services implemented a self service 24 hour telephony service hosted by a third party supplier as an innovative and pragmatic solution to improve customer standards and accessibility. This facility complements the contact centre arrangements by acting as a filter which empowers customers with the ability to help themselves, to access information, to make payments and to lodge service requests. As well as being the most economic customer access channel, this self service technology has released council front line staff so they have more time to deal with the more complicated enquiries and with those members of the public who need more personal help to resolve their enquiry.

2.7. In addition in September 2010, through the same third party supplier a more comprehensive range of Revenues and Benefits self service information became available via the Council's web site with seamless links for the customer through to externally hosted information and arrangements which allow the public to leave service requests which are then relayed back to the council for actioning.

2.8. As part of the Customer Services Business Transformation workstream benchmarking is ongoing across the Tees Valley to collect information on benefits service delivery models and to identify best practice.

2.9. A range of Benchmarking data is available covering both Benefits and Council Tax administration as the council participates in structured robust national benchmarking co-ordinated by the Institute of Public Finance IPF.

2.10. These indicators demonstrate that Hartlepool's Revenues and Benefits services have below average operating costs and higher than average performance levels. The adoption of further cost reduction measures associated with this SDO will further improve the comparative cost competitiveness position of the council.

2.11. The recommended savings for this review are summarised below:-

	£
Council Tax / Business Rates Debt Recovery Customer Profiling	24,000
Credit Card Payment Surcharges	13,000
Statutory Demand Notices Fees	2,000
Intervention Visit Activity Termination	69,000
Total Savings	**108,000**

2.12. Alternative Service Delivery Models have been considered through this review. Nationally there are a number of examples where councils have entered into partnerships for the delivery of revenues and benefits services. Collaborative working across the Tees Valley authorities for revenues and benefits services remains a possibility but more work would be required to explore this option both at an officer and political level before any firm business cases could be determined. Further consideration could be given to this delivery model over the next 12 – 24 months, however emerging details of the changes in service delivery that are to be driven nationally by the DWP will need to be fully considered.

3. RELEVANCE TO CABINET

3.1. The report details options for one of the reviews which form part of the Service Delivery Options Programme, which forms part of the Business Transformation Programme and is therefore relevant for a Cabinet decision.

4. TYPE OF DECISION

4.1. Key Decision Test (i) applies. Forward Plan CE42/10.

5. DECISION MAKING ROUTE

5.1. Cabinet – 24 January 2011.

6. DECISION(S) REQUIRED

6.1. Cabinet are asked to approve the Recommended Savings as stated in Sections 4.1. to 4.4 of the main report totalling £108,000.

6.2. Cabinet are asked to note the alternative delivery models which are stated in Section 5.2 of the main report and that consideration is given over the next 12-24 months of the transformation options relating to the services included in this particular service delivery review within the context of national delivery changes that may be imposed by the government.

Report of: Assistant Chief Finance & Customer Services Officer

Subject: BUSINESS TRANSFORMATION - REVENUES & BENEFITS SERVICE DELIVERY OPTION REPORT

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1. PURPOSE OF REPORT

1.1. To inform Cabinet of the findings of the Revenues & Benefits Service Delivery Review.

1.2. This report summarises the deliberations of the review team, outlines options that have been considered and identifies preferred options for consideration with a view to these going forward to Cabinet.

1.3. This Service Delivery Option has an efficiency target of £100,800. This is a 5% saving of a base line budget of £2,015,700

2. BACKGROUND

2.1. Revenues and Benefits services deliver a range of front line transactional activities including council tax / business rates billing and collection, sundry debt recovery and housing / council tax benefit administration. These functions are fundamental to the financial health of the council and the well being of the local community (£50 million of Housing and Council Tax Benefit is awarded in Hartlepool annually). The Revenues and Benefits SDO review has been assigned an efficiency target of £100,800 in recognition of the impact of other business transformation workstream savings targets and benchmarking which indicates the cost of service delivery to be below average.

2.2. The Cashiers facility at the Civic Centre although being operationally associated with this review was not included within the scope as it has been separately considered as part of the Transactional Services Business Transformation workstream. Furthermore, the savings opportunities identified during this review are in addition to £126,000 of Revenues and Benefits Management Structures savings that were delivered in 2009/10 from structural delayering and the removal of 3 senior management posts which yielded 78% of the Management Structure savings of the Customer and Workforce Service Division.

2.3. The SDO review of User Property and Finance within the Child and Adult Services department is to be undertaken as a Year 3 SDO review and will be completed in 2011/12. There are a number of synergies between that review and the Revenues and Benefits SDO review in terms of the nature of service administration processes ie. both involve undertaking financial assessments, there exists significant financial data that is common to both types of assessments and currently duplicate data storage and data maintenance.

Other local authorities are developing integrated models of service delivery for financial assessments activity and it was therefore considered appropriate that such a model to challenge the corporate potential opportunities for efficiencies should be explored.

2.4. The new coalition government have acted to address issues they have identified associated with the high cost to the taxpayer of Housing Benefit Local Housing Allowance which will be implemented administratively by local authorities in April 2011. More fundamentally, a consultation paper 21st Century Welfare was issued by the Department for Work and Pensions in July 2010 which set down a commitment to further legislative change early in 2011 to reform the Welfare Benefits System and the delivery model for interfacing with the public. These consultation proposals introduced the concept of a universal credit to cover housing and living expenses which would impact on the future local authority role in housing benefits administration.

2.5. The October 2010 Comprehensive Spending Review announcement has confirmed that the DWP will take back the administration of housing benefit for working age individuals with an indicative start date of 2013 reflecting the need for primary legislation and time for the necessary infrastructure requirements to be established. The Spending Review also announced that a new system of council tax rebate support will replace council tax benefit from April 2013 which will be determined locally by councils. Local authorities will also have a role in 2011 in implementing the new system of housing benefit rent caps, lower housing benefit supported rents (which will be calculated on a new basis) and in 2013 on the proposal to cap total benefits support for individuals at £500 per week.

3. Review Process

3.1. The review team has reviewed available benchmarking information, explored opportunities to implement new technology and considered how service delivery can be reshaped including the customer interface arrangements. In March 2010, the Revenues and Benefits Services implemented a self service 24 hour telephony service hosted by a third party supplier as an innovative and pragmatic solution to improve customer standards and accessibility. This facility complements the contact centre arrangements by acting as a filter which empowers customers with the ability to help themselves, to access information, to make payments and to lodge service requests. As well as being the most economic customer access channel, this self service technology has released council front line staff so they have more time to deal with the more complicated enquiries and with those members of the public who need more personal help to resolve their enquiry.

3.2. In addition in September 2010, through the same third party supplier a more comprehensive range of Revenues and Benefits self service information became available via the Council's web site with seamless links for the customer through to externally hosted information and arrangements which allow the public to leave service requests which are then relayed back to the council for actioning.

3.3. In 2010, as part of the structural changes associated with the introduction of new management structures, the opportunity has been taken to build on the existing Hartlepool Connect Revenues and Benefits triage enquiry service. A group of four members of benefits staff have been transferred into Hartlepool Connect to deliver the more in depth revenues and benefits customer enquiries thereby providing a more integrated customer interface.

3.4. In the current financial year, a review of administration support activities across the Chief Executive's Department has been undertaken to improve capacity / resilience, foster improved staff development and yield efficiency savings. As part of this review a number of Revenues and Benefits staff have been earmarked for transfer into a new Support Services function within Customer Services.

3.5. As part of the Customer Services Business Transformation workstream benchmarking is ongoing across the Tees Valley to collect information on benefits service delivery models and to identify best practice. In addition within Hartlepool a review is currently taking place covering scripting that could potentially be used within Hartlepool Connect to deal with Benefits customer service requests.

3.6. A range of Benchmarking data is available covering both Benefits and Council Tax administration as the council participates in structured robust national benchmarking co-ordinated by the Institute of Public Finance IPF. Details of the key high level benchmarking indicators for 2009/10 are shown in the table below.

National Benchmarking Data 2009/10

Benchmarking Measure	Hartlepool	National Average
Benefits Gross Cost per Weighted case	£53.30	£59.20
Benefits Speed of Processing New Claims	24.3 days	24.6 days
Benefits Speed of Processing Changes in Circumstances	9 days	9.2 days
Benefits Percentage of New Claims paid within 14 days of all information received	87.2%	84.6%
Benefit Appeals lodged / 1000 claimants	3.8	6.9
Council Tax Billing / Collection Gross Cost per Dwelling	£15.11	£15.57
Council Tax in year collection (Unitary councils)	97%	96.3%
Council Tax long term collection (Unitary councils after 5 years)	99.2%	98.6%

Benefits Benchmarking covers 156 local authorities
Council Tax Benchmarking covers 146 local authorities

These indicators show Hartlepool's Revenues and Benefits services to have below average operating costs and higher than average performance levels. The adoption of further cost reduction measures associated with this SDO will further improve the comparative cost competitiveness position of the council.

3.7. Savings opportunities to deliver the allocated SDO target have been identified however given the limited time for completing the exercise there remains a number of other opportunities for generating further savings. These savings when fully evaluated and validated will be available to contribute to address the expenditure cuts that will be necessary in response to the outcomes of the 2010 Comprehensive Spending Review.

4. Recommended Savings

4.1. **Council Tax / Business Rates Debt Recovery Customer Profiling - £24,000**

4.1.1. In 2009/10, the Council obtained 4,300 court liability orders against those individuals that had failed to pay their statutory debt due. These liability orders provide the legal authority to take more robust recovery measures to secure payment, including deduction from earnings, deduction from welfare benefits, bailiff activity, bankruptcy proceedings etc. Traditionally the process of determining the next recovery action involves a significant amount of research and associated administrative resource which sometimes is hampered by information gaps and the lack of telephone or e mail contact details.

4.1.2. To reduce the cost of recovery activity, further improve collection rates and revenue generation then moving forward the Council needs to embrace new technologies, methods and processes of debt prioritisation and recovery. National credit reference agencies have developed systems of score based assessment of debtors to rank debtors in terms of ability / likelihood to pay and thereby indicate the most effective recovery action path. Such profiling models do not only indicate which debtors should be collected from first but also provide valuable information as to what assets the customer has, the most up to date contact information on the debtor including home / mobile telephone numbers and employer details.

4.1.3. Customer profiling has attained status at other councils as an effective and robust toolset in debt recovery. During this SDO review the Council has contracted with Experian to undertake customer profiling as part of the modernisation of recovery processes. This change permitted a sweep of Council Tax / business rates billing and recovery staff for expressions of interest in early retirement / voluntary redundancy. One Band 7 officer expressed an interest who was released at the end of March 2010 and a

saving of £24,000 was then earmarked towards the overall SDO review savings target. The Council will be submitting data for profiling in 3 tranches in 2010/11. The results of the first tranche are currently being actioned and the outcomes are still to be fully evaluated.
<u>Risk to Savings Delivery – Low</u> (already achieved)

4.2. **Credit Card Payment Surcharges - £13,000**

4.2.1. Hartlepool has accepted debit and credit card payments since 2002/3 as a part of a range of measures to improve debt collection processes. Culturally these have been accepted by the public as convenient ways to make payment via the internet, face to face or over the telephone. As part of the implementation of card payments it was agreed at the time that the processing transaction charges would be borne by the council and not the customer.

4.2.2. For the Council card payment volumes have continued to grow and in 2009/10 £1.3m was received via this medium. The card commission charges borne by the council in 2009/10 were £19,790. Typically the council is charged 19p for a debit card transaction and 1.8% of the transaction value for a credit card transaction (some cards eg. Commercial cards carry a higher charge up to 3%).

4.2.3. Analysis shows that the bulk (76%) of the total credit / debit card charges being borne by the council are associated with credit cards. In the private sector it is common for many service providers to levy a surcharge where the customer chooses to pay by credit card. Also nationally a number of local authorities have introduced a surcharge for paying by credit card, albeit locally in the Tees Valley no authority is currently levying such a charge. Darlington BC are currently reviewing their policy on card surcharges.

4.2.4. Any proposal to introduce a charge for a debit card transaction would probably be seen as unreasonable and may affect debt collection performance. However, the public increasingly accept that where they choose to pay by credit card then a surcharge may be levied. The introduction of surcharges for credit cards will either generate an income stream to offset the council's costs and / or may encourage customers to instead switch to paying by debit card which in itself would yield cost savings for the council.

4.2.5. Financial modeling suggests that by "passporting on" the 1.8% charged to the council from the card processing company to the public by way of a surcharge to credit card payments that the income generated will result in a saving to the council of about £13,000 pa. In practice some individuals who have paid by credit card may in future switch to payment by Debit Card. Even if all Credit Card payments were switched to debit card then modelling suggests that a net saving of about £12,000 would still be achieved given the very low handling charge of 19 pence associated with debit card transactions.
<u>Risk to Savings Delivery – Low</u>

4.3. **Statutory Demand Notices Fees - £2,000**

4.3.1. As part of the statutory recovery of council tax, where appropriate and dependent on the asset circumstances of the debtor, then in line with best practice the council is making greater use of Statutory Demands (threats of bankruptcy). These demand notices are intended to illicit a payment response from the debtor and experience suggests it is an effective recovery tool.

4.3.2. The council is allowed to levy a reasonable charge for serving the demand notice. The council has used its own internal bailiffs for some time to serve these notices and thereby retain the associated fee income. There is no prescribed charge rate however regulations set down that any charge should be set at a level to recover costs incurred. Modelling indicates scope to increase the actual levy charge which together with the forecast increased volumes from greater application of this technique could generate £2,000 pa.

<u>**Risk to Savings Delivery – Low to Medium**</u> **(Dependent on sufficient volumes of appropriate cases emerging each year)**

4.4. **Intervention Visit Activity Termination - £69,000**

4.4.1. The Council administers Housing and Council Tax Benefit as an agent of the Department for Work and Pensions (DWP) within a framework of regulations and guidance. In the past the DWP have prescribed closely how administration activity, in particular how measures and controls to minimise the risk of fraud and error should be undertaken.

4.4.2. Historically, Benefits Service Delivery was required to be undertaken in accordance with the National Benefits Performance Standards Framework (NBPSF) which incorporated 65 good practice enabler standards and 19 Key Performance Indicators. The Benefits Service was the subject of annual service inspections and the results contributed directly to the then corporate Comprehensive Performance Assessment (CPA).

4.4.3. The NBPSF included a requirement that a risk based approach should be followed to identify benefit claims that should be subject to review involving either an Intervention Visit ie. a physical visit to a claimant to confirm their financial circumstances; or alternatively a paper based review, requiring the claimant to complete a shortened benefit application form. Both these types of activities resulted in the identification of significant amounts of fraud and error requiring the correction of benefit entitlement payments.

4.4.4. In 2008/09, responsibility for the inspection of Benefits Services was transferred to the Audit Commission and the benefits national indicator set was reduced to 2 new measures the Right Time and Right Benefit Indicators. The Audit Commission defined a new set of good practice standards with an emphasis on customer service and engagement. Whilst there was no longer any requirement to undertake specific volumes of Interventions Visits many local authorities continued to undertake them as they were a valuable deterrent measure, identified benefits cases meriting formal fraud investigation and because they identified fraud and errors thereby contributing to the Right Benefit Indicator.

4.4.5. In Hartlepool a balanced approach was followed with one Interventions Visit Officer being re-skilled and redeployed into benefits assessment work, a decision not to fill a vacant post until operational requirements became clearer and a strategic decision to scale back on the number of intervention visits undertaken.

4.4.6. For 2010/11 there are no longer any national indicators covering benefits activity, providing additional flexibility in how available resources are deployed. Consultation with other Tees Valley authorities indicates that they have either already abandoned Interventions Visiting or are actively considering terminating this type of activity. There are currently 2.9fte posts on the council's establishment (including 1 vacant post). By terminating this type of activity a saving of £69,000 would be realised however this will result in 2 employees being at risk. with a potential cost of redundancy if the individuals could not be redeployed of about £5,000.

<u>Risk to Savings Delivery – Low</u>

<u>Summary of Recommended Savings</u>

	£
Council Tax / Business Rates Debt Recovery Customer Profiling	24,000
Credit Card Payment Surcharges	13,000
Statutory Demand Notices Fees	2,000
Intervention Visit Activity Termination	69,000
Total	108,000

4.5. **Options Considered and Discounted**
Data Quality and Quality Checking

4.5.1. In administering Housing and Council Tax Benefit the Council has a responsibility to check the quality and accuracy of claims and take steps to reduce error. Effective management checks are an important means of providing reassurance on the:

- Integrity and security of benefit processes
- Quality of work such as the evaluation of performance against legislative and other requirements
- Training and development needs of employees

4.5.2. The NBPSF required a minimum 4% sample accuracy checking regime covering new claims, changes of address, changes in circumstances and claim intervention reviews. Hartlepool complied with this requirement and overlaid this with a risk based methodology for determining which claims would be examined. There is no longer a prescribed level of quality checking which provides the Council with some degree of operational flexibility.

4.5.3. The Council has responded to this flexibility by reducing the level of checking undertaken and re skilling officers to undertake claims assessment work instead. This action has shifted the quality checking : processing activity balance, however the changes have continued to recognise that quality control adds value by reducing the risk of error and potential qualification of DWP grant re-imbursement claims.

4.5.4. A high level canvas of other councils has identified that those with a Client Unit (Middlesbrough BC and Redcar and Cleveland BC) undertake a 10% accuracy check with others ranging between 4% to 8%. In Hartlepool the quality control staff resources are deployed equally between assessment work, checking of processing data prior to submission to the DWP and on risk based claim processing accuracy. By abandoning assessment work and reducing the volumes of activity in the other two areas, broad based modelling indicates that two fte posts could be released (0.5fte post is currently vacant). This change would have redundancy payment implications of about £16,500 but may be capable of being accommodated on a voluntary basis.

Benefit Surgeries

4.5.5. The Council currently provides a benefits advice and support surgery covering both housing and council tax benefits on four days of the working week at Housing Hartlepool offices. The service is a hybrid of appointments and “drop in” and is valued by local communities and Housing Hartlepool alike and helps break down barriers of accessibility. The service is delivered by one part time council benefits officer.

4.5.6. Although not exclusively for Housing Hartlepool tenants, in practice most users of this service are in fact tenants of this the largest registered social landlord in Hartlepool. This type of engagement activity is not mandatory but is good practice and is consistent with the council’s commitment to financial and social inclusion. Housing Hartlepool have indicated a willingness to explore their potentially funding this service in the future however such negotiations will take some time to be completed. Should this prove to be the case then the service could be retained and a financial saving could still be delivered.

Revenues Penalty / Service Charges

4.5.7. Sunderland MBC is considering implementing penalty charges to those individuals that have failed to promptly notify the council when they are no longer entitled to a single person discount. Hartlepool has over 15,000 single person discounts in place and there is a turnover in eligibility each financial year. This statutory penalty of £70 would only be applied in proven scenario's where the individual has accepted that they had continued to access a single person discount to which they were no longer entitled. The introduction of a penalty charge together with associated publicity on council revenues correspondence may act as a deterrent to those who may be tempted to apply for or sustain a fraudulent single person discount award. Any measure that deters fraudulent single person discount awards will increase the amount of council tax that can be generated locally to support services.

4.5.8. The Revenues Service is often requested by the public and companies to provide copy statements of balances on accounts, copies of bills and other confirmation documentation. Although some of these requests can be labour intensive and disrupt the flow of activity in the office, in the spirit of good public service these requests have historically been provided free of charge. For the future a reasonable charging structure could be established which should have the effect of either generating an income stream or reducing the volume of requests that are being made.

Council Tax Exemption Inspections

4.5.9. The Council employs an inspector whose role is to validate the empty property status of business rate and council tax properties. This officer also checks on applications for exemptions from Council Tax and visits properties where a claim for a disability reduction has been lodged.

4.5.10. Council Tax regulations provide that a property that is undergoing major structural repairs and is considered to be uninhabitable is entitled to a 12 months exemption from Council Tax. There is a responsibility on property owners to inform the council voluntarily within the 12 months exemption period if the building works have been completed earlier. In practice few property owners do so with the result that potential council tax revenues are being lost. Typically at any point in time there will be about 90 properties exempted from council tax by virtue of undergoing significant structural improvements, some of whom should be paying the tax. By refocusing the Inspection work programme it is anticipated that additional council tax income of between £9,000 and £27,000 could potentially be achieved. The lower figure assumes properties on average would be re - habitable after 11 months and the higher figure assumes re-occupation would be possible after 9 months It is also likely that on occasions there will be differences of opinion between the inspector and the property owner as to fitness for habitation. Any council tax yielded would be credited to the Collection Fund and would be shared between the Council and the other precepting bodies ie. Cleveland Police and Cleveland Fire Authority.

5. Other Hartlepool Service Delivery Options

5.1. Consolidation of Financial Assessments within Hartlepool Borough Council

5.1.1. Some councils have been considering the possibility of having joint arrangements covering the responsibilities for processing of housing / council tax benefit and undertaking financial assessments to determine social care service user contributions. There exists some level of commonality across these two responsibilities in terms of information gathering, information validation and data storage / access. However this is only in respect of one aspect of the role undertaken by the social care User Property Finance Teams which also covers:

- Safeguarding vulnerable people against financial abuse
- Arranging a funeral for an Ultimus Haeres death (i.e. a death in the community with no known blood relatives to deal with the funeral) National Assistance Act 1948 – **statutory duty.**
- Protection of Properties in accordance with Section 48 of the National Assistance Act 1948 - **statutory duty.**
- Boarding of pets in accordance with Section 48 of the National Assistance Act 1948 - **statutory duty.**
- Operation of Deferred Payments scheme for individuals who choose not to physically sell their properties to pay for their residential care contributions.
- Acting as Appointee or Deputyship in respect of vulnerable individuals who are unable to manage their own affairs.

Due to the increased number of people who are requiring services under the Mental Capacity Act, the requirements offered under Appointeeship and Deputyship are increasing.

5.1.2. As an administering agent for the DWP, the council's Benefits Service has electronic access to a range of DWP information through the DWP's Customer Information System (CIS). This allows the Council to validate information supplied by the public and receive electronic updates as their financial circumstances change. This is both efficient and convenient for the customer.

5.1.3. Councils with both joint assessment teams and separate social care functions have been allowed by the DWP to access CIS data for social care contributions and reviews and housing benefit. The DWP are currently reviewing local authority access to CIS data generally and an option for change may be to nationally formally grant access to CIS to specific non housing benefit administrators.

5.1.4. Joint data capture during any visit to a member of the public that can then be used to service the needs of both care contributions and benefits assessment responsibilities should be encouraged as this obviates duplicate visits which is wasteful and can be confusing and traumatic for the individual.

The merits of joint data capture are recognised and a commitment has been made that Adult and Community Services User Property and Finance staff will be prepared to collect data for housing and council tax benefit purposes when visiting service users, thus enabling the council's benefits service to make a further efficiency. This issue will be modelled and considered together with the mapping and challenge of processes as part of the SDO Review of User Property and Finance which will be finalised in 2011/12.

5.1.5. As a result of the above and the legal requirement linked to the statutory role of Director of Adult Services the vast majority of councils have decided to retain a specialist User Property and Finance Team.

5.2. **Alternative Service Delivery Options**

5.2.1. Nationally there are a number of examples where councils have entered into partnerships for the delivery of revenues and benefits services. Drivers have not always been about making financial savings but have often been predicated on a desire from a failing service to gain access to the better management arrangements and operating practices of a partner council and thereby improve performance overall. In considering partnerships one of the risks is that any changes if not effectively planned and managed can adversely impact on collection of local taxes (impacting on financial health of the council), collection of national business rate taxes (impacting on reputation of the council) and most significantly in benefits administration impact potentially on those that are most disadvantaged and vulnerable as well as on key external stakeholders including private sector landlords and Registered Social Landlords.

5.2.2. In Hartlepool, despite regeneration progress there remains relatively high levels of deprivation and a strong dependency on benefits support. Locally, the Housing and Council Tax Benefits service plays a pivotal role in maximising benefits help (1 in 3 dwellings in Hartlepool receive help with their council tax) and in ensuring that such support is paid accurately and quickly. The Benefits Service has also secured a status as a provider of quality services and has achieved national award recognition for its work on Financial Inclusion. Any potential change to service delivery arrangements will need to recognise the risks that any deterioration in service would make to significant sections of the local community.

5.2.3. The Council has also made significant progress in terms of its performance in collection of Council Tax and Business Rates both within the financial year the debt is due and importantly also in terms of long term collection of debt.. Hartlepool BC already provides Revenues services to Darlington BC covering bailiff activity and the printing / mailing of Council Tax / business rates bills and benefit award notifications. The Council is currently marketing additional bailiff services to Darlington and has plans to offer these services to the other tees valley authorities.

5.2.4. Darlington BC and Stockton BC have implemented a joint shared service function Xentrall covering ICT, Human Resources, Design / Printing and some financial transactional services. The potential inclusion of revenues and benefits services within the Xentrall unit is currently being evaluated however, the opportunities for savings and resilience are constrained by the fact that each council currently uses different back office IT systems and the costs of changing IT platforms, migrating historical data and retraining of staff may outweigh any benefits financial and operational from operating a single unified service function.

5.2.5. Middlesbrough currently have a public private partnership contract with Mouchel which has recently been extended and has a further 5 years to run. Redcar and Cleveland BC have a similar partnership with Liberata however this has less than 3 years to run and they may be willing to explore a potential future public / public partnership with another local authority. One of the key advantages of Hartlepool working with Redcar and Cleveland would be the synergies given that both organisations use the same IT back office system I World offering economies of scale, greater business resilience by operating a larger pool of staff and common operating procedures, savings in terms of ongoing annual staff training costs and potential savings in IT, running costs and management costs.

5.2.6. Collaborative working across the Tees Valley authorities for revenues and benefits services remains a possibility but more work would be required to explore this option both at an officer and political level before any firm business cases could be determined. Further consideration could be given to this delivery model over the next 12 – 24 months, however emerging details of the changes in service delivery that are to be driven nationally by the DWP will need to be fully considered.

6. Alternative Options for meeting the Target Figure

6.1. The focus of the preferred savings opportunities covered in sections 4.1. to 4.4 is on actions which will not adversely impact on front line service delivery. As an alternative to these savings, reduced resources could be allocated to benefits processing but this would increase the length of time taken to process a claim and could put tenancies at risk for those that are vulnerable.

6.2. The Council has a positive record in terms of community engagement and financial inclusion initiatives and programmes of work to help address child poverty. Whilst cuts could be made in these discretionary areas, such would impact directly on those most at risk and it is unlikely that the third sector will have the capacity to fill the void. A more appropriate way forward may be to review the extent and added value of each financial inclusion workstream to inform the understanding of community impacts and determine what should be sustained. Within the timescales of this review this has not been possible but this task is within the current year's work plan.

6.3. The Council could reduce the inputs allocated to Council Tax and business rates billing and recovery. Whilst any reduction in the former will adversely impact on the council's financial health, any reductions in business rates inputs will merely impact on central government. One of the options for meeting the ongoing budget gap is to reduce resource inputs on business rate activity to a level closer to the cost of collection allowance provided by the Department of Communities and Local Government. This option will be put forward for consideration as part of the council's proposals for dealing with the Comprehensive Spending Review cuts.

7. Financial Implications

7.1. The Service Delivery Options (SDO) programme has been designed to review all council activity over a three year programme and is planned to contribute over £3.5m in savings to the Business Transformation (BT) savings of £6m over this period. Each review has a target for savings set at the outset as part of this overall programme and these are assigned to specific financial years in the Medium Term Financial Strategy. For 2011/12 the MTFS forecasts are based on the achievement of £1.3m of Business Transformation SDO savings from 1st April 2011.

7.2. The Business Transformation programme was planned, as part of the MTFS, to support the budgetary position of the council through a managed programme of change. The economic climate of the country, and the likely impact of expected grant cuts post general election, mean that the anticipated budget deficits, after all BT and other savings are taken is still expected to be around £4m per annum for each of the next three years. These additional cuts equate to 4% of the annual budget and a cumulative cut of over 12% over three years. In practice there will be some areas Members wish to protect and this will simply mean higher cuts in other areas and/or the cessation of some services.

7.3. It has been identified in previous reports to Cabinet that a failure to take savings identified as part of the BT programme (and more specifically the SDO programme) will only mean the need to make unplanned cuts and redundancies elsewhere in the authority. This position has been exacerbated through the economic circumstances and likely grant settlements and failure to implement SDO savings will in all likelihood make the 2011/12 budget position unmanageable owing to anticipated grant cuts commencing this year. In addition, as reported in the MTFS the Council faces a range of budget risks which exceed the available strategic risk reserve and this funding shortfall will need to be addressed in 2010/11 and 2011/12, which further reduces financial flexibility.

7.4. The SDO reviews are attempting to ensure that a service base can be maintained, costs can be minimised and the payback on any investment is maximised. In simplistic terms each £25,000 of savings identified which are not implemented will require one unplanned redundancy with likely associated termination costs. No funding is available for these termination costs as existing balance sheet flexibility is committed to supporting the SDO programme on a loan basis, so higher saving will be needed to fund these termination costs outright.

8. Diversity Impact Assessment

8.1. The proposed recommendations have been reviewed against the existing service Impact Needs Requirement Assessment's and the actions proposed will not result in any adverse impacts on any of the diversity strands for the Revenues and Benefits SDO reviews.

9. Comments From BT Programme Board

9.1. The report was considered at the BT Programme Board meeting on 16th November 2010. The BT Programme Board recommended that the report should be considered by the Scrutiny Coordinating Committee.

10. Comments from Scrutiny Coordinating Committee

10.1. Members of the Scrutiny Co-ordinating Committee met on the 10 December 2010 and at the reconvened meeting of 7 January 2011 to consider the referral into Revenues and Benefits Service Delivery Option Report. The views of Members are detailed below:-

10.1.1. <u>Credit Card Payment Surcharges</u>

Members were concerned that although credit card payments were not necessarily utilised for payments to the Council by the most deprived families in Hartlepool, there was a presumption that the current users of credit cards would be able to afford the repayments to the credit card companies including the proposed 1.8% surcharge. This presumption in the current economic climate, where individuals (particularly in the public sector) maybe now at greater risk of redundancy, could lead to the scenario where the continued acceptance of credit cards and a levy of a 1.8% charge exacerbates a debt situation, which goes against the Council's desire to remove child poverty and tackle issues of deprivation in the Town.

10.1.2. Members also highlighted the unfairness that the Council was currently absorbing the cost of debit cards, but were proposing to recover the charges for credit cards and although there were suggestions that the Council consult with the credit card companies to reduce this levy, Members were not in support of the proposal.

10.1.3. **Recommendation:-**

That Hartlepool Borough Council absorbs the costs incurred by credit card payments or if a charge has to be levied, then credit card payments are not accepted as a method of payment.

10.2. <u>Statutory Demand Notice Fees</u>

Members were concerned that the increase in levy associated with the Statutory Demand Notice Fee and the Fee itself assumed that debts were incurred by 'credit rich' families and individuals. Members were somewhat reassured that safeguards were in place and suggested that the proposed £90 levy be compared against neighbouring Local Authorities to check that Hartlepool Borough Council was not excessively charging by comparison.

10.2.1. However, Members were clear that despite the Council having so far not made anyone bankrupt as a result of Statutory Demand Notice Fees, the threat of bankruptcy in the future may not have the same impact, due to individuals and families no longer being 'credit rich'.

10.2.2. **Recommendation:-**

That Members supported the saving so long as the necessary checks and balances were in place, but wished to highlight concerns about reliance on bankruptcy as a tool, which may not be as effective in the future.

10.3. Intervention Visit Activity Termination

Members were satisfied that; whilst paper checking would continue; the level of benefit increase or decrease through actual intervention visit activity was at a low level. However, Members highlighted that ensuring people received all of the benefits they were entitled to was an area of concern, even if that difference was relatively small, as it could make a major impact on a debt situation.

10.3.1. Members also highlighted the importance of ensuring the continuation of visit support activity for those residents who required assistance when dealing with the revenues and benefits team.

10.3.2. **Recommendation:-**

That Members accept the proposed saving in terms of intervention visits, but that visits must continue for those in need of that level of support from the Authority.

10.4. Benefit Surgeries **- Additional Proposal:-**

Although Members agreed that the Benefits Surgeries proposal was not put forward as saving, there was an acknowledgement by members that as the surgeries were only provided on Housing Hartlepool premises this contributed to the general perception by residents that the surgeries were for Housing Hartlepool tenants. That in order to ensure that all residents have equal access to the council provided service, Members of the Scrutiny Co-ordinating Committee recommended that the service be removed from Housing Hartlepool premises and that it be re-established in community premises such as community centres, libraries and other community based premises.

11. Recommendation

11.1. Cabinet are asked to approve the Recommended Savings as stated in Sections 4.1. to 4.4 of the main report totalling £108,000.

11.2. Cabinet are asked to note the alternative delivery models which are stated in Section 5.2 of the main report and that consideration is given over the next 12-24 months of the transformation options relating to the services included in this particular service delivery review within the context of national delivery changes that may be imposed by the government.

Contact Officer: **John Morton**
Assistant Chief Finance and Customer Services Officer

CABINET REPORT

24 January 2011

HARTLEPOOL BOROUGH COUNCIL

Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT 2012/13 (Initial Report) – Business Transformation Programme II

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to outline the proposed strategy for addressing the budget deficit from 2012/13 onwards building on and continuing the Business Transformation programme in a revised structure. The Council has recently received a two year spending settlement and on this basis it is advisable, as in previous years to consider appropriate strategies and plans to mitigate the impact.

2. BACKGROUND

The need to revisit and renew the current Business Transformation (BT) programme in the light of the current financial circumstances facing the council is important to ensure that the authority has in place a plan for bridging the projected deficits.

A deliverable strategy is needed which builds upon the successes and robustness of the BT programme but which considers and takes account of the decisions which have had to be made in establishing the budget for 2011/12 and the increasingly austere financial position. This report begins to address these requirements with a renewed Business Transformation Programme, including some elements from the previous programme and some additional elements to meet the budget requirements.

2. SUMMARY OF CONTENTS

A fundamental consideration for the authority is the extent to which we balance the following against a strategy which would essentially be focussed on a series of unplanned cuts. The proposals are based on :

- the continuation of a programme of review and change which encapsulates the Business Transformation SDOs with a series of planned reductions (primarily focussing on none statutory services and functions)

- a series of projects which enable the authority to either take opportunities which can potentially deliver significant savings (whilst protecting front line services) or provide for greater service resilience
- looking longer term and considering options for the medium term

The recently announced budget settlement provides the opportunity to clarify the financial position facing the authority over the next couple of years.

There are a range of factors which have either been announced, are understood to be in development or have been suggested in respect of emerging government policy and the role, remit and operation of local councils (and partner agencies). Whilst many of them are not clear in terms of the extent of their impact the fact remains that there has been a fundamental shift in the strategic context within which local authorities will be required to operate including the Decentralisation and Localism Bill and a range of other bills and proposals which will ultimately affect the operation of the Council and potentially the services delivered and to whom. In addition to that identified above there is also the Welfare Reform Bill and the Academies Bill which potentially bring significant changes to the benefits and education systems. This is by no means an exhaustive list, they are examples of the scale and nature of change which is being driven by legislation.

In addition to legislative changes there are a range of proposals being highlighted which may become driven by legislation, may potentially drive funding allocations or be driven by other factors. It is difficult to predict with absolute accuracy what may be encompassed in any such changes but on the balance of probabilities there are a range of issues which are liable to receive significant impetus, though the exact nature of this is still unclear.

In relation to the management of local authorities the Secretary of State has focussed particularly on questioning current management structures and there is almost certainly going to be a significant push for the greater involvement of the private sector in the delivery of local services.

The proposed programme for addressing the budget deficit is based on a combination of:

- Efficiencies identifiable through reviews of provision which are essentially those elements of services not yet considered as part of BT
- Consideration of those areas of service where there is potential for further planned reduction in provision or where there are options around reconfiguration or consideration of eligibility etc
- An identified framework of projects which are either capable of delivering significant savings or providing enhanced capacity to maintain services
- Identifying opportunities for increased income either through trading, fees and charges or alternative means

The aim through this is to have a planned and phased approach to delivering on the required savings levels, building on the successes to date in respect of the current Business Transformation Programme and ensuring that through a consolidated approach that provides for the management of the identified deficit through a new agreed Business Transformation Programme.

There are a number of immediate considerations within the programme that have been identified as a result of the scale and nature of the overall savings required and which provide potential opportunities to deliver significant savings and these cover Joint Working Arrangements and ICT and related services and are covered in more detail in the body of the report.

It is important, if the risks associated with any such programme are to be minimised, and the contribution to the MTFS maximised, that there is both a clear programme and that the financial assumptions underpinning it are suitably robust, this has been successfully achieved to date and it is intended to continue this through the renewed BT programme.

The outline programme has been determined based on a number of assumptions at this stage all of which can be easily updated following any key decisions and there are a range of risks attributable to the development and delivery of such a programme. There are however considerably greater risks from not having in place such a programme. The nature of the financial challenge means that to risk not attempting to determine solutions to these issues will result in very significant and very disruptive changes at a very late stage. This is not something which would be recommended and is not something which Cabinet have been in favour of in the past.

The BT programme has been managed according to a predetermined workplan and targets for individual projects. Each element of the programme has been managed as a separate, though interlinked, project with clear governance arrangements and timescales for delivery.

It is proposed that this is continued and expanded (albeit on a slightly different programme outline). It is proposed that the areas for consideration outlined in sections 5.4.1 and 5.4.9 efficiencies and planned reductions of the main report are combined at a departmental level to provide departments with an overall savings target, and potential scope for review for the next 12 months. This gives the opportunity for consideration to be given, as part of an overall planned reduction, to a range of options and opportunities and as part of the revised Business Transformation Programme.

It will be necessary to determine a clear programme for delivery, reporting and decision making within this framework. To achieve this it is proposed that the current arrangements in respect of Programme Board and Cabinet are maintained to ensure that members are aware of proposals and developments and in a position to make informed decisions as part of a consolidated programme of activity.

There are no easy solutions to the problems which are facing the Council. We have been able in the past, through either a planned and structured programme (through Business Transformation) or through proposals for cutting services as seen through the most recent budgetary process, to provide significant contributions to the Medium Term Financial Strategy and to ultimately provide a balanced budget, though not without some considerable debate and concern regarding the decisions required.

The proposals to renew the Business Transformation programme identified in this report do need some further work to determine and account for any potential double counting and to ensure that we are in a position to manage and deliver it. The proposals for managing the programme are CMT's recommendations to Cabinet to enable those issues identified during the later part of last year regarding a degree of confusion between BT and budget savings to be addressed and to provide for both a degree of flexibility whilst ensuring that reporting and decision lines to Cabinet are clear.

3. RELEVANCE TO CABINET

The report encompasses considerations in respect of a potential strategy and programme for managing the identified budget deficit for 2012/13 and is therefore within the remit of Cabinet

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet 24th January 2011

6. DECISION(S) REQUIRED

Cabinet are recommended to

- Agree to the priorities in the programme of work identified in the report and that they be delivered on a departmental basis
- Agree that the programme above to be considered by BT Board and for decision by Cabinet as part of a managed programme
- That a further more detailed report on potential savings from this programme is provided to Cabinet before the end of February 2011.
- That the identified projects, with others Cabinet may wish to identify, are further scoped and progressed as part of the managed programme
- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.
- Agree to the submission of a funding bid to RIEP for an assessment of the potential for joint working with other authorities

Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT 2012/13 (Initial Report) – Business Transformation Programme II

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to outline the proposed strategy for addressing the budget deficit from 2012/13 onwards. The Council has recently received a two year spending settlement and on this basis it is advisable, as in previous years to consider appropriate strategies and plans to mitigate the impact.

2.0 BACKGROUND

2.1 The need to revisit and renew the current Business Transformation (BT) programme in the light of the current financial circumstances facing the council is important to ensure that the authority has in place a plan for bridging the projected deficits. The current BT programme has delivered £2.5m for the 2010/11 budget and is on schedule to deliver the increased target of £2.9m for the 2011/12 budget. However even with this contribution the authority still faces significant budget deficits in later years.

2.2 A deliverable strategy is needed which builds upon the successes and robustness of the BT programme but which considers and takes account of the decisions which have had to be made in establishing the budget for 2011/12 and the increasingly austere financial position.

2.3 At the Cabinet meeting on 28th June 2010 a report was considered which encompassed a range of questions which essentially related to the next steps for the future shape of the council. As part of this a number of questions were posed which have informed the budget strategy for developing the budget for 2011/12. The questions included the fundamental question of “can the authority continue to operate in its current manner” and underpinning this fundamental question were a range of others, including;

- Can services be maintained at their current level?
- Can we continue to deliver all services ourselves or should we investigate other models of delivery?
- Can we identify plans that will deliver the degree of savings needed?
- Can we balance a desire to deliver high quality services with the savings needed?
- Can/should we continue to deliver all the services we currently deliver or do we need to prioritise services?

- Can we charge for some services which are currently provided free, or increases existing charges?

2.4 As part of this series of questions a range of options were considered by Cabinet in respect of an emerging strategy which included;

- The provision and prioritisation of services
- Commissioning of services (including from others in the public and private sectors, social enterprises)
- Shared services or provision
- Partnering
- Alternative methods of delivering services

2.5 The strategy for the determination of the budget for 2011/12 has in part started to address this, in conjunction with the agreement to a number of recommendations from Service Delivery Options reports through BT including consideration of Trust arrangements for Leisure, Community Interest Companies (or similar models) for adult social care.

2.6 A fundamental consideration for the authority is the extent to which we balance the following against a strategy which would essentially be focussed on a series of unplanned cuts. The proposals are based on :

- the continuation of a programme of review and change which encapsulates the former Business Transformation SDOs with a series of planned reductions (focussing on none statutory services and functions)
- a series of projects which enable the authority to either take opportunities which can potentially deliver significant savings (whilst protecting front line services) or provide for greater service resilience
- looking longer term and considering options for the medium term

3.0 THE EVOLVING FINANCIAL SITUATION

3.1 The recently announced budget settlement provides the opportunity to clarify the financial position facing the authority over the next couple of years. Whilst the final details of any likely deficit are the subject of decisions on the budget for 2011/12 by Cabinet and Council, the current forecasts suggest that the budget deficit for 2012/13 will be between £7.5M and £10.4M. This is the headline deficit assuming that there are no savings factored in for Business Transformation or Council tax rises in these years.

3.2 It is the review of the BT programme and the alternative options which are recommended to be pursued that this report focuses on. This report considers the potential savings that may be achievable through a range of project areas (including what are essentially overhanging Business Transformation SDOs) in a consolidated programme of activity.

3.3 At either end of the scale the deficits faced are significant. This is particularly the case when they are considered in the light of the changes and savings which have been made over the last few years and require a focussed and agreed approach. It is not felt possible to achieve these through one route alone and it is clear that there are some extremely difficult decisions to be made over the next two years.

4.0 EMERGING GOVERNMENT POLICY

4.1 There are a range of factors which have either been announced, are understood to be in development or have been suggested in respect of emerging government policy and the role, remit and operation of local councils (and partner agencies). Whilst many of them are not clear in terms of the extent of their impact, the fact remains that there has been a fundamental shift in the strategic context within which local authorities will be required to operate.

4.2 The Decentralisation and Localism Bill published in December 2010 has a number of significant proposed changes including issues such as powers for the Secretary of State to transfer to elected Mayors any function of any body, a General Power of Competence for local government, requirements for referenda on council tax rises above a predefined level, a requirement for councils to draw up and publish a list of assets of community value, a community "right to challenge", powers for a range of bodies to develop Neighbourhood plans for planning purposes. This is not an exhaustive list and is designed to provide a flavour only of the changes.

4.3 There are a range of other bills and proposals which will ultimately affect the operation of the Council and potentially the services delivered and to whom. In addition to those identified above, there is also the Welfare Reform Bill and the Academies Bill which potentially bring significant changes to the benefits and education systems. This is by no means an exhaustive list, they are examples of the scale and nature of change which is being driven by legislation.

4.4 In addition to legislative changes there are a range of proposals being highlighted which may become driven by legislation, may potentially drive funding allocations or be driven by other factors. It is difficult to predict with absolute accuracy what may be encompassed in any such changes but on the balance of probabilities there are a range of issues which are liable to receive significant impetus, though the exact nature of this is still unclear.

4.4.1 There have been repeated statements that local authorities can protect front line services by being "more efficient". In determining this, the government have focussed on a number of areas; back office services, the role of chief executives, greater involvement of private sector. As has been stated they have not identified how, or if, they might mandate any of these.

4.4.2 The assumption in relation to back offices services appears to be that they can be delivered more efficiently either by the private sector or by joining up provision across a number of authorities and that as they are not front line, they should be minimised. Hartlepool has significantly reduced it's back office functions over the last 2 years through the Business Transformation programme and through proposals for budget reductions for the 2011/12 budget and there is still some potential for greater efficiency in respect of some elements which is covered later in this report.

4.4.3 In relation to the management of local authorities, the Secretary of State has focussed particularly on questioning the need for Chief Executives. Taking a broader view on this and considering the developments put in place by a number of authorities there is the potential to consider a chief executive shared over two or more authorities. It is a potential extension of this, and in taking it to a logical, though potentially complex solution, that the development of joint management teams and commissioning arrangements could be feasible.

4.4.4 There is almost certainly going to be a significant push for the greater involvement of the private sector in the delivery of local services. It is currently unclear how this may be driven however there are a couple of options which may be considered. There is potential that a revised version of Compulsory Competitive Tendering (CCT) may be reintroduced although this is seen as unlikely or a model which may fund councils based on the percentage of work which is delivered by bodies other than the council itself. These are obviously only potential models but it is likely that in driving this forward that there will be a significant mandatory element to it.

5.0 PROPOSED PROGRAMME OUTLINE

5.1 The proposed programme for addressing the budget deficit is based on a combination of:

- Efficiencies identifiable through reviews of provision which are essentially those elements of services not already considered as part of BT
- Consideration of those areas of service where there is potential for further planned reduction in provision or where there are options around reconfiguration or consideration of eligibility etc
- An identified framework of projects which are either capable of delivering significant savings or providing enhanced capacity to maintain services
- Identifying opportunities for increased income either through trading, fees and charges or alternative means

5.2 The aim through this is to have a planned and phased approach to delivering on the required savings levels, building on the successes to date in respect of the Business Transformation Programme and ensuring that through a consolidated approach that provides for the management of the identified deficit.

5.3 Essentially the proposed programme at this stage would consist of a number of related though not intrinsically linked elements which are essentially a revised and redefined Business Transformation Programme.

5.4 The programme is based on the following:

5.4.1 **Efficiencies**

5.4.2 As has been discussed the BT programme, and the SDO element of this in particular, has been successful in delivering a planned series of savings for the MTFS. The approach has provided a robustness which has enabled the consideration of service issues and an ability to manage risk in terms of their achievement for the MTFS.

5.4.3 The Programme was effective in the manner in which it was delivered but the recently announced grant settlements and the work required to address this additional deficit has resulted in a degree of confusion and overlapping between various proposals which does not help in ensuring a clear understanding of impact and any other considerations.

5.4.4 What is important in the context of the scale of cuts is that there is a clarity on our overall programme, a degree of flexibility in achieving these and an understanding of where savings will come from.

5.4.5 With this in mind it is proposed that, whilst not being undertaken as SDO's that reviews of services provision, to a defined scope, savings expectation and timetable are undertaken. These reviews will form part of the overall programme and it will be necessary, in undertaking them to ensure there is a degree of flexibility in achieving the targets.

5.4.6 In addition it is proposed that the elements of the Business Transformation programme which cover Assets, Transactional and Non Transactional service areas should also be continued with the originally established targets still in place (or rolled over if they are not achieved in 2010/11).

5.4.7 The proposed areas for consideration for this element of the strategy are attached as **Appendix 1**. It is the view of Corporate Management Team that this programme, which is essentially a revised year 3 SDO programme, should be continued but, as discussed in Section 7 at a Departmental level with those areas covered in Section 5.4.9 below.

5.4.8 Given current considerations of the budget it has not been possible at this stage to absolutely confirm potential savings "targets" as it is likely that given the scale of recent cuts a number of these will need to be revised to ensure they are achievable.

5.4.9 **Planned reductions**

5.4.10 There is some potential for further reduction across a range of services areas which will need to consider the extent to which already reduced services which are not statutory, or which have a degree of latitude in their provision. Further consideration can be given to the scale, manner and nature of the delivery of these services and for assessment purposes these have been considered by Corporate Management Team and a range of the service areas to be considered.

5.4.11 Again given current considerations of the budget it has not been possible at this stage to absolutely confirm potential savings “targets” as it is likely that given the scale of recent cuts a number of these will need to be revised to ensure they are achievable.

5.4.12 **Projects**

5.4.13 There are a range of projects, outside the scope of those areas considered in 5.4.1 and 5.4.9 sections above which offer the option, either through changes to arrangements for this Council, through working in partnership with others or through the consideration of other alternative working arrangements, Trusts, Trading Companies etc, to either deliver savings or to provide capacity or robustness around continued service provision.

5.4.14 It is important to note that these identified project areas in themselves will be potentially very challenging in terms of the timescales for their delivery and the fact that they will, in most instances involve a change in how services are provided.

5.4.15 The proposed programme for this element of the strategy includes consideration of the following:

- Buildings
- Joint asset use
- ICT and related services
- Joint working with other authorities
- Streetscene
- Leisure Trust
- Museums Trust
- Adult Social Care Trading Company
- Procurement (NE and Tees Valley)
- Transport (NE and Tees Valley)
- Photo voltaic cells
- Asset Backed Vehicle

5.4.16 In considering each of these areas (either alone or jointly) it will be necessary to determine initial business cases and resources to enable these to be progressed and the most appropriate manner in which this can be undertaken.

5.4.17 There is currently consideration being given, through Tees Valley Chief Executives, to the options and potential which is available around the areas identified.

5.4.18 These projects are presented, for the purposes of this report as separate entities. There will be a separate report to Cabinet, linked to this, on the powers of the authority to trade and in implementation terms options for consolidating these will be reviewed.

5.4.19 **Income Generation**

5.4.20 The Council is currently working with the other 11 North East authorities on a collaborative project, funded by the RIEP, to identify for all local authorities any additional or new income generation opportunities. This work has been commissioned from Deloittes, by Newcastle City Council (who have agreed to take the lead on this project).

5.4.21 The project is designed to consider current and potential charging arrangements for services, fee levels and opportunities for income generation. This is due to report early this year and is included in this report as a further potential option for contributing to the budget deficit, although in terms of overall contribution it is not seen as significant in itself.

5.5 **Immediate considerations**

5.5.1 There are a number of immediate considerations within the programme that have been identified as a result of the scale and nature of the overall savings required and which provide potential opportunities to deliver significant savings.

5.5.2 **Joint Working Arrangements**

5.5.3 The concept of joint working between organisations is not a new one. The extent to which this joint working or shared provision between authorities has been a high priority is something which has changed significantly over the last 18 months. There are a range of examples of joint working in individual or grouped service areas and this authority has been involved in a number of these arrangements where we are either the lead organisation or where another authority takes this role.

5.5.4 The extent to which joint arrangements can be successful is based on a number of factors, they include, but not exclusively so the following;

- the need and desire of the respective organisations to be able to agree on what should be jointly delivered
- the extent to which provision can be specific at an agreed level
- considerations of control and accountability
- the financial, policy, service and political drivers to succeed.

5.5.5 Joint arrangements have previously focussed on joint provision of agreed services, normally with an identified lead agency delivering services to an agreed standard, scope and to a geographical area.

5.5.6 The emerging government policy, partially driven by the budget settlements, is that there will be an increased drive for this over the medium term. As has been identified in other sections of this report there is an increasing drive for shared Chief Executives and management teams, there have been some high profile and well publicised examples of authorities taking this a stage further and joining delivery and commissioning functions. It is important that the authority is in a position to understand the extent to which any such consideration is feasible and potentially deliverable if it were seen to be beneficial. With this in mind it is proposed to make use of available funding from The Regional Improvement and Efficiency Partnership (RIEP) to fund an initial assessment of the potential, opportunities and any other legal and financial considerations.

5.5.7 **ICT and related services**

5.5.8 The current ICT contract with Northgate is one of the largest single contracts the authority has in place. An extension to this agreement was negotiated in 2009 to take the current arrangements to November 2013. As part of this extension a number of benefits were negotiated for the authority which have been previously reported to Cabinet and which have been a positive benefit for the organisation.

5.5.9 It is however appropriate to consider, in the light of a range of potential changes, challenges and opportunities whether the authority should seek to maximise any benefits which could come from alternative arrangements.

5.5.10 At a regional level ICT procurement has been identified as one of the top 10 areas for consideration. There are currently disparate arrangements for the procurement of ICT services and hardware and this is a high spend area for most authorities and one in which, in the light of the financial challenges, most authorities are looking to reconsider.

5.5.11 Emerging government policy, covered in more detail in section 4 of this report, is strongly suggesting a number of potential approaches in respect of "back office" services (of which ICT is clearly one). These vary from an outsourced approach, to joining with other authorities through to authorities taken a more holistic approach to ICT and related services in order to derive benefits in terms of service delivery and the potential for this to enhance the regeneration offer in a locality.

5.5.12 The original ICT specification for the Council included as part of it the potential to extend the current arrangements from a purely managed service for ICT to include other service areas such as Revenues and Benefits and customer contact.

5.5.13 Research by the council has identified that there is a potential opportunity to reconsider the current ICT delivery arrangements and to broaden the service base included in any such process to include the revenues and benefits service. It is clear from a range of recent government announcements that there are potentially significant changes to the benefits function. It also appears highly likely that any such changes will direct a much greater involvement of the private sector in their delivery and that local authorities, if this is the case, will potentially be excluded from such delivery with a major focus on the private sector.

5.5.14 There is the potential, through the consideration of ICT and Revenues and Benefits functions jointly (and as per the original options in the contract which was agreed with Northgate) that significant benefits may be realised in both costs terms and in respect of having in place a scalable solution for the provision of such services based in Hartlepool with the associated benefits which may be attributable to such an arrangement. It would be prudent and advisable to incorporate into any such arrangement a proviso which incorporates the potential for their to be evaluation criteria which incorporate this being a hub for future development and provision of services to other authorities to the benefit of the town.

5.5.15 With regard to these services there are a number of issues which support a competitive procurement of these element of Council activity:

- Preliminary market research indicates that significant savings for the Council can be achieved through pursuing, though a competitive arrangement, such a process particularly where this is done in such a way that it is integrated the complimentary IT infrastructure.
- There is significant private sector experience in the delivery of these services on behalf of the public sector so the opportunity exists to benefit from tried and tested best practice established through multiple successful outsourced arrangements.
- Proposed amendments to the national benefits system may result in significant changes to the scale and scope of the Revenues and Benefits services the Council currently provide. The ability to react flexibly to these changes will be important to the Council and this can be catered for in a well constructed contract.
- It is also important to be in a position to effectively manage the risk of any change and the operational impact on the council and such a consideration manages this.

5.5.16 Although the proposal suggests the creation of an arrangement which will allow the Council to consider the inclusion of other services at some point in the future, as and when deemed appropriate, there is currently no suggestion that this approach be applied to services such as Human Resources, Finance, Legal Services. There may be different opportunities in relation to the delivery of these services, possibly through sharing services across the sub-region.

5.5.17 An assessment of the procurement options available has been considered in respect of the extent to which these routes provide for robustness, the ability and necessity to demonstrate Value for Money and their delivery of a legally secure arrangement.

5.5.18 As a result of this it is proposed that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services which is a framework of providers pre qualified to meet procurement and service requirements.

6.0 FINANCIAL ASSUMPTIONS AND RISK

6.1 It is important, if the risks associated with any such programme are to be minimised, and the contribution to the MTFS maximised, that there is both a clear programme and that the financial assumptions underpinning it are suitably robust.

6.2 The programme has been determined based on a number of assumptions at this stage all of which can be easily updated following any key decisions.

- An assumed level of savings required as this will not be fully determined until Council determine the budget for 2011/12
- An assumed savings target from the various elements of the programme based on a desire to reduce double counting of potential savings and /or a reduced ability to deliver savings dependant of decisions made in respect of the 2011/12 budget (removing the potential for multiple reductions in the same area)
- A factoring down of savings where areas are counted more than once through the Efficiencies and Planned Reduction elements of the programme.
- To provide for a robust programme capable of delivery there will be a revision of a number of the original SDO targets from the BT programme.
- The savings attributable to the Projects element of the Programme are currently estimates and will require initial business cases prior to further development.
- There is an assumed council tax rise of 2.5% (£1m) in 2012/13 and 3.9% (£1.6m) 2013/14. If this is not progressed any financial projections will need to be adjusted to account for this.

6.3 There are a range of risks attributable to the development and delivery of such a programme. There are however considerably greater risks from not having in place such a programme. The nature of the financial challenge means that to risk not attempting to determine solutions to these issues will result in very significant and very disruptive changes at a very late stage. This is not something which would be recommended and is not something which Cabinet have been in favour of in the past.

6.4 In simplistic terms the identified risks are as follows

- Capacity to deliver any programme of change

  This has been flagged up in the consideration of previously developed programme. Whilst this risk has always been managed and the programmes have been delivered, or over delivered, the resources to manage and deliver this, whilst maintaining services, are an ever shrinking pool. It is likely that to pursue a number of the options identified in this report that external support and expertise will be required.

- Increasing difficulty and complexity

Whilst the scale of change we have been facing has never been easy to address it becomes increasingly difficult (and with this comes an increased level of risk) to deliver significant change and savings from an ever reducing budget.

- Evolving Government policy

  Government policy is evolving at a significant pace. It is not currently clear how far this will go or how this will directly, or indirectly affect the role and function of local authorities, or the expectations placed upon them. It is however clear that there will be a period of continued and significant change and that the authority would be well placed to consider early the options which are available to be in a position to respond quickly. Recent White Papers and Bills have significantly changed these roles and functions. It is considered that these changes will continue.

- Future financial settlements

  Whilst the authority has received a settlement which covers 2011/12 and 2012/13 there is no certainty beyond this period. The government have also announced their intention to review the Local Government Finance system with a view to any new system being in place for the following year. It is unclear what this may entail but it is a significant risk in the medium to long term.

7.0 MANAGING THE PROGRAMME

7.1.1 The BT programme has been managed according to a predetermined workplan and targets for individual projects. Each element of the programme has been managed as a separate, though interlinked, project with clear governance arrangements and timescales for delivery.

7.1.2 At the point at which the programme was determined it was devised to deliver the savings which were expected to be required to balance the budget. The changing financial climate and the additional levels of saving required has meant that the BT programme, for the last 6 months has been operating alongside a requirement to identify additional savings in order to ensure that the budget can be balanced. This has caused a degree of difficulty in being clear about changes which are being made, the savings which are to be delivered and the manner in which this can be managed.

7.1.3 It is proposed that the (areas for consideration outlined in sections 5.4.1 and 5.4.9 efficiencies and planned reductions) are combined at a departmental level to provide departments with an overall savings target, and potential scope for review for the next 12 months. This gives the opportunity for consideration to be given, as part of an overall planned reduction, to a range of options and opportunities.

7.1.4 It will be necessary to determine a clear programme for delivery, reporting and decision making within this framework. To achieve this it is proposed that the current arrangements in respect of Programme Board and Cabinet are maintained to ensure that members are aware of proposals and developments and in a position to make informed decisions as part of a consolidated programme of activity.

8.0 FINANCIAL SUMMARY

8.1 The elements which comprise the programme have been outlined in the main body of this report. Whilst the programme has been broken down into a number of elements the proposals for the management of this have been explained above

8.2 Whilst it is still necessary to undertake more detailed modelling of the potential of the identified elements of the programme (and this will be the subject of a separate report to Cabinet), initial assessments have identified the following potential.

	12/13(£m)	**12/13 (£m)**	**Report Section**
Deficit	7.5	7.5	
Efficiencies	2.7	2.7	(5.4.1)
Planned Reductions	2.3	0.8	(5.4.9)
Projects	1.5	3.0	(5.4.12)
Council Tax	1.0	1.0	
	7.5m	**7.5m**	

8.3 The exact scale and nature of the programme offers some flexibility but the projections are based on best and worse case scenarios in each area.

9.0 CONCLUSION

9.1 There are no easy solutions to the problems which are facing the Council. We have been able in the past, through either a planned and structured programme (through Business Transformation) or through proposals for cutting services as seen through the most recent budgetary process, to provide significant contributions to the Medium Term Financial Strategy and to ultimately provide a balanced budget, though not without some considerable debate and concern regarding the decisions required.

9.2 The proposed programme identified in this report does need some further work to determine and account for any potential double counting and to ensure that we are in a position to manage and deliver it. The proposals for managing the programme are CMT's recommendations to Cabinet to enable those issues identified during the later part of the year regarding a degree of confusion between BT and budget savings to be addressed and to provide for both a degree of flexibility whilst ensuring that reporting and decision lines to Cabinet are clear.

9.3 It is worth reiterating that the scale of the deficit is significant, a minimum deficit in 2012/13 of £7.5m (with the maximum dependant on budget decisions for 2011/12 being £10.4m) and a minimum cumulative deficit over the period 2012/13 to 2014/15 being £14.55m. Such a deficit requires consideration of a range of radical and significant change.

9.4 The rationale for the management of the programme and the proposals for its delivery are based on a need to ensure that such decisions can be made in a timely and managed fashion. In many ways this requires consideration in advance of the normal budgetary timetable.

10.0 RECOMMENDATIONS

10.1.1 Cabinet are recommended to

- Agree to the priorities in the programme of work identified in the report and that they be delivered on a departmental basis
- Agree that the programme above to be considered by BT Board and for decision by Cabinet as part of a managed programme
- That a further more detailed report on potential savings from this programme is provided to Cabinet before the end of February 2011.
- That the identified projects, with others Cabinet may wish to identify, are further scoped and progressed as part of the managed programme
- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.
- Agree to the submission of a funding bid to RIEP for an assessment of the potential for joint working with other authorities

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Dept	Department/Review
Chief Executives	Performance and Partnerships and Public Relations
Chief Executives	Scrutiny, Democratic Services, Member Services
Chief Executives	Customer Services, Contact Centre, Registrars *
Regeneration & Neighbourhoods	Community Safety, DAT, ASB, FIP (and Drugs Intervention)
Regeneration & Neighbourhoods	Economic Development *
Regeneration & Neighbourhoods	Development & Building Control, Spatial Planning (LDF), Landscape & Conservation, Strategic Transport Policy
Regeneration & Neighbourhoods	Asset & Property
Regeneration & Neighbourhoods	Traffic & Transport Services, Highways Services, ITU, Car Parking & Depot
Child & Adult Services	Service User Finance. Property & Appointeeship
Child & Adult Services	Adult Social Care Teams, including Safeguarding, intermediate care/MH/LD/Dis and OP
Child & Adult Services	Total Social Care Commissioning (Adults & Children's)
Child & Adult Services	Museum, Heritage, Strategic Arts & Events
Child & Adult Services	Grants to Comm & Vol Orgs Originally **
Child & Adult Services	Adult Education
Child & Adult Services	School Admissions
Child & Adult Services	Primary & Secondary/National Strategies, School Transformation, Strategy & Commissioning
Child & Adult Services	Children's Social Care Teams and Safeguarding *** Disability Team, Prevention Services, Family Resource Teams, Duty Team

Workstreams

Assets
Transactional
Non Transactional

*   BF from year 4
**   From year 2
*** balance from year 1 review

CABINET REPORT

24 January 2011

HARTLEPOOL BOROUGH COUNCIL

Report of: Director of Child and Adult Services

Subject: THE TALL SHIPS RACES – HARTLEPOOL 2010. INDEPENDENT EVALUATION & ECONOMIC IMPACT ASSESSMENT

SUMMARY

1. PURPOSE OF REPORT

To present the independent evaluation report of The Tall Ships Races – Hartlepool 2010 to Members. This report was submitted to Cabinet on 20 December 2010 and deferred to this meeting to allow a full discussion to take place.

2. SUMMARY OF CONTENTS

The independent evaluation report undertaken by Spirul Ltd of The Tall Ships Races – Hartlepool 2010 is appended to the introductory report, the report provides the main findings following visitor, crew, business, trader and stakeholder survey feedback along with an assessment of the economic impact and wider benefits for the town.

3. RELEVANCE TO CABINET

This report provides information which relates to the objectives in the Corporate Plan, namely the delivery of 'The Tall Ships Races – Hartlepool 2010' and the independent economic evaluation report.

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet.

6. DECISION(S) REQUIRED

Cabinet is recommended to note the report.

Report of: Director of Child and Adult Services

Subject: THE TALL SHIPS RACES – HARTLEPOOL 2010. INDEPENDENT EVALUATION & ECONOMIC IMPACT ASSESSMENT

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1. PURPOSE OF REPORT

1.1 To present the independent evaluation report of The Tall Ships Races – Hartlepool 2010 to Members.

2. BACKGROUND

2.1 The evaluation and economic impact assessment is an important component of the delivery of a successful Tall Ships Races event and Hartlepool Borough Council were keen to ensure that it gathered an independent picture of the event.

2.2 Moreover, the completion of an independent evaluation exercise was a requirement of the funding offer letter from One NorthEast, who contributed £775,000 to the project.

2.3 Hartlepool Borough Council commissioned Proportion Marketing, in conjunction with Spirul Ltd, to undertake research to evaluate and provide an insight into the economic impact of The Tall Ships Races – Hartlepool 2010.

2.4 The views of visitors, crew, traders and exhibitors, stakeholders and local businesses were taken into consideration. The full report is attached at **Appendix 1.**

3. KEY FINDINGS

3.1 The key findings from the independent evaluation are as follows:

- Just under two thirds of visitors were aged over 45 years and half of visitors attended with one other adult.
- Visitor feedback was excellent. The majority of visitors said that they thought The Tall Ships Races – Hartlepool 2010 was good or very good at generating positive publicity about the area, raising pride in the local area, meeting the needs of visitors and enhancing community pride.
- Of the estimated 970,000 visitors attracted to the event over 5 days, 717,800 were attracted to the town from outside of Hartlepool.

- Over three quarters of visitors said that they were likely or very likely to visit Hartlepool, the Tees Valley and the North East in the future.

- The crew generally gave very good feedback. They felt the Liaison Officer system, the entertainment, facilities were good, but Hartlepool did not compare favourably with the other 3 host ports in the view of some.

- Feedback from businesses that were interviewed was mixed. Half experienced a positive impact from the event and half a negative impact. Whilst the majority of businesses agreed that the event was a good thing or Hartlepool, they felt that they were not sufficiently kept up to date with how plans for the event were developing.

- Traders and exhibitors who chose to be part of the survey felt that the logistics and communication both prior to the event and on site was poor. More traders lost trade than increased trade. But, three quarters still want to be involved in similar future events.

- In terms of economic impact, visitors spent on average £30.59 each, which, when disregarding what they would have spent anyway, means that the event generated an economic impact of £26.5m - £10m more than anticipated.

- Over £3m worth of advertising value was generated through coverage on television, newspapers, radio etc. and the PR and marketing activity reached an estimated 16m people.

4. CONCLUSIONS

4.1 The external evaluator's report concludes that the economic impact achieved for the investment of £3.9m represents excellent value for money, particularly when the economic climate is taken into consideration.

4.2 The report also highlights the additional wider benefits for the town which were generated as a result of the event such as increased hotel occupancy rates, development of strong partnership working. There is also a recognition that the wider economic benefits to the town may not be realised for some time.

4.3 Spirul Ltd has also identified lessons to be learned which event organisers must bear in mind in the planning and delivery of future events. The report raises the need for improved communication with businesses on logistics such as road closures prior to the event and on site during the event; bringing in commercial expertise from the private sector to maximize income potential; better awareness raising on the opportunities on offer for businesses.

4.4 At the meeting of Council on 28th October it was agreed that additional evaluation be commissioned. Discussions are currently ongoing with Spirul Ltd in this respect however it should be noted that any such work will require additional resources to fund it.

5. RECOMMENDATIONS

5.1 Cabinet is recommended to note the report.

Hartlepool Borough Council

The Tall Ships Races – Hartlepool 2010
Evaluation & Economic Impact Assessment 2010

November 2010

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Contents

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1. Executive Summary

1.1 Introduction

The evaluation and economic impact assessment is an important component of the delivery of a successful Tall Ships Races event and Hartlepool Borough Council were keen to ensure that it gathered a full and complete picture of the event. The impact of The Tall Ships Races can be substantial, as demonstrated by the experiences of other towns and cities that have hosted the event.

Hartlepool Borough Council commissioned Proportion Marketing, in conjunction with Spirul Ltd to undertake research to evaluate and provide an insight into the economic impact of The Tall Ships Races – Hartlepool 2010.

The research was undertaken using a mixed methodology approach. Data was collected via:

- Face to face interviews undertaken with visitors to the event;
- In depth interviews with key stakeholder organisations;
- Face to face and phone interviews with representatives from local businesses;
- Self completion and telephone survey of traders and exhibitors; and
- Self completion survey of crew members.

1.2 Main Findings

Visitor Survey Findings

The key issues to be drawn from the visitor surveys are as follows:

Visitor Profile

- Just under two thirds of visitors were aged over 45 years.
- Half of visitors attended with one other adult.
- The most popular day for visiting The Tall Ships Races – Hartlepool 2010 was Sunday 8th August with just half of visitors attending on that day.
- Just over three quarters of visitors were on a day trip from home and just under a quarter were on an overnight stay.

Motivation

- The majority of visitors said that they had come on the trip especially to attend The Tall Ships Races – Hartlepool 2010.
- Just over two thirds of visitors said that they came in particular to see the Tall Ships.

Transport

- Just over half of visitors travelled to the event by car and one fifth by bus or coach.

- Over half of visitors on a day trip travelled to the event by car and just under one fifth by bus or coach.
- Two thirds of visitors staying overnight for one or more nights to attend the event travelled from home by car and one quarter travelled by bus or coach.
- Over three quarters of visitors agreed or strongly agreed that there were good parking facilities at the event.
- The majority of visitors agreed or strongly agreed that there were clear directions to the site for vehicles.
- Over three quarters of visitors agreed or strongly agreed that there were clear directions to the site for pedestrians.
- Over three quarters of visitors agreed or strongly agreed that there was good public transport provision to the event site.

Perceptions

- The majority of visitors said that they thought that The Tall Ships Races – Hartlepool 2010 was good or very good at generating positive publicity about the area, raising pride in the local area, meeting the needs of visitors and enhancing community pride.
- The majority of visitors thought that the atmosphere, the variety of food and drink, the quality of food and drink, the Tall Ships Village, helpfulness of stewards and quality of merchandise at the event were good or very good.
- The majority of visitors thought that the music programme at the event was good or very good and just under one third of visitors thought that the music programme was very good.
- Three quarters of visitors thought that the street theatre and fireworks displays were good or very good.
- Two thirds of visitors thought that the Folk Festival at the Headland, the Hot Potato Cabaret Tent and the Georgian Festival at HME were good or very good.
- Almost all visitors agreed or strongly agreed that the event was a good thing for Hartlepool and was good for promoting Hartlepool as a place to visit.
- The majority of visitors agreed or strongly agreed that The Tall Ships Races – Hartlepool 2010 was good for promoting the North East as a place to visit, was good for promoting the Tees Valley as a place to visit and was a good thing for Hartlepool residents.
- Three quarters of visitors agreed or strongly agreed that The Tall Ships Races – Hartlepool 2010 encouraged the local population to see Hartlepool as a good place to live.
- Just under one third of visitors said that The Tall Ships Races – Hartlepool 2010 had changed how they feel about Hartlepool and more than one in ten visitors said that the event had changed how they feel about the Tees Valley and the North East.
- The majority of visitors who said that the event had changed how they feel about Hartlepool, the Tees Valley and the North East now feel more positive about the area.
- Two thirds of visitors said that the event had changed how they feel about Hartlepool's ability to host large events.
- The majority of visitors who said that the event had changed how they feel about Hartlepool's ability to host large events said that they now feel more positive about it.

- Over three quarters of visitors said that they were likely or very likely to visit Hartlepool, the Tees Valley and the North East in the future.

Marketing

- Over half of visitors said that they look on websites, just under one third of visitors said that they rely on TV and magazine articles when they're looking for information about events and attractions to visit.
- Just under one quarter of visitors said that they rely on advertising and advice from friends and relatives when they are planning a day out.
- One in five visitors said that TV was the most important source of information in influencing their decision to attend The Tall Ships Races event.
- Just over one in ten visitors said that other websites, advertising and advice from friends and relatives were the most important sources of information in influencing their decision to attend The Tall Ships Races event.
- TV and Radio (29%) and websites (25%) were the most important sources of information about the event. No single source of information was identified as the major factor in influencing visitors to attend the event and this suggests that a strong marketing mix, utilising multiple information outlets was important.

Crew Survey Findings

The key issues to be drawn from the crew survey are as follows:

Perceptions

- Just under half of crew members said that the event was better or much better than expected.
- Only a minority of crew members said that the event was worse than expected or much worse than expected.
- Three quarters of crew members thought that that the atmosphere of the event was good or very good.
- Two thirds of crew members thought that the Tall Ships Village and the entertainment programme were good or very good.
- Over half of crew members thought that the helpfulness of stewards, quality of food and drink, quality of merchandise and signposting were good or very good.
- Just under half of crew members thought that the value of merchandise was good or very good.
- Over one third of crew members thought that the toilets were poor or very poor and just under one third of crew members thought that the value of food and drink was poor or very poor.
- Just under three quarters of crew members thought that the Liaison Officer system at the event was good or very good.
- Two thirds of crew members thought that the Crew Centre and the fleet facilities were good or very good.

- Just over half of crew members thought that the berthing areas and the overall management of the event were good or very good.
- The majority of crew members thought that The Tall Ships Races – Hartlepool 2010 was a good thing for Hartlepool and was good for promoting Hartlepool as a place to visit.
- Just over three quarters of crew members thought that the event was a good thing for Hartlepool residents.
- Just over two thirds of crew members thought that the event encouraged the local population to see Hartlepool as a good place to live.
- Just over one third of crew members said that the event had changed how they feel about Hartlepool and one third said that it had not.
- Over three quarters of crew members who said that the event had changed how they feel about Hartlepool said that they now felt more positive about the area.
- Two thirds of crew members thought that the event was good at enhancing community pride and meeting the needs of visitors.
- One quarter of crew members thought that Hartlepool was better or much better than Kristiansand and just under half of crew members thought that Hartlepool was worse or much worse than Kristiansand.
- Just under one quarter of crew members thought that Hartlepool was better or much better than Antwerp and just under two thirds of crew members thought that Hartlepool was worse or much worse than Antwerp.
- Less than one quarter of crew members thought that Hartlepool was better or much better than Aalborg and just under two thirds of crew members thought that Hartlepool was worse or much worse than Aalborg.

Business Survey Findings

The key issues to be drawn from the business survey are as follows:

Perceptions

- The majority of businesses agreed or strongly agreed that the event was a good thing for Hartlepool and the Tees Valley.
- The majority of businesses agreed or strongly agreed that the event was good for promoting Hartlepool as a place to visit.
- Three quarters of businesses agreed or strongly agreed that the event encouraged the local population to see Hartlepool as a good place to live.
- Half of businesses agreed or strongly agreed that the event was a good thing for Hartlepool residents. However, more than one third of businesses disagreed or strongly disagreed that the event was a good thing for Hartlepool residents.

Impact

- Just over half of businesses said that the event had a positive or very positive impact on their businesses. One third of businesses said the event had a negative or very negative impact on their business.

- Half of businesses said that they had an increase in customers during the course of the week in comparison to a normal week and just over one quarter said that they had a decrease in customers.
- Half of businesses said that they had an increase in turnover during the course of the week in comparison to a normal week and one third of businesses said that they had a decrease in turnover.
- Three quarters of businesses did not employ additional staff for the duration of the event and one quarter of businesses did.
- Just under one third of businesses extended their usual opening hours for the duration of the event and just over two thirds did not.
- The majority of those businesses that changed their usual opening hours for the event said that they extended their hours.
- Half of businesses agreed or strongly agreed that the event was a good source of new business for them.
- Just over one third of businesses disagreed or strongly disagreed that the event was a good source of new business for them.
- Two thirds of businesses thought that the event's marketing was good or very good.
- Just under two thirds of businesses thought that the event's media and PR were good or very good.
- Just under half of businesses thought that the event's contact with local businesses and their ability to meet the needs of the population was good or very good.
- Approximately half of businesses thought that the event's ability to keep businesses informed about opportunities to get involved and keep them updated about the event's logistics was poor or very poor.

Trader & Exhibitor Survey Findings

The key issues to be drawn from the trader and exhibitor survey are as follows:

The Tall Ships Races Event

- Two thirds of traders and exhibitors have traded at other events in the region and one third has not.
- Just under one quarter of traders and exhibitors said that they found out about the opportunity to become involved in the event from friends and colleagues and the Tall Ships website.
- One quarter of traders and exhibitors said that they had an increase in customers during the course of the event in comparison to other events and half of traders and exhibitors said that they had a decrease in customers.
- One quarter of traders and exhibitors said that they had an increase in turnover during the course of the event in comparison to other events and two thirds of traders and exhibitors said that they had a decrease in turnover during the course of the event.

- Three quarters of traders and exhibitors would like to be involved in similar types of events in the future and one quarter would not.

Impact

- Just under half of traders and exhibitors said that the event had a positive or very positive impact on their businesses. Just under half of traders and exhibitors said the event had a negative or very negative impact on their business.
- Three quarters of traders and exhibitors agreed or strongly agreed that the event was a good thing for Hartlepool.
- Two thirds of traders and exhibitors agreed or strongly agreed that the event was a good thing for the Tees Valley.
- Just under two thirds of traders and exhibitors agreed or strongly agreed that the event was good for promoting Hartlepool as a place to visit.
- Over half of traders and exhibitors agreed or strongly agreed that the event encouraged the local population to see Hartlepool as a good place to live.
- Just under half of traders and exhibitors thought that the event's marketing was good or very good.
- The majority of traders and exhibitors said that the event's value for money was poor or very poor.
- Three quarters of traders said that the event's facilities for stall holders and its organisation and communication were poor or very poor.
- Just over half of traders and exhibitors said that the event's procedure for booking was poor or very poor.

Stakeholder Interview Findings

The key issues to be drawn from the stakeholder interviews are as follows:

- The benefits created from The Tall Ships Races – Hartlepool 2010 are felt to be substantial for Hartlepool, particularly in relation to increasing awareness amongst potential visitors and in raising pride in the local area.
- The long term planning and Workstream approach was a positive aspect in ensuring that stakeholders and partners were confident about the delivery of the event.
- The overall impression of the event is very positive for individuals, organisations and for Hartlepool.
- In general partnerships have been strengthened within Hartlepool and neighbouring authorities.
- The Workstream approach could be enhanced by broadening the skills involved in each.
- During the event there was a lack of flexibility in dealing with issues as they arose which isolated partners and had a negative impact on the visitor and individual experience.
- The planning for the event would have been enhanced by including more commercial acumen.
- Commercial benefits were mixed for stakeholders and whilst some gained it was felt by others that the benefits to Hartlepool as a whole were not shared by them as an organisation.

Economic Impact Analysis

A direct result of The Tall Ships Races – Hartlepool 2010 taking place in Hartlepool is that it provided a range of benefits for the local economy in Hartlepool and the wider Tees Valley economy. This economic impact assessment has sought to quantify these benefits through an estimate of the expenditure generated within both Hartlepool and the rest of Tees Valley.

Overview

- The Tall Ships Races – Hartlepool 2010 attracted an estimated 970,000 visitors to Hartlepool. A direct benefit of attracting visitor numbers of this level is that the local, sub regional and regional economies will have experienced significant expenditure.

Visitor Numbers

- It is estimated that 77% of the visitors attracted were day visitors and 23% were visitors staying for one or more nights.

Visitor Expenditure

- The average level of spend per visitor within Hartlepool was estimated to be £30.59. On the basis of these assumed levels of expenditure the event generated £29.6 million of income for Hartlepool.
- In order to assess the level of expenditure that would have happened anyway the survey analysed the levels of expenditure of visitors on a comparable day when the event was not taking place.
- The effect of allowing for this deadweight[1] is that the level of additional expenditure into Hartlepool is reduced to **£26.5 million**.
- The visitor spend analysis highlights that £1,192,153 of expenditure would normally have been spent elsewhere in Tees Valley and a further £2,154,113 would have been spent elsewhere in the North East.
- In addition to the visitor spend further expenditure of £350,000 was created by the crews of the Tall Ships whilst in Hartlepool.

Organisational Spend

- The overall estimated budget for the event was £3.9 million and a significant proportion of this was spent in the local and regional economy. It is estimated that £952,443 was spent in Hartlepool, £175,852 was spent in Tees Valley and £1,924,436 was spent in the rest of the North East.

Gross Value Added

- One of the key economic indicators used for measuring the performance of an area or sector is Gross Value Added (GVA). However GVA is a more difficult concept to grasp than other measures such as household income. Put simply, GVA is the value of goods and services produced by an area, sector or producer minus the cost of the raw materials and other inputs used to produce them.

[1] Deadweight – The level of spend that would have occurred anyway.

- The additional visitor, organisational and crew spend estimated for Hartlepool has been assumed to be equivalent to increased turnover across a range of tourism associated businesses. The additional Gross Value Added generated as a result of the event is £7,526,098 in Hartlepool.

Gross and Net Additional Jobs

- The Tall Ships Races event involved approximately 230 volunteers supporting the event in roles such as liaison officers, administration assistants in event offices and information providers. This number of volunteers equates to 5 full time jobs[2].
- The indirect employment supported by the additional visitor and organisational spend is calculated to be 397 gross additional indirect jobs[3] at the Hartlepool level. Therefore the additional expenditure in the Hartlepool economy is the equivalent to supporting this level of employment.
- The above job figure is the gross additional indirect jobs as it does not take into account additional factors. After allowing for the leakage[4] and multiplier[5] effects it is calculated that 310 net additional person years of employment have been supported by the event

[2] Based on 5 days of the Tall Ships Races event and assuming 230 working days each year
[3] Assuming 230 working days per year
[4] Leakage – Any expenditure directly related to the festival where the end beneficiary is not Hartlepool based
[5] Multiplier effect – the additional benefit generated by the direct beneficiaries of the additional expenditure generating further local expenditure.

Wider Benefits

It is estimated that in the six months between April and September 2010 Hartlepool benefitted from £3,235,581 of Advertising Value Equivalent (AVE) media coverage. A full report is appended (see appendix A) but the event drew coverage from international, national, regional and local media over the full course of the event.

The Tall Ships Races – Hartlepool 2010 also provided a boost to tourism in the region. Occupancy rates in Tees Valley were up by 9% for the 5 days of the event, compared to 2009 and this was mirrored elsewhere in the North East with occupancy rates up by 6% in County Durham and 7% in Newcastle[6].

It has already been highlighted in the visitor survey findings that perceptions of Hartlepool were changed as a result of attending the event and it has encouraged people to consider a return trip as a result of attending the event which will provide a boost to the tourism industry.

The hosting of The Tall Ships Races – Hartlepool 2010 has done much to change the perceptions of the borough from a visitor and media perspective and this will bring benefits to Hartlepool in the future.

There is also an economic development impact for Hartlepool as the event provided a showcase for the town, the port and its facilities. Whilst it is not possible to quantify the impact of this the ability to host corporate hospitality in Hartlepool, as opposed to a major event elsewhere such as the Ryder Cup,

[6] Source – One North East

enabled potential customers to fully appreciate the potential of Hartlepool and its port facilities.

There was a programme of activities undertaken within schools and colleges to link with The Tall Ships Races – Hartlepool 2010. This provided a real opportunity for children to engage with the event by getting them involved at an early stage and providing a central coordinator. Every school took part in some event and linked aspects of the curriculum to the visit of the Tall Ships. (See Appendix B).

The volunteer programme recruited 230 volunteers who got valuable experience and personal accomplishment. Without the input from volunteers, in a variety of roles, the event would not have made the impact that it did. (See Appendix C).

Planning and delivering an event of this size was a major undertaking and one that Hartlepool Borough Council, and its partners, will look to learn lessons from for the future. Part of this process was achieving BS8901, the British Standard which has been developed specifically for the events industry with the purpose of helping the industry to operate in a more sustainable manner. Achieving this standard is recognition of the systems put in place and provides Hartlepool Borough Council with a sustainable event management system.

1.3 Conclusions

The hosting of The Tall Ships Races – Hartlepool 2010 should be regarded as a success. Planning and delivering an event of this size and scale was a first, both for Hartlepool and the organisations involved. So how should the event be judged? In terms of numbers they are impressive:

- 970,000 visitors attracted to the event over 5 days;
- 717,800 visitors attracted from outside Hartlepool Borough;
- £26.5 million of economic impact created in the local economy;
- £3.2 million of Advertising Value Equivalent (AVE) media coverage;
- 310 net additional person years of employment has been supported by the event; and
- 230 volunteers supporting the event.

The numbers have been achieved for an investment of £3.9 million, which represents excellent value for money. It should also be recognised that the economic climate in the period between winning the bid and hosting the event are completely different. Achieving these results in the current economic climate is a considerable achievement.

The numbers above do not tell the whole story. The event has generated awareness and publicity for Hartlepool that will reap benefits in the future. Visitor perceptions of Hartlepool have been enhanced and visitors from Tees Valley, the rest of the North East and the rest of the UK have said that they are very likely or likely to return to Hartlepool.

Almost all visitors agreed that the event was a good thing for Hartlepool and that is was good for promoting Hartlepool as a place to visit.

From a community perspective almost all visitors from Hartlepool agreed that the event was a good thing for the town and the majority felt that it encouraged residents to see Hartlepool as a good place to live. Businesses also supported the event and the majority agreed that the event was a good thing for the town and that it was good for promoting Hartlepool as a place to visit.

In delivering the event it is widely acknowledged that the processes and planning that was put in place worked well. Partners and stakeholders involved in the organisation of the event felt confident in the level of planning that had been undertaken and there was a real sense of partnership created in the lead up to, and during the event.

Having delivered an event with 970,000 visitors there is now a body of expertise within the town that would be hard to replicate elsewhere. The process of planning and delivering the event has been a steep learning curve for all involved, both internally within Hartlepool Borough Council and externally with public and private sector partners. It is fair to say that the level of commitment within Hartlepool to ensure that the event was a success should be applauded. Should Hartlepool set out to host events in the future, it can do so in the knowledge that it has both the experience of individuals and organisations to create successful events.

However, despite all of the positive outcomes it should be noted that there are significant lessons that need to be learned from this event. From a commercial viewpoint there are issues that need to be addressed in future events in regard to traders and exhibitors. It should be recognised that the event took place on land associated with a commercial port and this created challenges for the Council, and its partners, in meeting the needs of traders and exhibitors and balancing the commercial and operational requirements of maintaining day to day operations. The site conditions, layout of the site, communication and liaison with traders and exhibitors needs to be improved. There is a suggestion that dedicated support should be in place to look after the booking system and to provide a liaison point during the event.

Bringing in commercial expertise from the private sector could also be considered in maximising the income potential from the event. Whilst the private sector was represented on the Finance and Legal Workstream group it was still regarded as an area that could have been improved.

Communication with businesses in Hartlepool could also be improved, both in terms of marketing the potential opportunities on offer and also in ensuring information is provided on the logistics of an event; for example road closures, public transport changes etc. This should be communicated at the earliest possible opportunity to ensure that businesses can plan in advance.

The planning process is accepted as a success for the event however improvements to the communication processes and consideration to the expertise within partner organisations could strengthen future planning for major events. Certainly communication during the event could be strengthened with all organisations involved.

This is the first time Hartlepool has hosted an event of this size and stature and it is to be expected that there will be aspects of the event from which all involved can learn. What is apparent from this evaluation is that the event has had a positive effect on visitors' perceptions of Hartlepool as a place to visit, it has created significant economic impact for Hartlepool and there is now considerable expertise, systems and knowledge of delivering a large scale event that places Hartlepool in a strong position to take advantage of other opportunities in the future.

2. Introduction

2.1 Context for the Research

Hartlepool Borough Council was proud to have won the opportunity to be the only UK, and the final host port in the internationally acclaimed Tall Ships Races on 7th to 10th August 2010.

The Tall Ships Races are an annual competitive event organised by Sail Training International (STI) and held every summer in European waters. Each year between 70 and 100 vessels from 15 to 20 countries, crewed by some 5 to 6,000 young people from over 30 countries worldwide take part in this unique event that combines four days of activities in each port with racing or cruising-in-company between ports.

The Tall Ships Races - Hartlepool 2010 led by Hartlepool Borough Council in partnership with PD Ports Ltd and Hartlepool Marina Ltd.

Hartlepool Borough Council anticipated that they would be welcoming up to 1 million visitors and up to 100 Tall Ships to the event over the 4 day period, generating £millions for the regional economy.

The location of the site was in the heart of Hartlepool incorporating a £500 million regeneration initiative breathing new life into Hartlepool's maritime heritage.

The largest vessels in the fleet (the A class) were berthed within Victoria Harbour with the smaller B, C & D class craft within Hartlepool Marina. Between the two sites a 'Tall Ships Village' was created to cater for the needs of the visitors and crew.

The objective of The Tall Ships Races - Hartlepool 2010 was:

"To successfully deliver a spectacular and safe 4 day event in Hartlepool in August 2010 which will attract the best Tall Ships; 1,000s of local, regional, national and international visitors and put Hartlepool, Tees Valley and the North East Region on the map".

The evaluation and economic impact assessment is an important component of the delivery of a successful Tall Ships Races event and Hartlepool Borough Council were keen to ensure that it got a full and complete picture of the event. The impact of the event can be substantial, as demonstrated by the experiences of other towns and cities that have hosted it.

2.2 Purpose of the Research

Hartlepool Borough Council commissioned Proportion Marketing, in conjunction with Spirul Ltd, to undertake research to evaluate and provide an insight into the economic impact of the Hartlepool Tall Ships Races event. The research focussed on a number of key areas, including;

- The economic impact of the event in terms of increased visitor spend and achievement of public and private sector contributions;
- Visitors' perceptions of Hartlepool and the North East;
- To what extent the local community and local businesses have been engaged and involved in the event;

- To what extent the expectations of visitors, stakeholders, funders and partners were met; and

The purpose of evaluating economic impact is to provide an indication of the benefits to a local economy that arise from the investment and expenditure of the event. What the evaluation seeks to present is an indication of the economic activity that is generated as a result of the event taking place.

2.3 Methodology

The research was undertaken using a mixed methodology approach. Data was collected via face to face interviews with visitors at the event, in depth interviews with key stakeholders, face to face and phone interviews with local businesses, a self completion and telephone survey of traders and exhibitors after the event and a self completion survey of crew members. The following were undertaken as part of the research:

- Face to face interviews undertaken with 1,011 visitors to the event;
- In depth interviews with 5 key stakeholder organisations;
- Face to face and phone interviews with representatives from 50 local businesses;
- Self completion and telephone survey of 21 traders and exhibitors; and
- Self completion survey of 87 crew members.

The visitor surveys took place over the 5 days of the event; Friday 6 August to Tuesday 10 August 2010. The surveys were conducted as a face to face interview with a random sample of visitors located in and around The Tall Ships Races – Hartlepool 2010 site. The interviews were carried out by an experienced team of interviewers, lasted approximately 10 minutes and were conducted within the Market Research Society Code of Conduct.

The questionnaires and discussion guide for each element of the research were developed in conjunction with Hartlepool Borough Council, Visit Tees Valley and ONE North East. The questionnaires and discussion guide are included. (See Appendices D and E).

A total of 1,011 face to face interviews with visitors were conducted over the duration of the event. The responses were evenly spread over the 5 days of the event. A sample of this size will give a confidence interval of +/- 3.08% which is within the +/- 5% level for statistical validity.

A self completion questionnaire was prepared for crew members taking part in The Tall Ships Races and stopping at Hartlepool as a host port. The questionnaire consisted of an A5 booklet and enclosed a reply paid envelope. The self completion questionnaires were distributed to the ships and were either collected from the ships at a later time or crew members could post them back after the event.

Key stakeholders were contacted and asked to participate in in-depth interviews, either face to face or via phone. A total of 5 key stakeholder organisations agreed to take part in the interviews, which were facilitated by an experienced member of the Spirul interview team and lasted for approximately 1 hour. Some interviews were digitally recorded, with the participants' permission and transcribed prior to analysis.

A total of 50 face to face and phone interviews were carried out with businesses in Hartlepool. The interviews were carried out with a cross section of retail, hotels, cafes, restaurants, fast food and hospitality businesses.

Traders and exhibitors were approached during The Tall Ship Races – Hartlepool 2010 and asked to participate in a survey after the event via telephone, post or email. A total of 21 traders and exhibitors agreed to take part in the survey after the event.

Analysis

It should be remembered that the responses gathered from the surveys represent a cross section of visitors to The Tall Ships Races – Hartlepool 2010 and a cross section of crew members and traders and exhibitors that attended the event. A cross section of retail, cafes, bars, restaurants hotels and accommodation businesses agreed to take part.

The survey data is based on the total number of respondents who answered the questions appropriately, missing responses "not stated" and "don't know" (where appropriate) are excluded from the calculation of the final rating.

Where percentages do not add up to 100, this may be due to computer rounding, or multiple responses.

In regard to the findings from the in depth interviews, it is important to note that qualitative research is designed to be illustrative rather than providing statistically representative data.

It should also be remembered that throughout this report we record perceptions, not facts, and participants may hold views based on incorrect information. These perceptions are reported here.

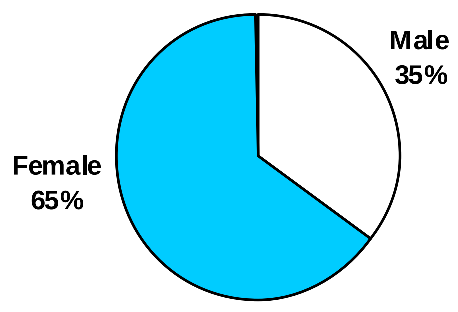
2.4 Respondent Profile

Visitor

The following charts show the profile of respondents who visited The Tall Ships Races – Hartlepool 2010 and that took part in a face to face interview.

Two thirds of respondents at the event were female (65%) and one third were male (35%).

Figure 2.4.1 Respondent: Gender %

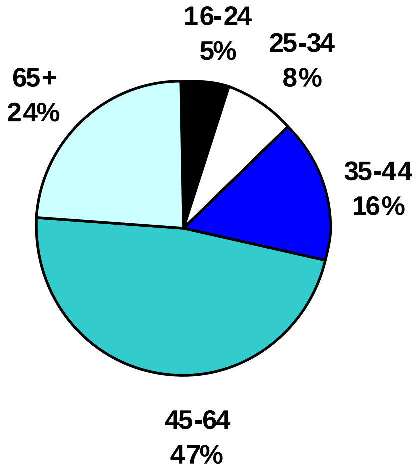


Just under three quarters of respondents were aged 45 and over (71%). Just under half of respondents were aged 45 to 64 years old (47%) and one quarter was aged 65 or over (24%).

Just under one third of respondents were aged under 45 years old (29%); 16% were aged 35 to 44, 8% were aged 25 to 34 years old and 5% were aged 16 to 24 years old,

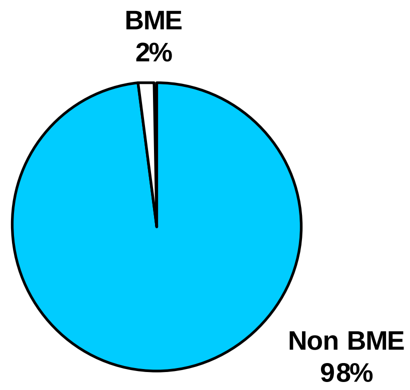
The findings suggest that the event had a broad appeal across the 45 plus age groups with a fairly even split between these age bands.

Figure 2.4.2 Respondent: Age %



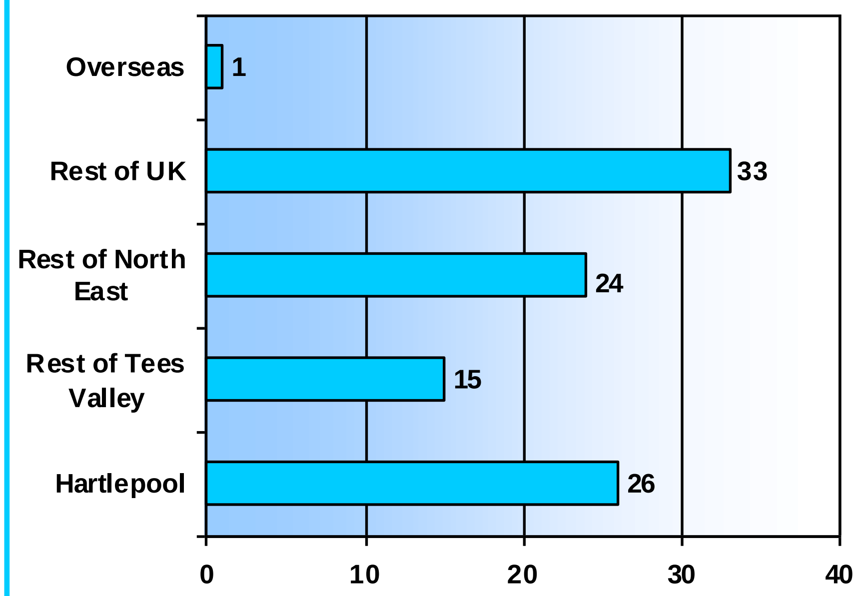
The majority of respondents at the event were white or white British (98%) and only a minority (2%) were from a Black or minority ethnic (BME) background.

Figure 2.4.3 Respondent: Ethnicity %



One quarter of respondents that attended The Tall Ships Races Hartlepool 2010 were from Hartlepool (26%). Visitors from the rest of Tees Valley accounted for just over one in ten respondents (15%), the rest of the North East accounted for one quarter of respondents (24%), the rest of the UK for one third of respondents (33%) and overseas for 1% of respondents. This suggests that the event attracted its audience from a fairly broad radius.

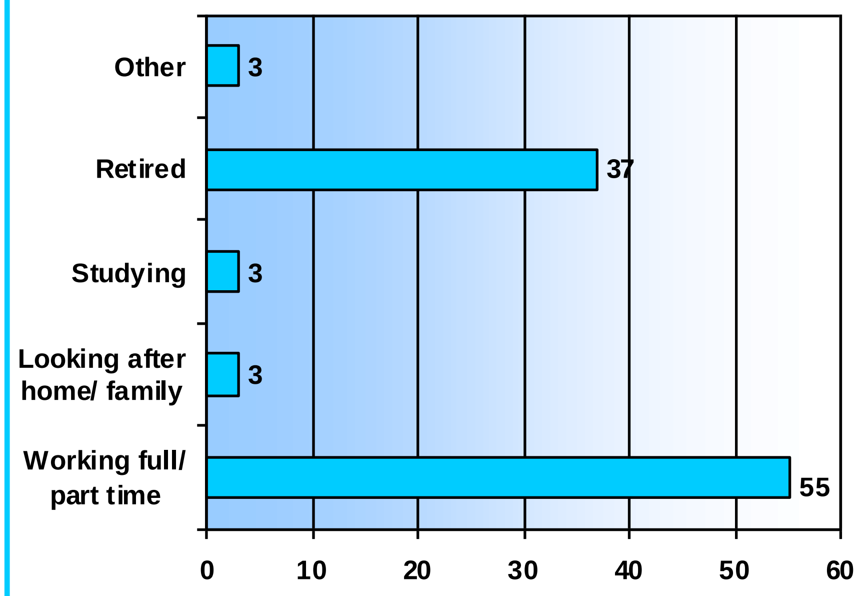
Figure 2.4.4 Respondent: Home Location (%)



Over half of respondents (55%) were working either full or part time.

Just over one third of respondents were retired (37%), 5% were looking after the home or family, and 3% were studying. Those respondents that said they were doing something else were currently; seeking employment (1%), permanently sick or disabled (<1%), on a government supported training scheme (<1%), a full time carer (<1%) or a volunteer (<1%).

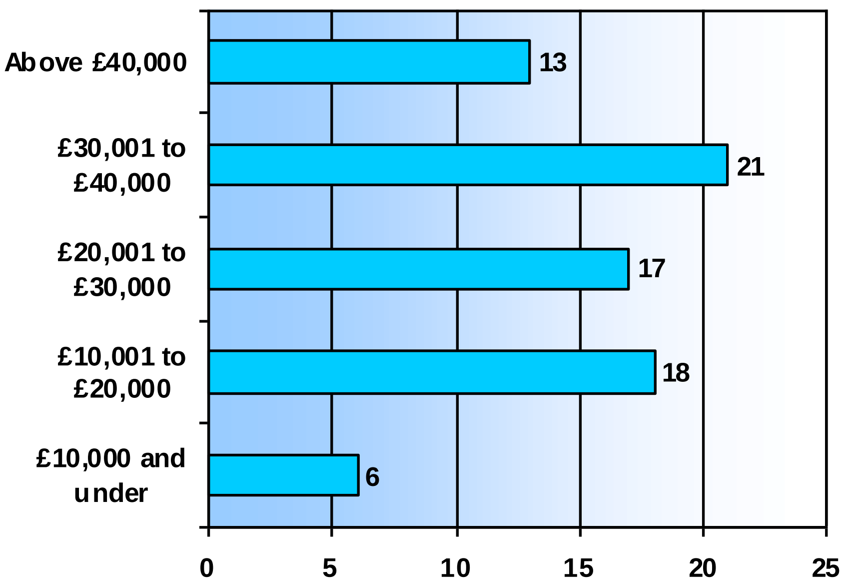
Figure 2.4.5 Respondent: Current Activity (%)



Over half of respondents (59%) said that they either didn't know or preferred not to say what their total household income is. Of those that did respond one quarter of respondents (24%) had a household income of £20,000 or less.

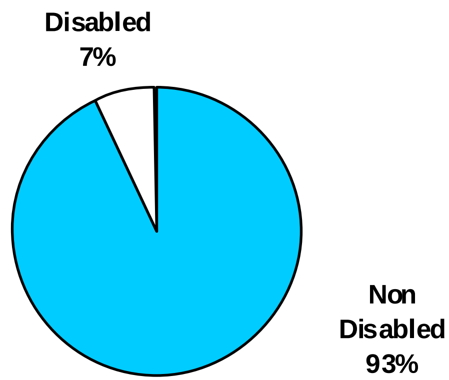
Just under one third of respondents had a household income of £20,001 to £40,000 (38%) and 13% had a household income of over £40,000.

Figure 2.4.6 Respondent: Income (%)



Only a minority of respondents at the event considered themselves to be disabled (7%) and the majority did not (93%).

Figure 2.4.7 Respondent: Disability %

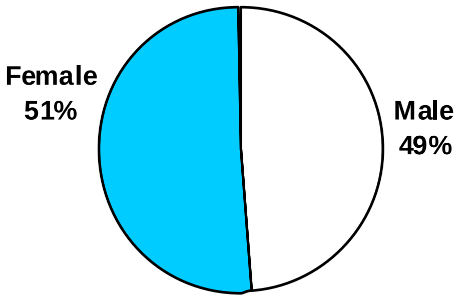


Crew

The following charts show the profile of the crew members that completed and returned questionnaires. The results are based on responses from 87 crew members attending the event on 17 ships.

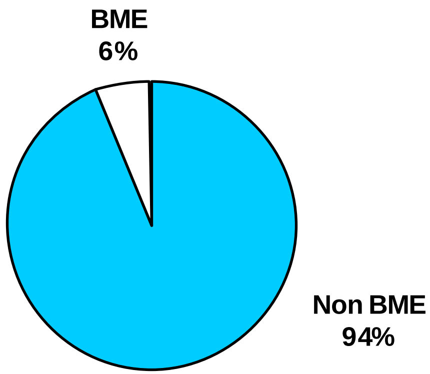
Half of crew members at the event were female (51%) and half were male (49%).

Figure 2.4.8 Crew: Gender %



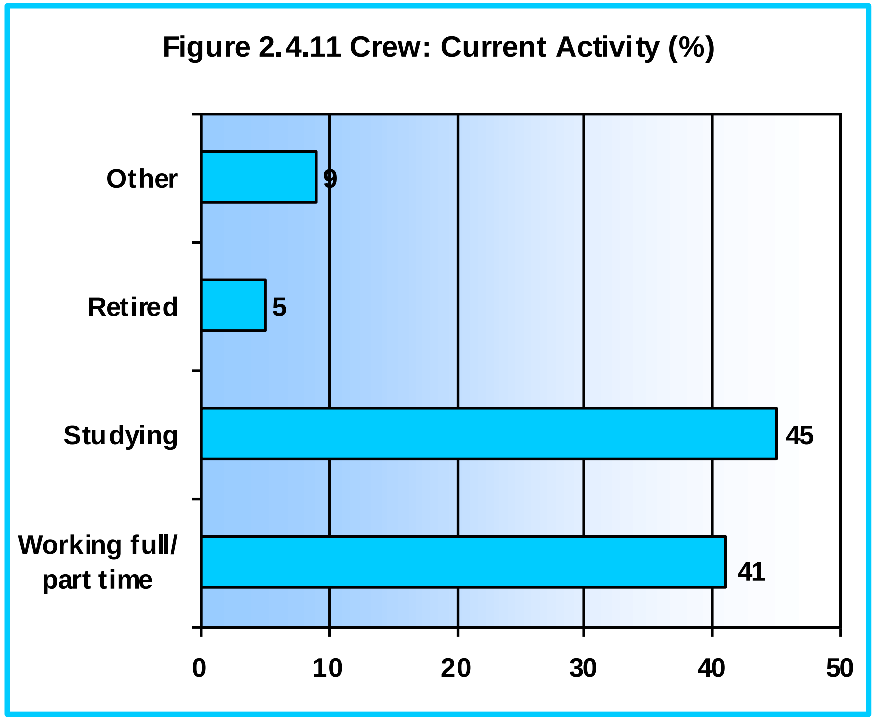
The majority of crew at the event were White or White European (94%) and only a minority (6%) were from a Black or minority ethnic (BME) background.

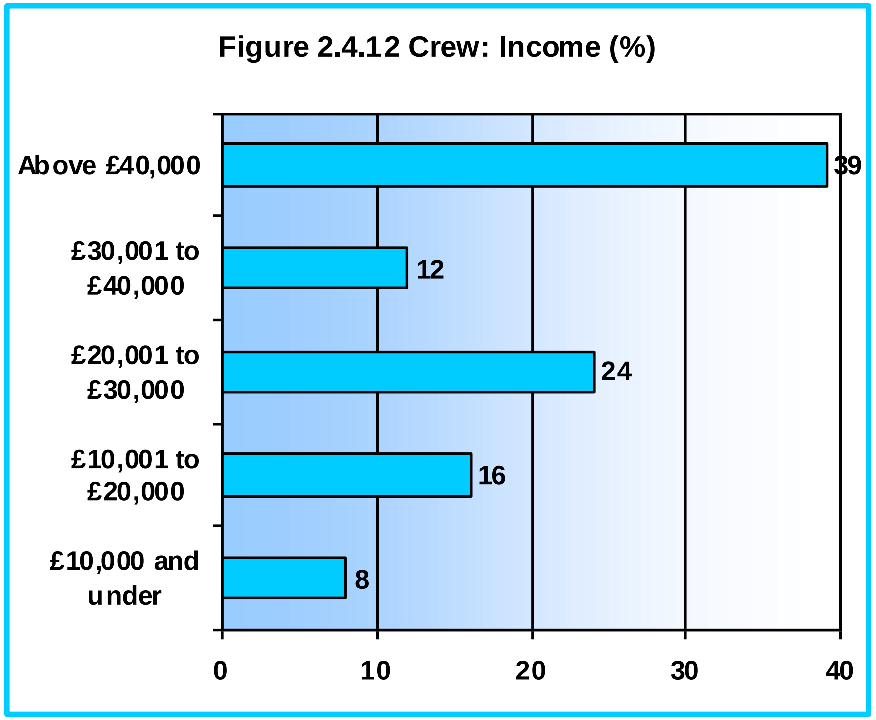
Figure 2.4.10 Crew: Ethnicity %



Under half of crew members were in full time education (45%) and under half were working either full or part time (41%).

Only 5% of crew members were retired, one in ten was doing something else, i.e. looking after the home, permanently sick or disabled (9%).



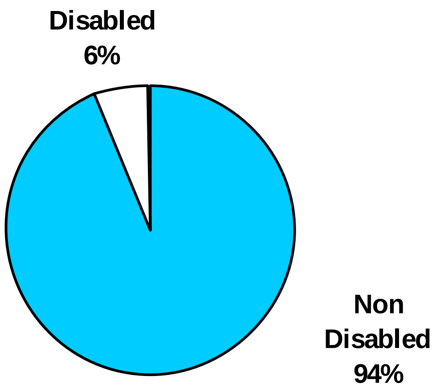


Just under half of crew members (44%) said that they either didn't know or preferred not to say what their total household income is. Of those that did respond, over one third of crew members (39%) had a household income of £40,000 or more.

Just over one third of crew members had a household income of £20,001 to £40,000 (36%) and one quarter of crew members had a household income of £20,000 or less (24%).

Only a minority of crew members at the event considered themselves to be disabled (6%) and the majority did not (94%).

Figure 2.4.13 Crew: Disability %



Just under two thirds of crew members were from the United Kingdom (60%) and just over one third was from overseas (40%). The numbers of crew members from Norway may be influenced by the fact that the host port prior to Hartlepool was Kristiansand in Norway.

Figure 2.4.14 Crew: Country of Origin (%)

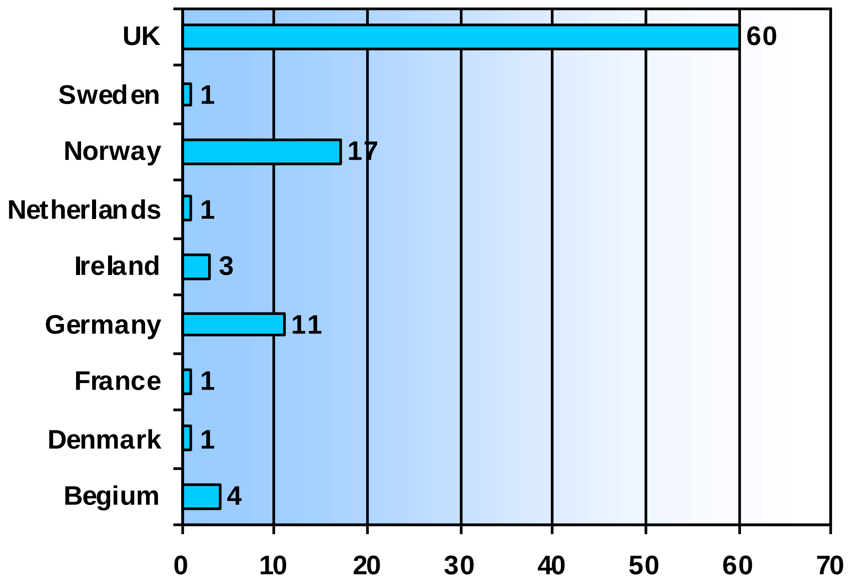


Figure 2.4.15 details where crew members from the UK were from. Just over one in ten crew members were from Hampshire (13%), Greater London (11%), Tyne and Wear (11%) and West Midlands (11%), 9% were from Yorkshire and 7% were from Kent.

Less than 5% of crew members were from; Scotland (4%), Shropshire (4%), Nottinghamshire (4%), Dorset (4%), Wiltshire (2%), Tees Valley (2%), Surrey (2%), Somerset (2%), Lancashire (2%), Greater Manchester (2%), Durham (2%), Cornwall (2%) and Cambridgeshire (2%).

Figure 2.4.16 below details the vessels that crew members had sailed on to reach Hartlepool.

Figure 2.4.15 Crew: Postcode Location (%)

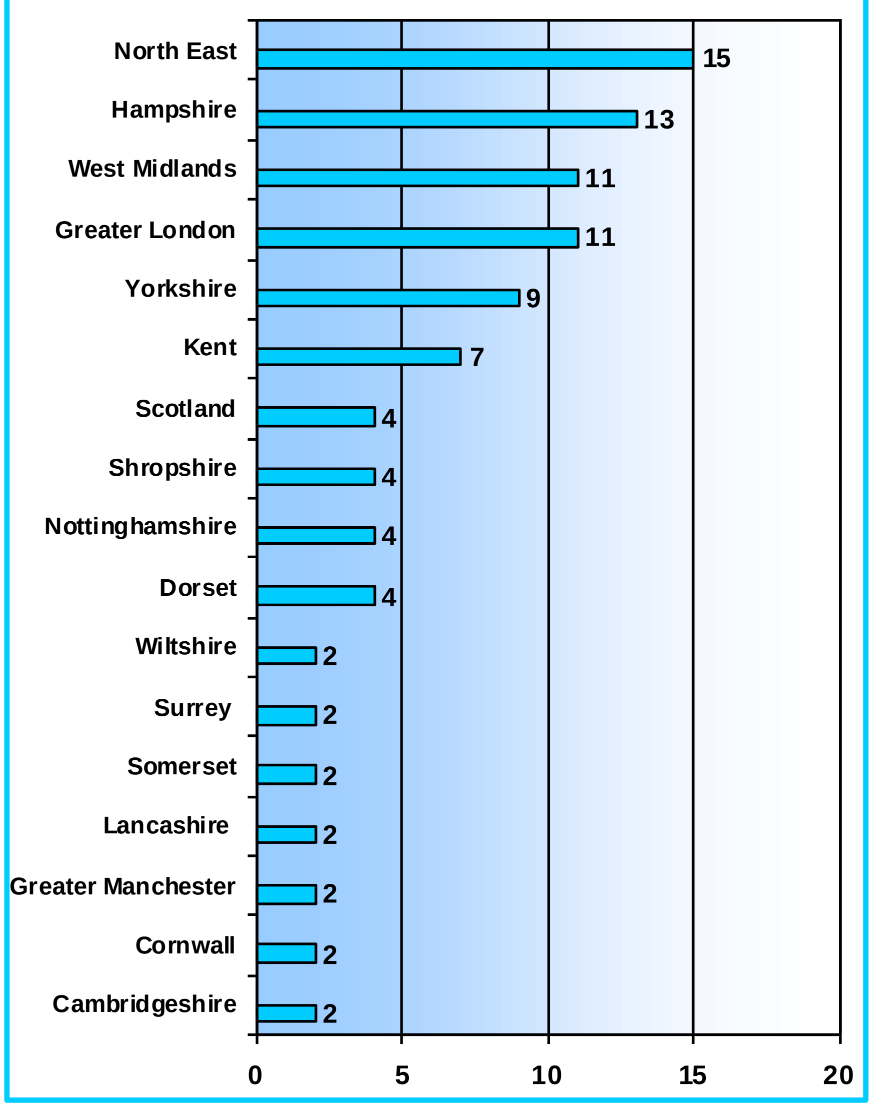
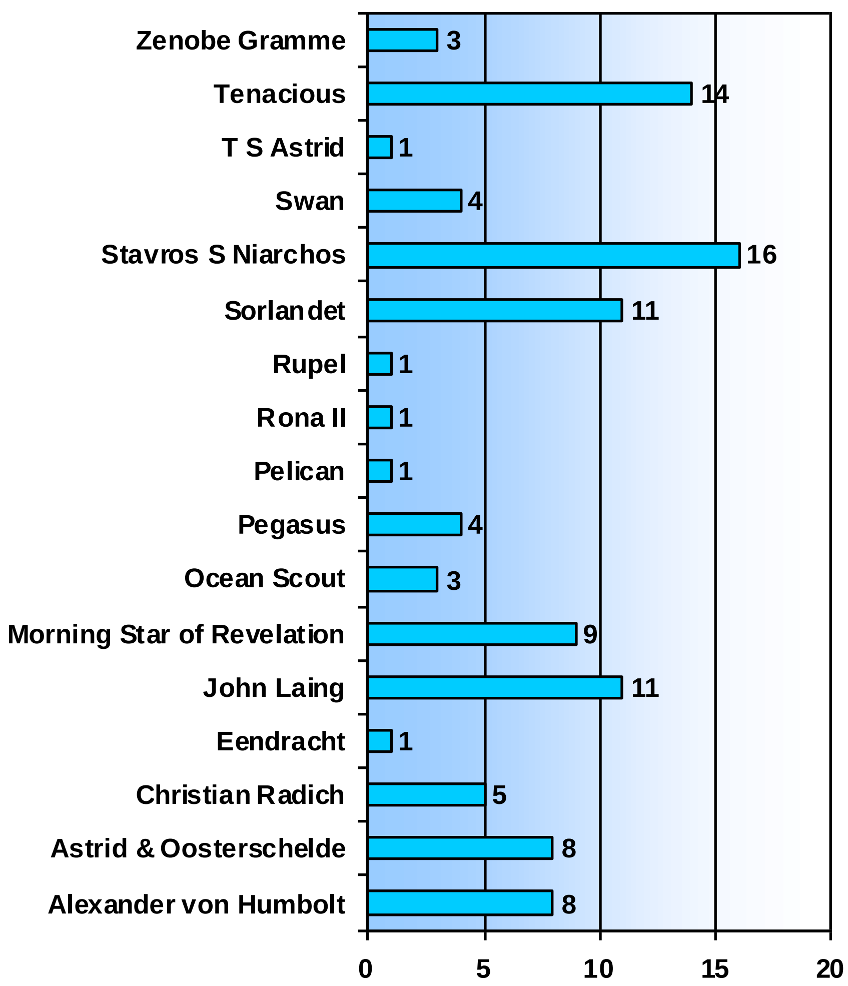
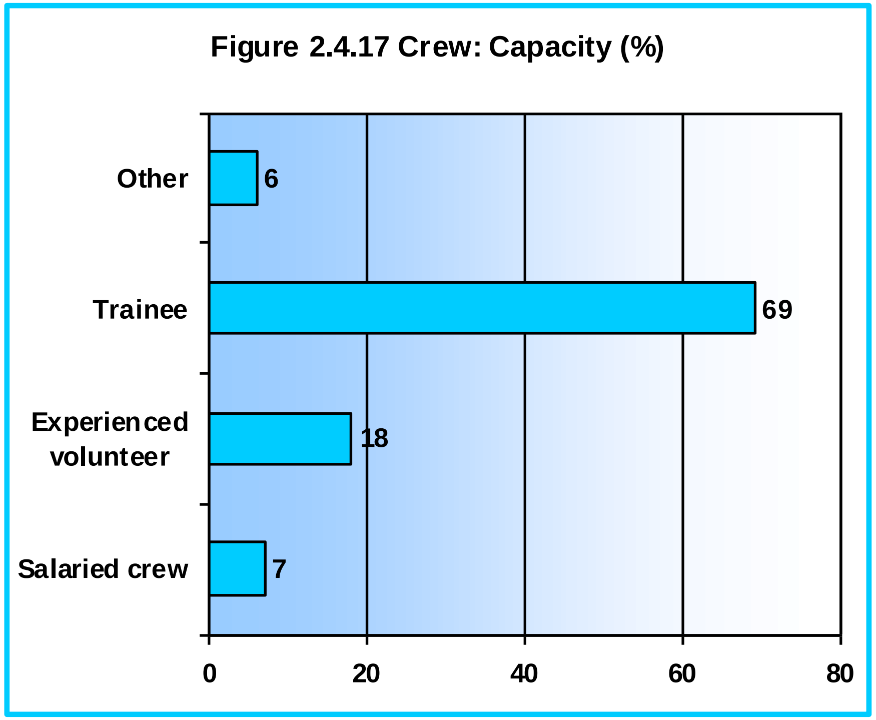


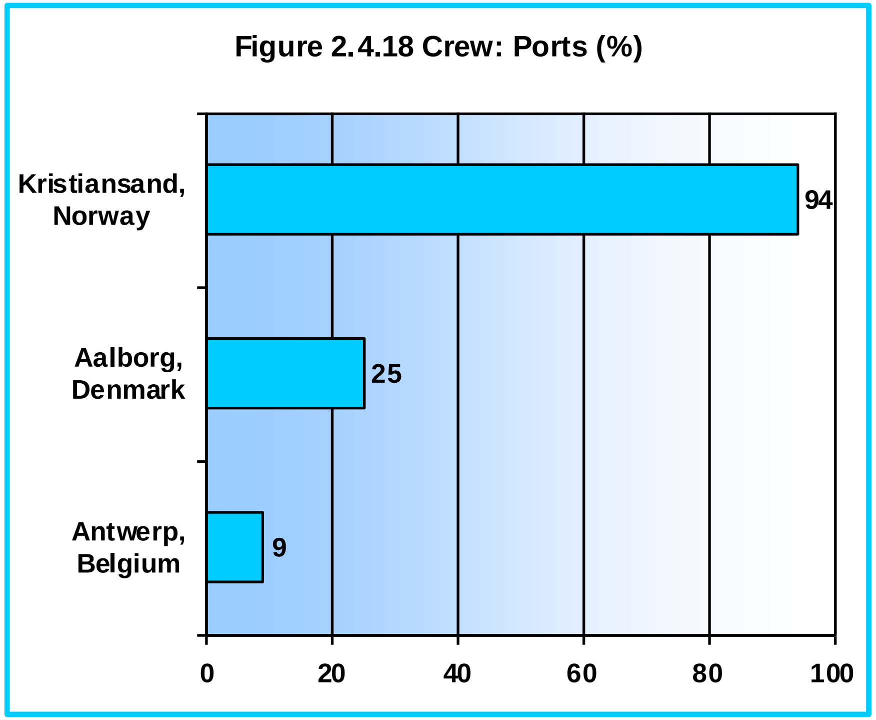
Figure 2.4.16 Crew: Vessel (%)



Two thirds of crew members were trainees (69%), 18% were experienced volunteers and 7% were salaried crew. Other capacities of crew members on board include; volunteer voyage crew (n=3)[7], crew member without salary (n=1) and inexperienced volunteer (n=1).

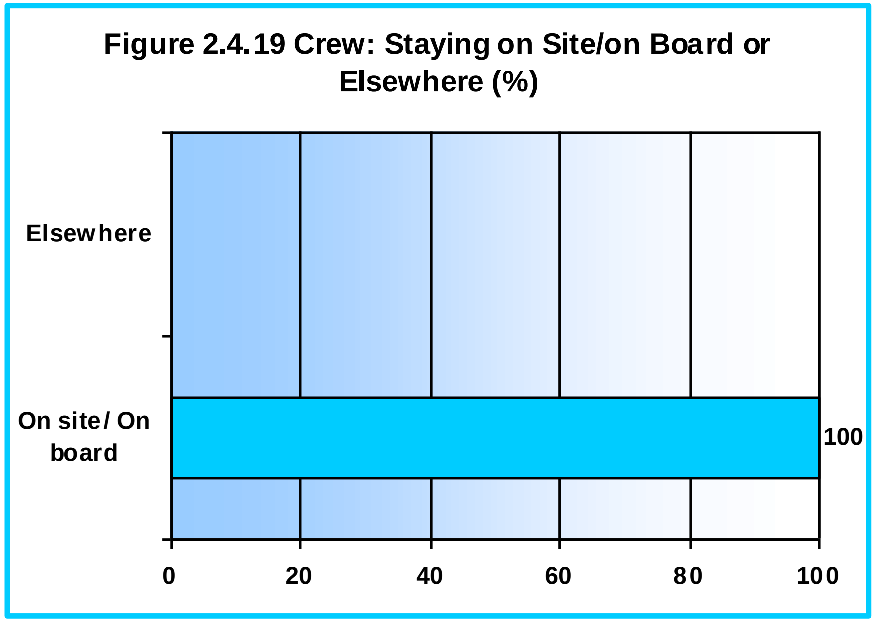


Crew members were asked which other of The Tall Ships Races ports they had personally stopped at. The majority of crew members had stopped at Kristiansand, Norway (94%), one quarter had stopped at Aalborg, Denmark (25%) and one in ten had stopped at Antwerp, Belgium (9%).



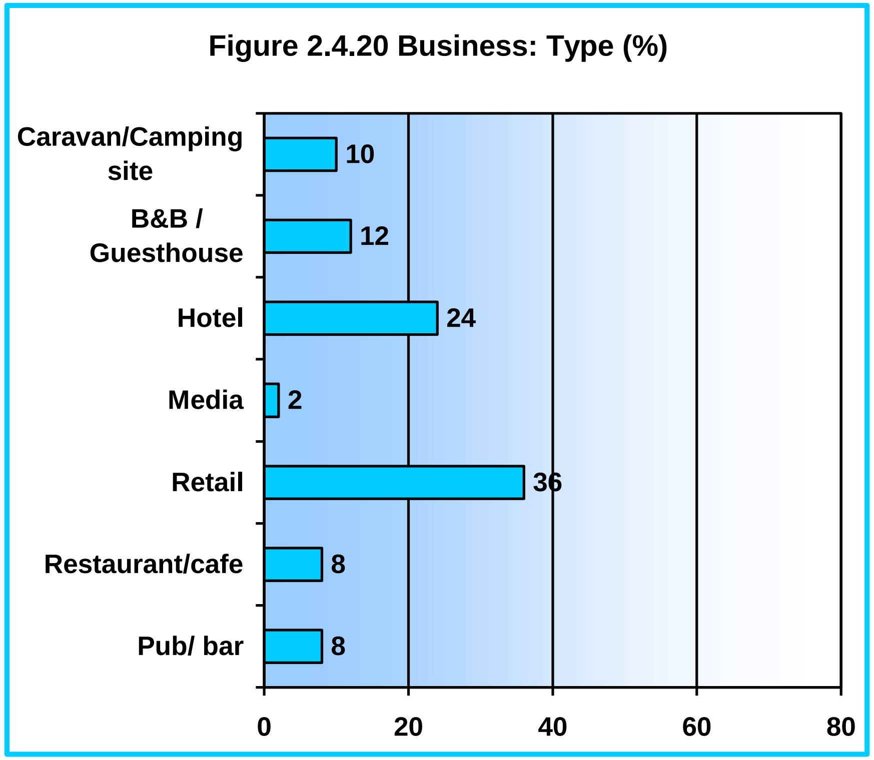
[7] (n=) actual number of responses =

All crew members that completed and returned a questionnaire were staying either on board their vessel or on site.



Business

The following charts show the profile of the local businesses that took part in the face to face and phone interviews after the event. The results are based on responses from 50 local businesses.

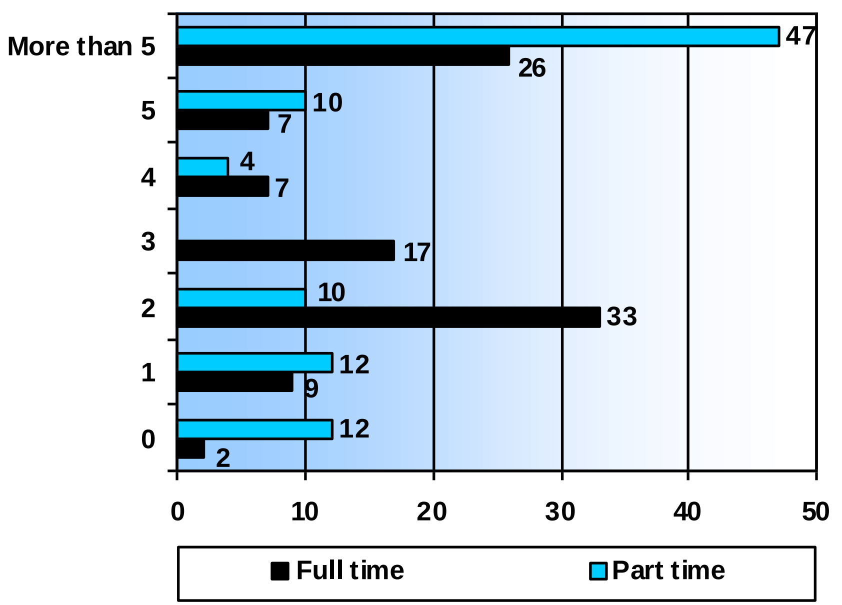


Just over one third of businesses (36%) who took part in the face to face or phone interviews were retail businesses, one quarter were hotels (24%), 12% were B&B's or guesthouses, 10% were caravan or camping sites, 8% were pubs and bars, 8% were restaurants and cafes and 2% were media businesses.

Just under two thirds of businesses (61%) had 3 or less full time staff and just over one third of businesses (34%) had 3 or fewer part time staff.

Just over one third of businesses (40%) had 4 or more full time staff and just under two thirds of businesses (61%) had 4 or more part time staff.

Figure 2.4.21 Business: Employees (%)



Businesses were asked to identify what proportion of purchases, by value, was from suppliers based within Hartlepool, Tees Valley & the North East. Figure 2.4.22 details their responses.

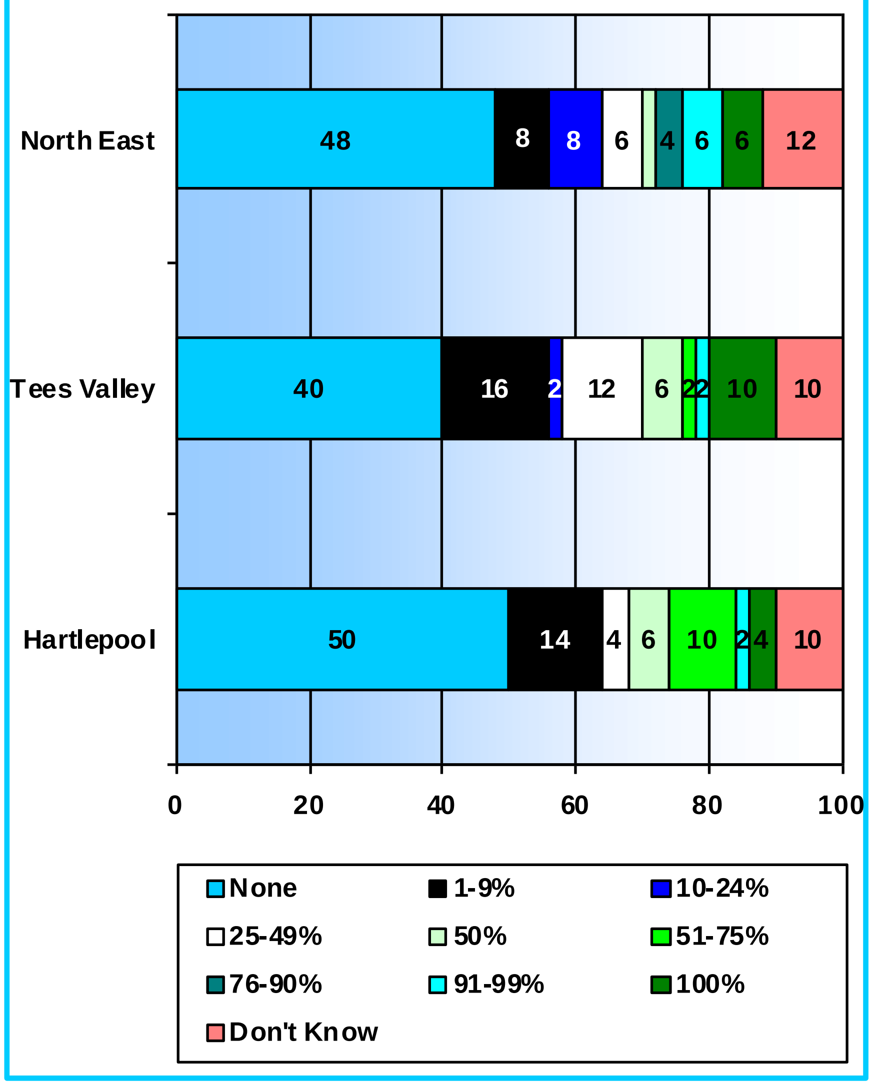
Half of businesses (50%) said that none of their purchases were from suppliers in Hartlepool, one quarter of businesses (24%) said that 1% to 50% of their purchases were from suppliers in Hartlepool and a further 16% that 51% to 100% of their purchases were from suppliers in Hartlepool.

Less than half of businesses (40%) said that none of their purchases were from suppliers in the Tees Valley and just under half of businesses (48%) said that none of their purchases were from suppliers in the North East.

Over one third of businesses (36%) said that 1% to 50% of their purchases were from suppliers in the Tees Valley and a further 14% that 51% to 100% were from suppliers within the Tees Valley.

One quarter of businesses (24%) said that 1% to 50% of their purchases were from suppliers in the North East and a further 12% that 51% to 100% were from suppliers within the North East.

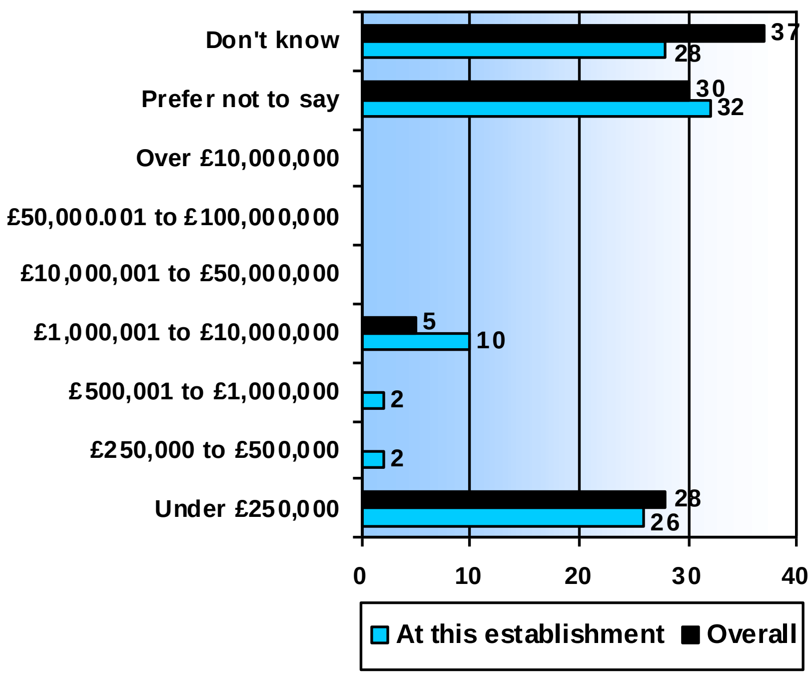
Figure 2.4.22 Business: Suppliers (%)



Two thirds of businesses said that they did not know what their business turnover was or that they would prefer not to say what their business turnover is at the establishment where the interview took place (60%) or overall for the business (67%).

One quarter of businesses said that their turnover at the establishment where the interview took place (26%) and overall (28%) was under £250,000, 14% that their turnover at the establishment where the interview took place was over £250,000 and 5% that the overall turnover of the business is over £1,000,000.

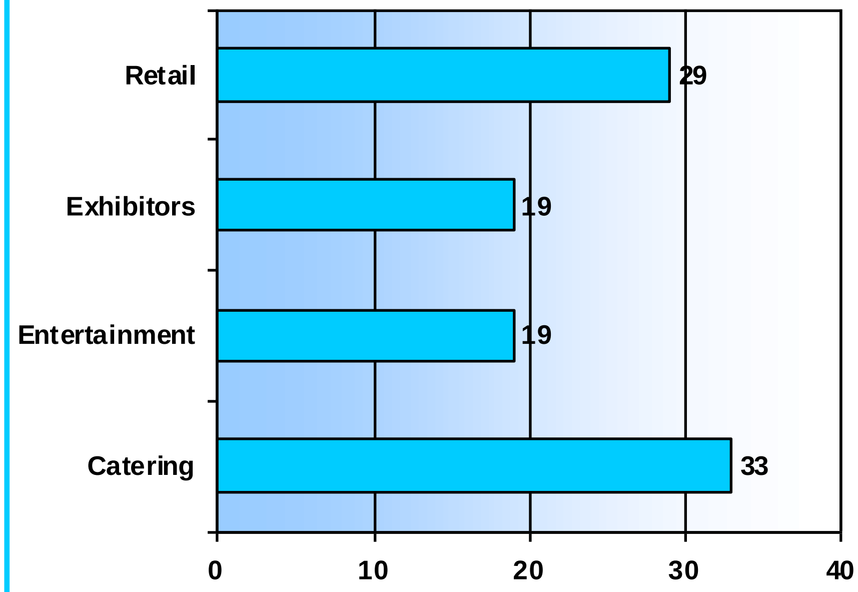
Figure 2.4.23 Business: Turnover (%)



Trader & Exhibitor

The following charts show the profile of the traders and exhibitors that attended The Tall Ships Races – Hartlepool 2010 and who completed and returned questionnaires after the event. The following results are based on 21 completed and returned questionnaires.

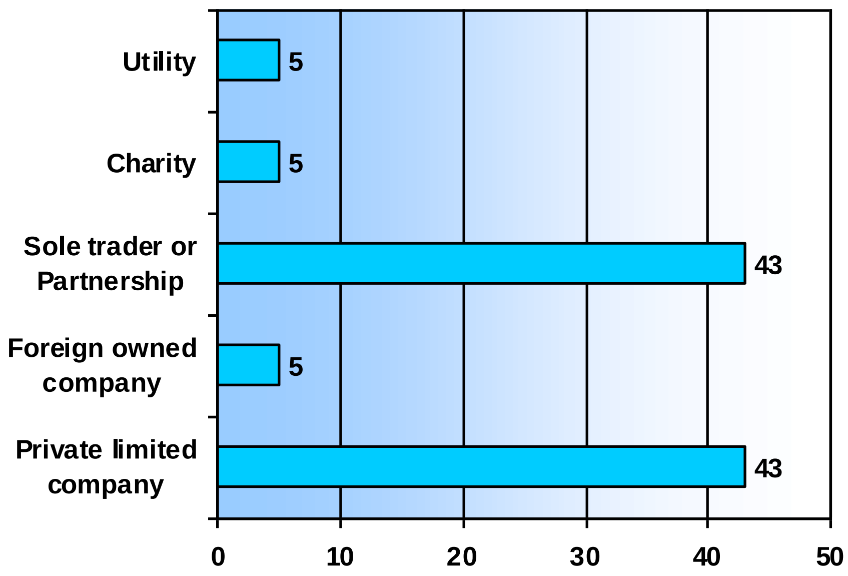
Figure 2.4.24 Trader & Exhibitor: Type of Stall (%)



One third of traders' and exhibitors' stalls at the event were catering (33%), just under one third were retail (29%), 19% were entertainment and 19% exhibitors.

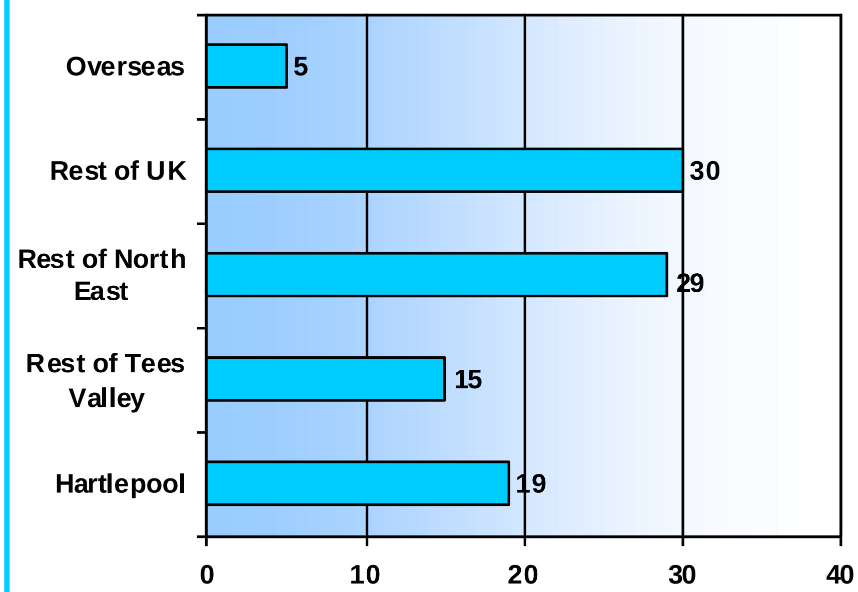
Just under half of traders and exhibitors were sole traders or partnerships (43%) and private limited companies (43%), 5% were foreign owned companies, 5% were charities and 5% were utility companies.

Figure 2.4.25 Trader & Exhibitor: Type of Company (%)



Just under one third of traders and exhibitors were from the rest of the UK (30%) and the rest of the North East (29%), 19% were from Hartlepool, 15% were from the rest of the Tees Valley and 5% were from overseas.

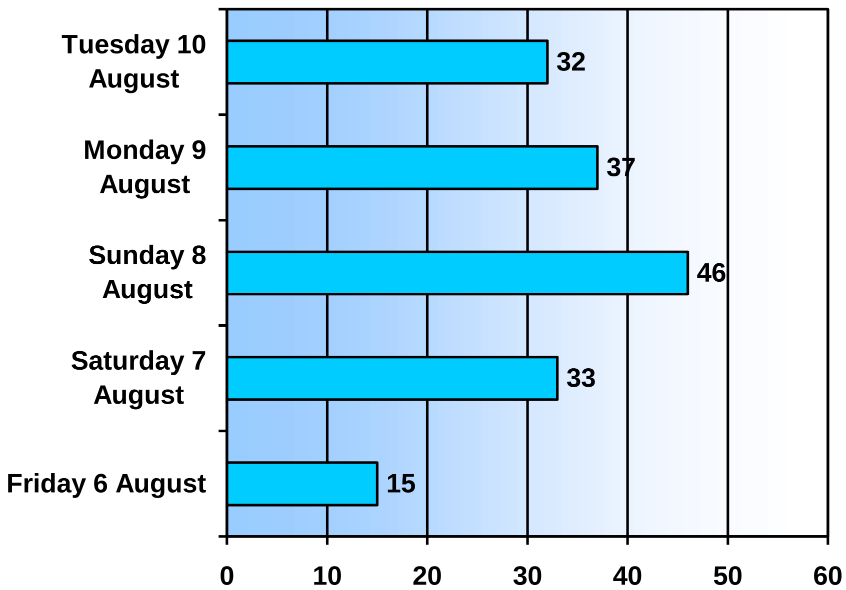
Figure 2.4.26 Trader & Exhibitor: Location (%)



2.5 Visitor Profile

The following charts show the profile of the visitors to The Tall Ships Races – Hartlepool 2010 that took part in the face to face interviews.

Figure 2.5.1 Visitor: Festival Days Attended (%)



Just under half of visitors attended The Tall Ships Races event on the Sunday (46%), one third attended on the Saturday (33%), Monday (37%) and Tuesday (32%) and 15% attended on the Friday of the event.

Three quarters of visitors (77%) were visiting the event as part of a day trip from home and one quarter (23%) were visiting as part of a trip with an overnight stay of one night or more.

One in ten visitors staying overnight in the area were staying in Hartlepool (9%), 6% in the rest of Tees Valley, 6% in the rest of the North East and 2% were staying in North Yorkshire.

Figure 2.5.2 Visitor: Day Trip or Overnight Stay (%)

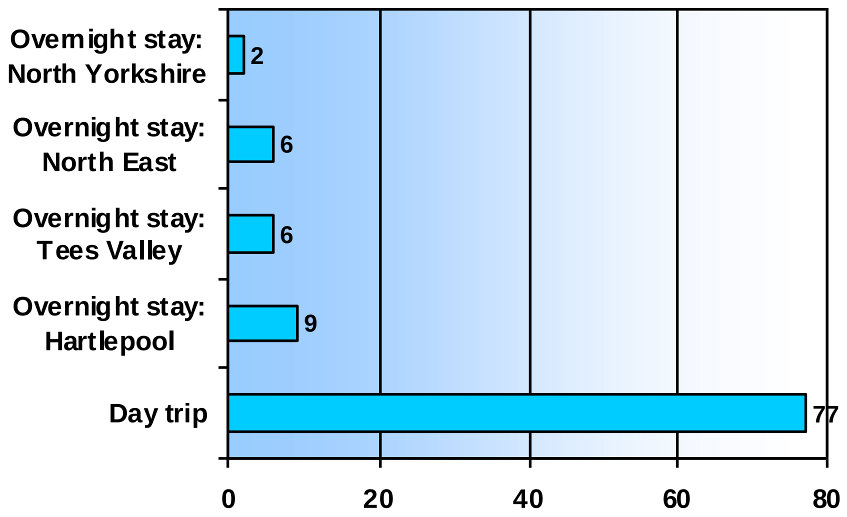
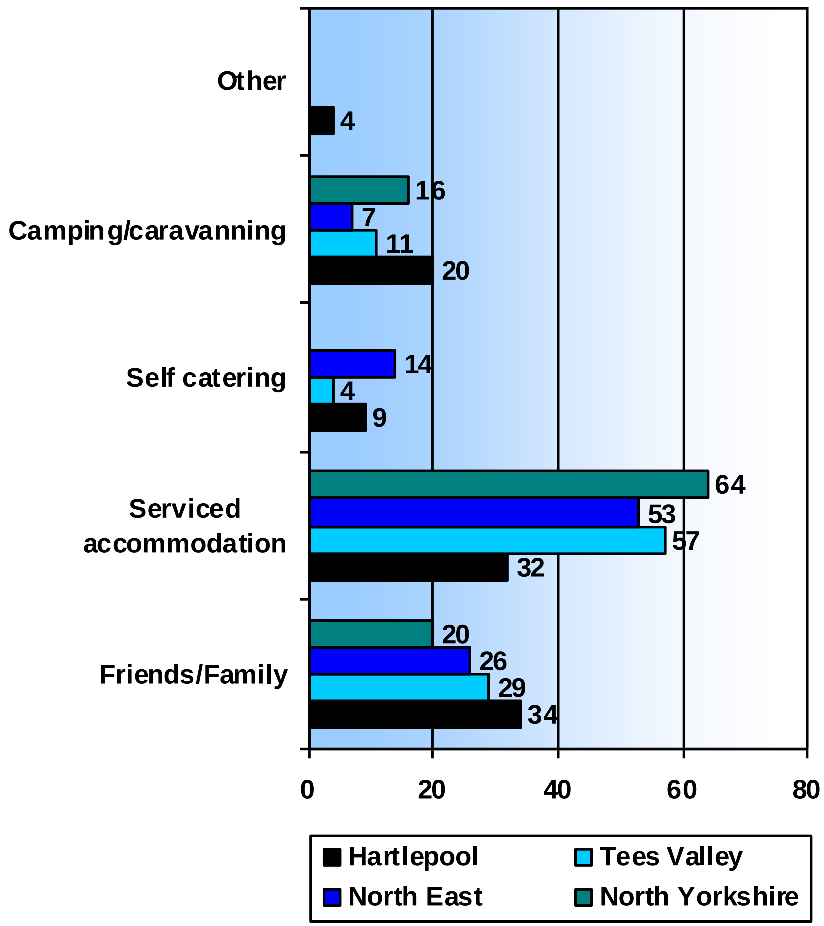


Figure 2.5.3 Visitor: Which of these best describes your visit? (%)



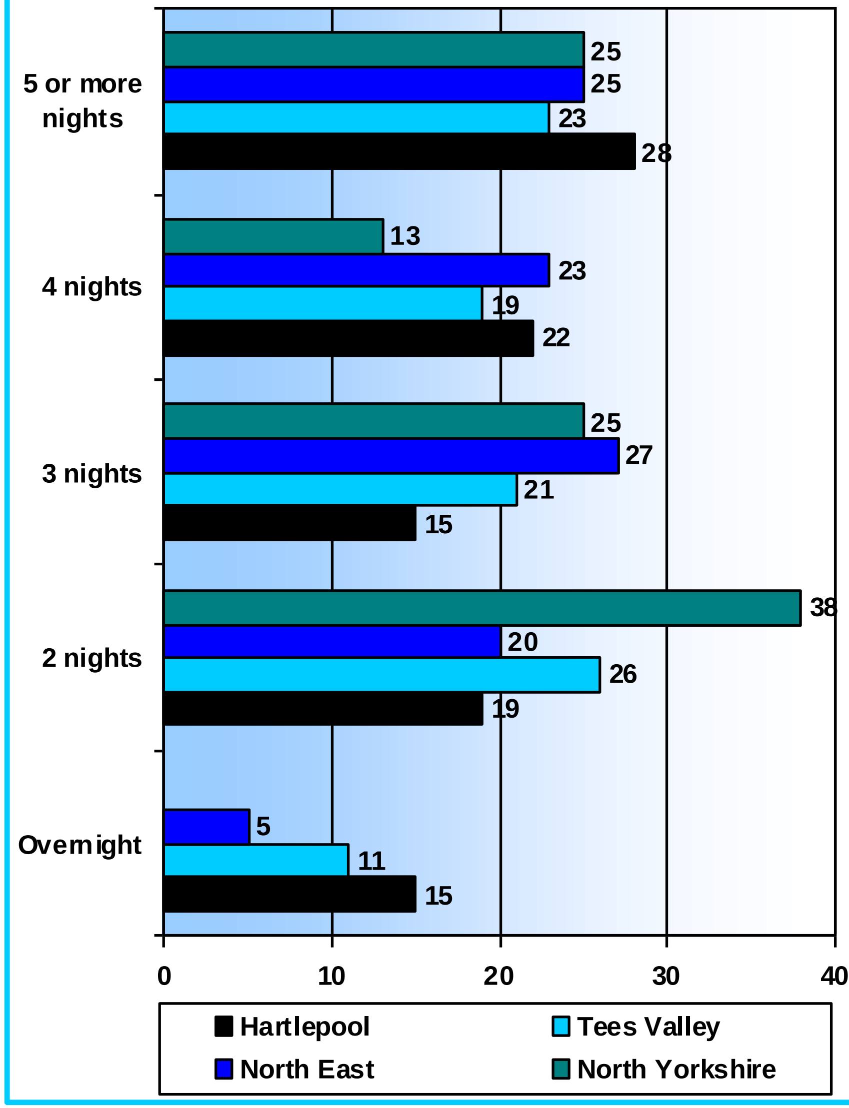
One third of visitors staying overnight in Hartlepool to attend the event were staying with friends and relatives (34%) and in serviced accommodation (32%), just under one quarter were staying in camping or caravanning accommodation (20%) and 9% in self catering accommodation.

Over half of visitors staying overnight in the rest of Tees Valley to attend the event were staying in serviced accommodation (57%), just under one third were staying with friends or relatives (29%), one in ten were staying in camping or caravanning accommodation (11%) and 4% in self catering accommodation.

Over half of visitors staying overnight in the rest of the North East to attend the event were staying in serviced accommodation (53%), one quarter were staying with friends or relatives (26%), 14% were staying in self catering accommodation and 7% were staying in camping or caravanning accommodation.

Two thirds of visitors staying overnight in North Yorkshire to attend the event were staying in serviced accommodation (64%), just under one quarter were staying with friends or family (20%) and 16% were staying in camping or caravanning accommodation.

Figure 2.5.4 Visitor: How many nights are you staying in...? (%)



Half of visitors staying overnight in Hartlepool to attend the event were staying four or more nights (50%), 15% were staying one night, 19% were staying two nights and 15% were staying three nights.

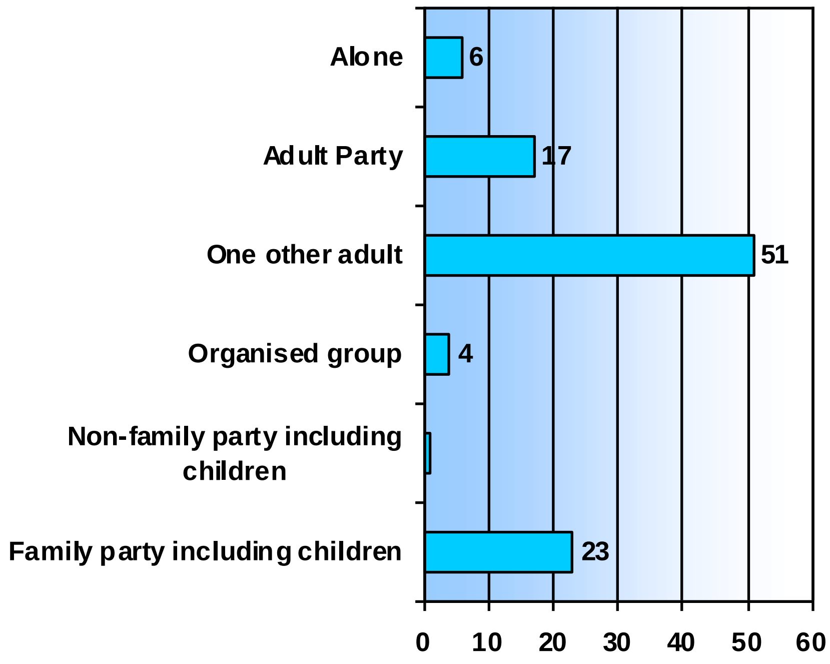
Just under half of visitors staying overnight in the rest of Tees Valley to attend the event were staying four or more nights (42%), 11% were staying one night, one quarter were staying two nights (26%) and just under one quarter were staying three nights (21%).

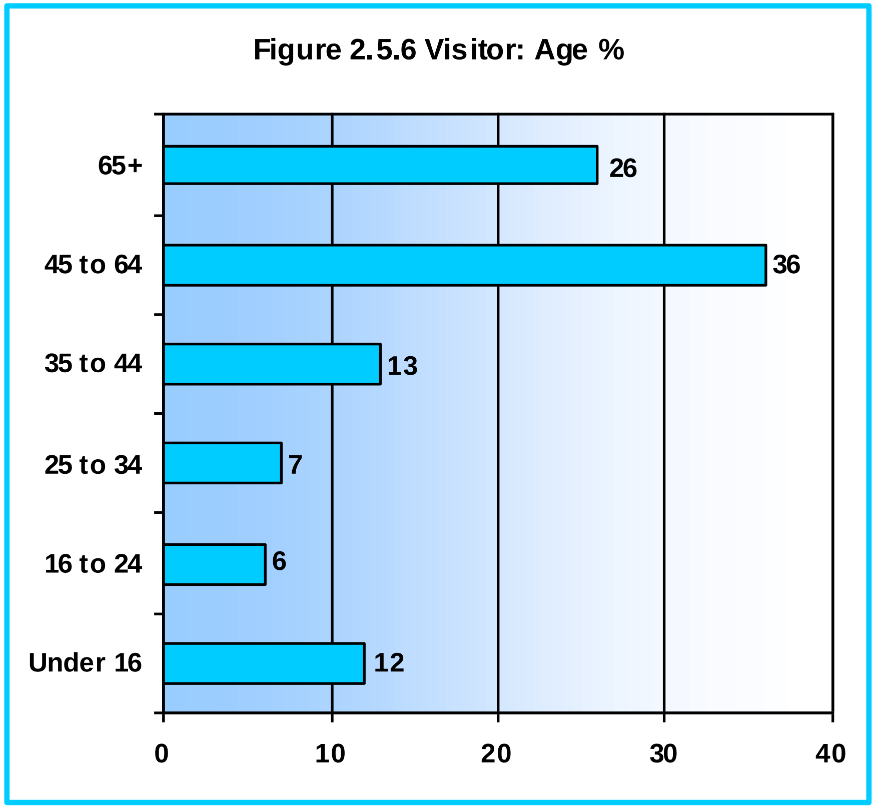
Half of visitors staying overnight in the rest of the North East to attend the event were staying four or more nights (48%), 5% were staying one night, just under one quarter were staying two nights (20%) and just over one quarter were staying three nights (27%).

Just over one third visitors staying overnight in North Yorkshire to attend event were staying four or more nights (38%), no visitors were staying one night, just over one third were staying two nights (38%) and one quarter were staying three nights (25%).

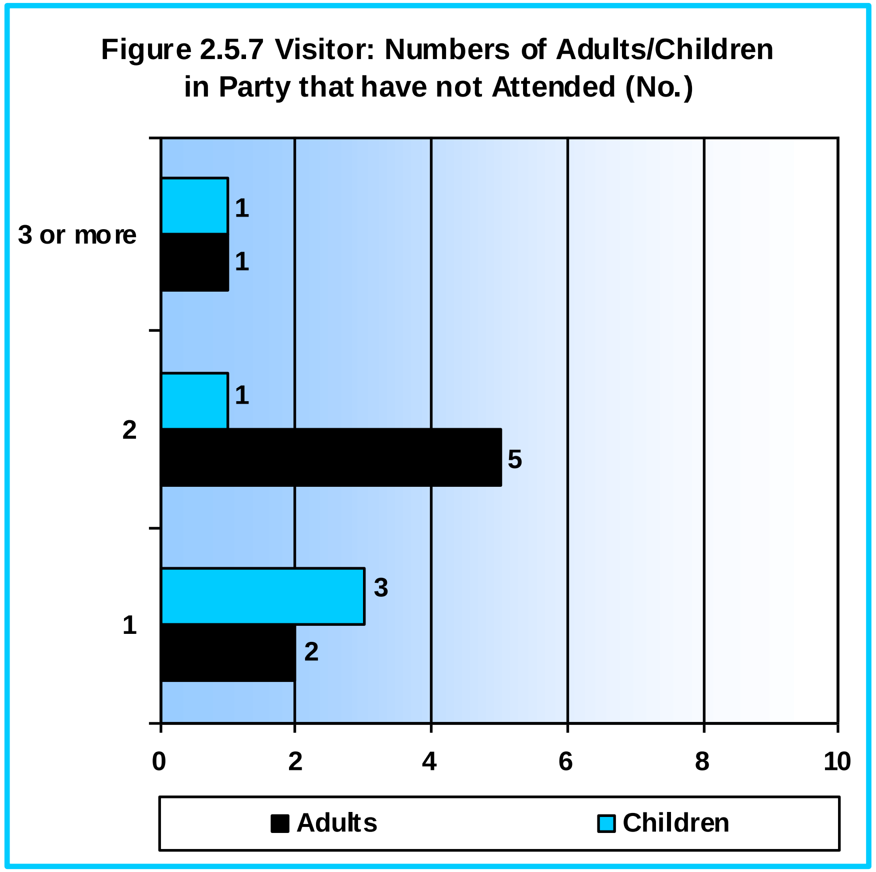
Half of visitors surveyed attended the event with one other adult (51%), one quarter attended in family parties, including children (23%), 17% attended in adult parties (more than one other adult), 6% attended alone, 4% attended in an organised group and less than 1% attended in non-family parties including children.

Figure 2.5.5 Visitor: Party Composition %





One third of visitors were aged 45 to 64 years old (36%) and one quarter was aged 65 or over (26%). One in ten visitors were aged 35 to 44 years old (13%) and under 16 (12%), 7% were aged 25 to 34 and 6% were aged 16 to 24 years old.



Visitors were asked how many children and adults in their parties had not attended The Tall Ships Races event with them today. Only a small number of visitors said that any members of their party had not attended the event with them on the day (n=13). Figure 2.5.7 details the numbers of children and adults that visitors said had not attended the event with them on the day.

3. Main Findings

3.1 Visitor Survey Findings

This section of the report details the main findings from the survey of visitors to The Tall Ships Races - Hartlepool 2010.

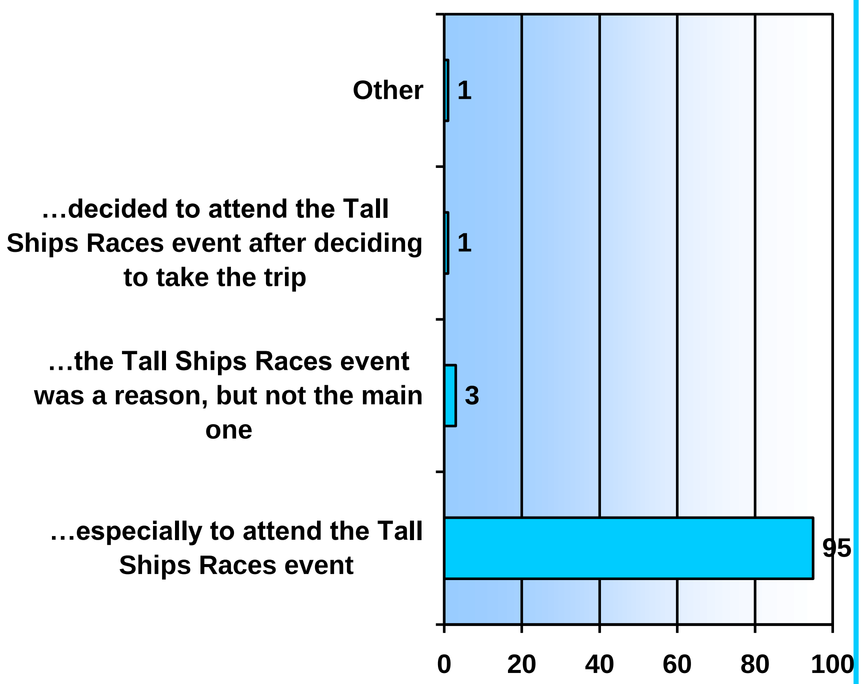
Motivation

Visitors to the event were asked the main reason for their trip to Hartlepool. Figure 3.1.1 details their responses.

The majority of visitors (95%) said that they had come on the trip especially to attend the event. A minority of visitors said that attending The Tall Ships Races event was a reason, but not the main reason for their trip (3%) and that they decided to attend The Tall Ships Races event after deciding to make the trip (1%).

A small number of visitors also said that they attended the event for other reasons (n=4); meeting a crew member (n=1), motor caravans rally (n=1), travelling on board (n=1) and visiting family (n=1).

Figure 3.1.1 Reason for Trip (%)



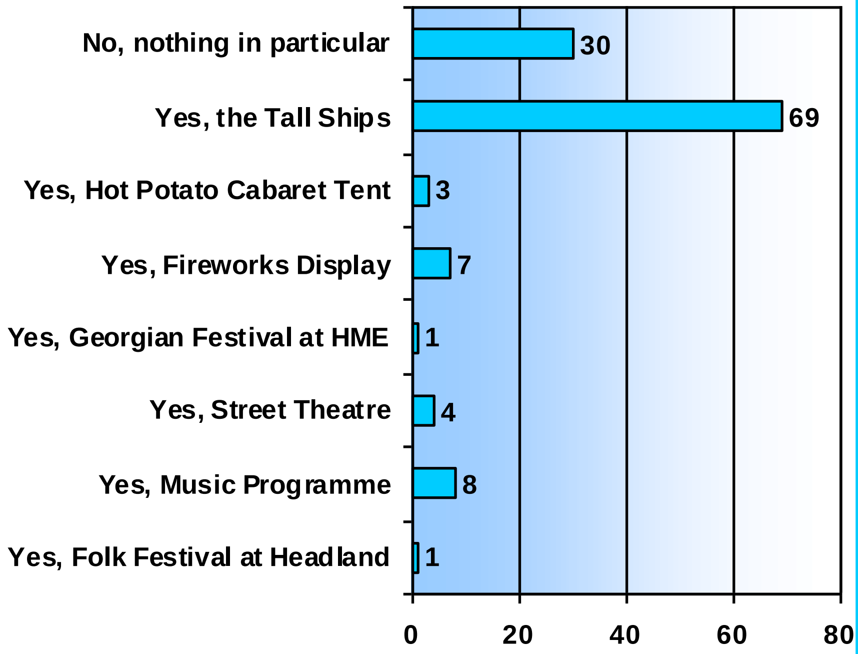
Visitors were asked if there was something in particular they came to see at the event. Figure 3.1.2 details their responses. Just over two thirds of visitors said that they came in particular to see the Tall Ships (69%).

Just under one third of visitors said that they didn't come to see anything in particular (30%). Just under one in ten visitors said that they particularly came to see the music programme (8%), 7% said the fireworks display, 4% said street theatre, 3% said the Hot Potato Cabaret Tent, 1% said the Georgian Festival at HME and 1% said that they particularly came to see the Folk Festival at Headland.

Just under one quarter of Hartlepool residents (22%) said that they particularly came to see the music programme, compared to only a minority of Tees Valley (6%), North East (4%) and UK residents (3%).

A higher proportion of Hartlepool residents (19%) said that they particularly came to see the fireworks, compared to Tees Valley (4%), North East (2%) and UK residents (3%).

Figure 3.1.2 Was there something in particular you came to see? (%)

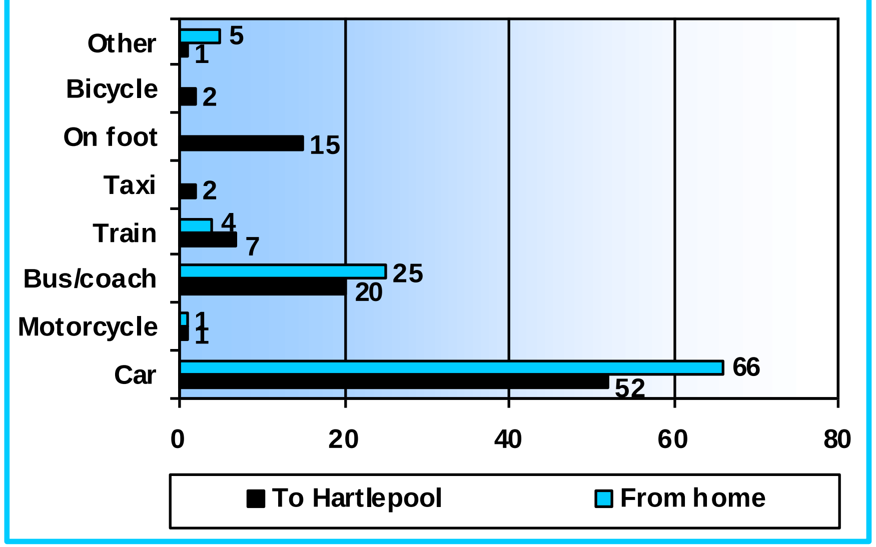


Transport

Over half of visitors on a day trip travelled to the event by car (52%), just under one quarter by bus or coach (20%) and 15% on foot. A small number of visitors on a day trip travelled by other means (n=8); 3 visitors travelled by motor home and 5 visitors travelled by boat.

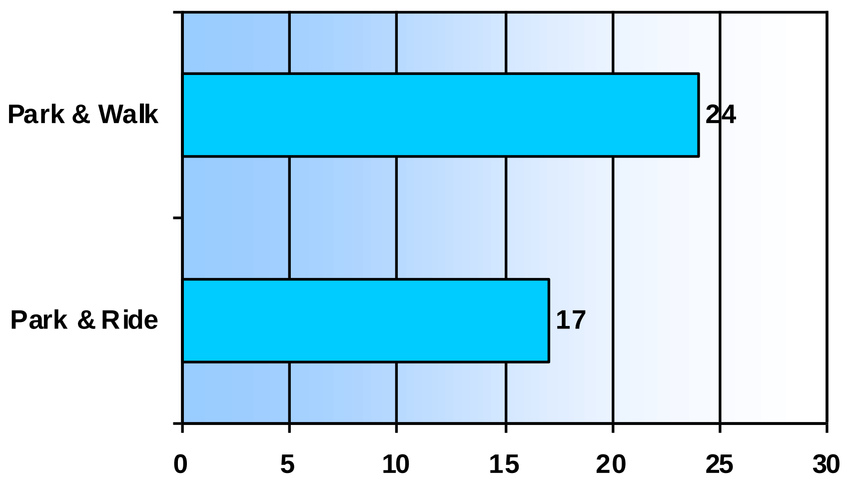
Two thirds of visitors staying overnight for one or more nights to attend the event travelled from home by car (66%), one quarter travelled by bus or coach (25%) and 4% travelled by train. A small number of visitors staying overnight for one or more nights to attend the event travelled by other means (n=9); 4 visitors travelled by plane, 3 visitors travelled by motor home and 2 visitors travelled by boat.

Figure 3.1.3 Visitor: Form of Transport (%)



Visitors that had travelled to the event by car or motorcycle were asked if they had used the Park and Ride or Park and Walk facilities at the event. One quarter of visitors that had travelled by car or motorcycle had used Park and Walk (24%) and 17% had used Park and Ride. The findings from the survey are consistent with the level of income received from the Park and Ride and Park and Walk facilities as 41% of the 52% of visitors that had travelled by car or motorcycle had used them. It should also be remembered that only 6% of visitors had travelled alone and therefore respondents to the survey could be either passengers or drivers of vehicles that used the facilities.

Figure 3.1.4 Visitor: Park & Ride or Park & Walk (%)



Visitors were asked whether they agreed or disagreed with a number of statements about travelling to and parking at the event site. Figure 3.1.5 details their responses.

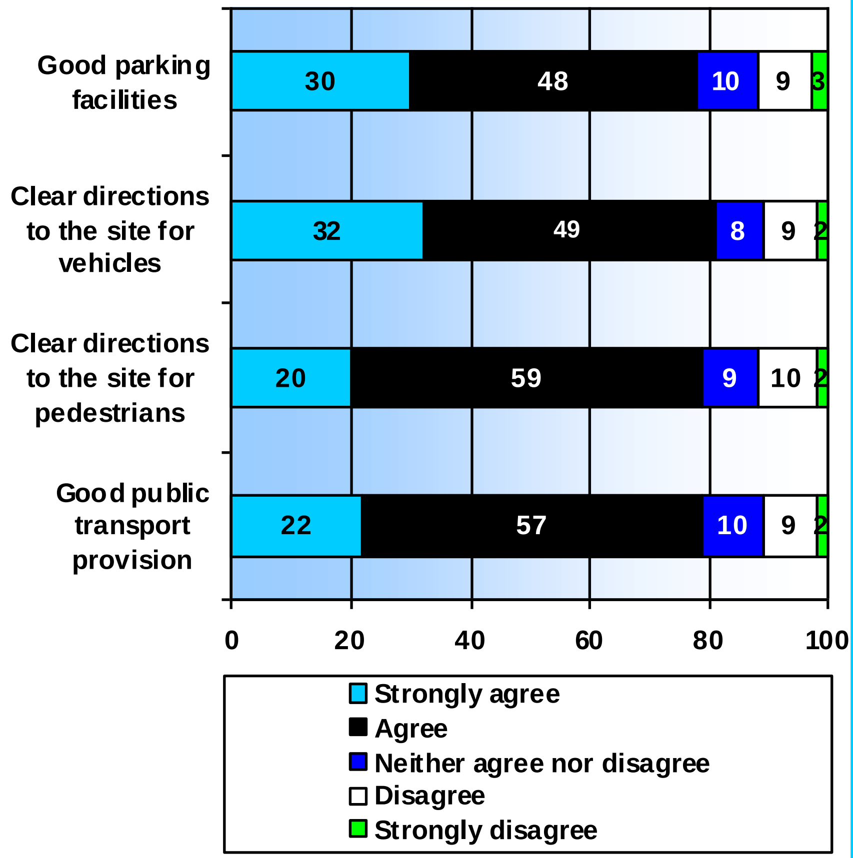
Over three quarters of visitors agreed or strongly agreed that there were good parking facilities at the event (78%). Just under one third of visitors strongly agreed that there were good parking facilities at the event (30%) and only a minority of visitors disagreed or strongly disagreed that there were good parking facilities at the event (12%).

The majority of visitors agreed or strongly agreed that there were clear directions to the site for vehicles (81%). Just under one third of visitors strongly agreed that there were clear directions to the site for vehicles (32%) and only a minority of visitors disagreed or strongly disagreed that there were clear directions to the site for vehicles (11%).

Over three quarters of visitors agreed or strongly agreed that there were clear directions to the site for pedestrians (79%). Just under one quarter of visitors strongly agreed that there were clear directions to the site for pedestrians (20%) and only a minority of visitors disagreed or strongly disagreed that there were clear directions to the site for pedestrians (12%).

Over three quarters of visitors agreed or strongly agreed that there was good public transport provision to the event site (79%). Just under one quarter of visitors strongly agreed that there was good public transport provision (22%) and only a minority of visitors disagreed or strongly disagreed that there was good public transport provision (11%).

Figure 3.1.5 Please tell us whether you agree/disagree about the following statements about travel to the Tall Ships Races? (%)



N.B: Valid responses only, “don’t know” have been removed.

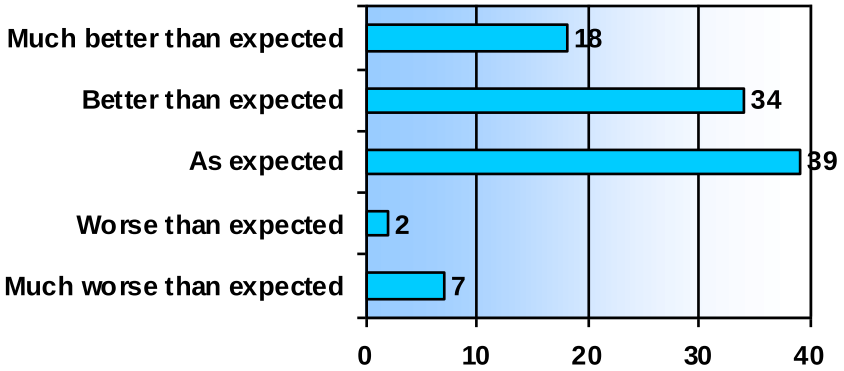
Perceptions

Visitors were asked how the event measured up to their expectations. Figure 3.1.6 details their responses. Over half of visitors said that the event was better or much better than expected (52%); one third of visitors said that the event was better than expected (34%) and 18% that the event was much better than expected.

Just under three quarters of Hartlepool residents (71%) said that the event was better or much better than expected compared to approximately half of Tees Valley (53%), North East (49%) and UK residents (42%).

Over one third of visitors said that the event was as expected (39%). Only a minority of visitors (9%) said the event was worse than expected (2%) or much worse than expected (7%).

Figure 3.1.6 How does the event measure up to your expectations (%)



Visitors were asked why they thought that the event was better or worse than expected. A cross section of their responses is given below.

Better than expected:

Spectacular ships, friendly people

No idea there'd be so many boats

Didn't know what to expect - but impressed

Excellent, lovely sense of atmosphere

Better than Newcastle, better layout

Much bigger and better organised than I thought

Nice to see it in Hartlepool, layout is very good. Great variety of ships

Well organised, lovely place, lots to see and do

Plenty of room, can see all of the ships

The whole event is spectacular - great weather

Saw it in Newcastle - Much better here

Never seen anything like it before

Pleasantly surprised wished we had it more often

Was all put together, makes you proud to come from Hartlepool

Worse than expected:

Lots of walking

Poor signposting and information

Very spread out, can't grasp the whole event

It is so spread out and so little information - no advice where to go

Too far to walk for disabled people

No seating, long walk back to coach

Size of the site - surfacing in the Tall Ships area is poor. Not enough seating

Not as good photo opportunities

Site is difficult to move around and show ships in their best light

Not as good as Newcastle - not as many ships too spread out

Visitors were asked how good or poor they thought that a number of different elements of The Tall Ships Races event were. Figure 3.1.7 details their responses.

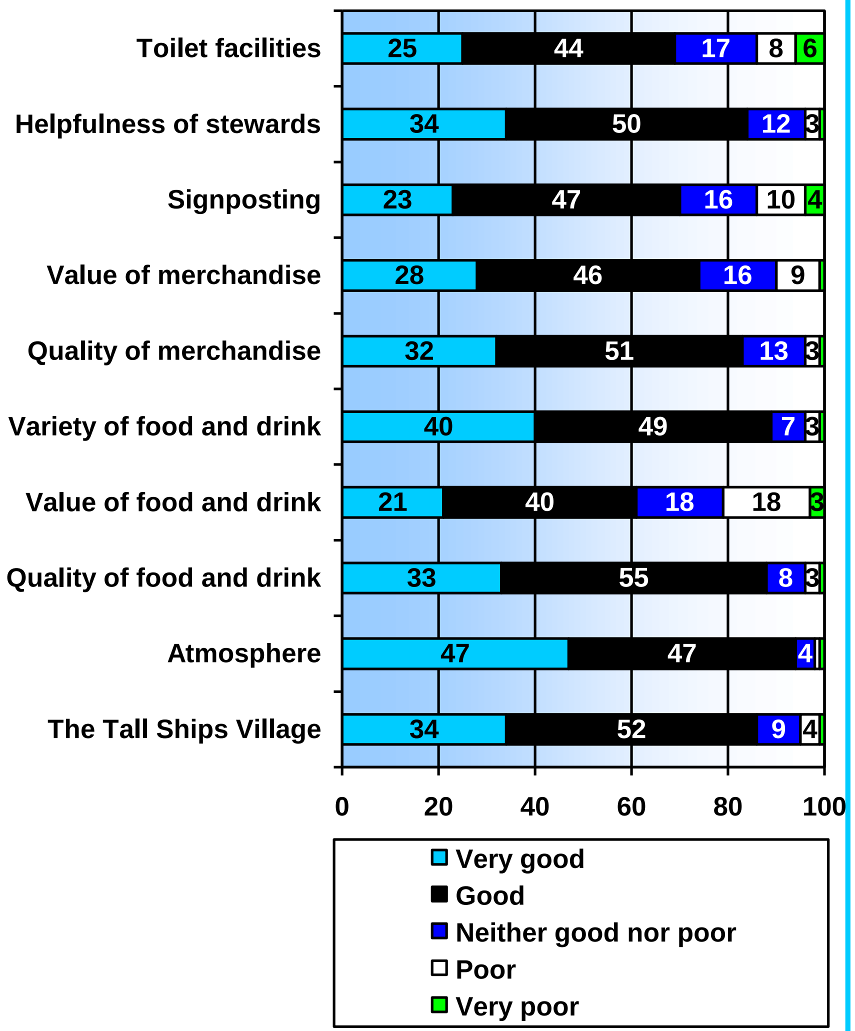
The majority of visitors thought that the atmosphere (94%), the variety of food and drink (89%), the quality of food and drink (88%), the Tall Ships Village (86%), helpfulness of stewards (84%) and quality of merchandise (83%) was good or very good. Only a minority of visitors (<5%) thought that any of these elements were poor or very poor.

Three quarters of visitors thought that the value of merchandise was good or very good (74%) compared to only one in ten visitors who thought it was poor or very poor (10%).

Just under three quarters of visitors thought that signposting was good or very good (70%) compared to just over one in ten visitors who thought that signposting was poor or very poor (14%).

Just under two thirds of visitors thought that the value of food and drink was good or very good (61%) and just under one quarter thought that the value of food and drink was poor or very poor (21%).

Figure 3.1.7 Please tell us how good/poor the following elements of the Tall Ships Races event are? (%)



N.B: Valid responses only, “don’t know” have been removed.

Visitors were asked how good or poor they thought that a number of different elements of the event entertainment programme were. Figure 3.1.8 details their responses.

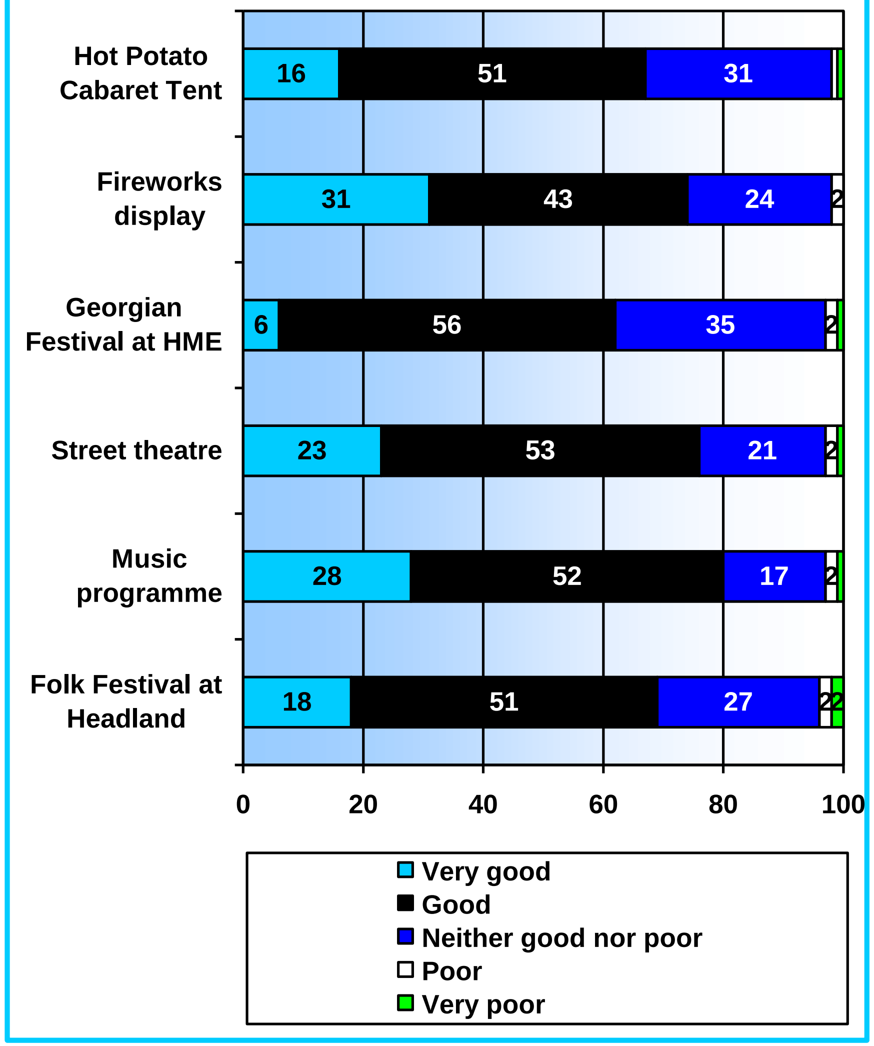
The majority of visitors thought that the music programme at the event was good or very good (80%) and just under one third of visitors thought that the music programme was very good (28%).

Three quarters of visitors thought that the street theatre (76%) and fireworks displays (74%) were good or very good. Just under one third of visitors thought that the fireworks displays were very good (31%) and just under one quarter of visitors thought that the street theatre (23%) was very good.

Two thirds of visitors thought that the Folk Festival at Headland (69%), the Hot Potato Cabaret Tent (67%) and the Georgian Festival at HME (62%) were good or very good.

Only a minority of visitors (<5%) thought that any element of the Tall Ships Races event entertainment programme was poor or very poor.

Figure 3.1.8 Please tell us how good/poor the following elements of the Tall Ships Races event entertainment programme are? (%)



N.B: Valid responses only, "don't know" have been removed.

Visitors were asked whether they agreed or disagreed with a number of statements about the event. Figure 3.1.9 overleaf details their responses.

Almost all visitors agreed or strongly agreed that the event was a good thing for Hartlepool (99%) and was good for promoting Hartlepool as a place to visit (96%). Three quarters of visitors strongly agreed that the event was a good thing for Hartlepool (77%) and over half of visitors strongly agreed that the event was good for promoting Hartlepool as a place to visit (58%).

The majority of visitors agreed or strongly agreed that the event was good for promoting the North East as a place to visit (85%), was good for promoting the Tees Valley as a place to visit (84%) and was a good thing for Hartlepool residents (83%). Over half of visitors strongly agreed that The Tall Ships Races event was a good thing for Hartlepool residents (54%) and just under half of visitors strongly agreed that the event was good for promoting the North East as a place to visit (45%) and was good for promoting the Tees Valley as a place to visit (44%).

Three quarters of visitors agreed or strongly agreed that the event encouraged the local population to see Hartlepool as a good place to live (75%). Just over one third of visitors strongly agreed that the event encouraged the local population to see Hartlepool as a good place to live (37%).

A higher proportion of Hartlepool residents (83%) agreed or strongly agreed that the event encouraged the local population to see Hartlepool as a good place to live, compared to Tees Valley (70%), North East (73%) and UK residents (72%).

A lower proportion of UK residents (79%) agreed or strongly agreed that the event was a good thing for Hartlepool residents, compared to Hartlepool (87%), Tees Valley (86%) and North East residents (84%).

Only a minority of visitors (<6%) disagreed or strongly disagreed with any of the statements in relation to The Tall Ships Races – Hartlepool 2010.

Figure 3.1.9 Do you agree or disagree with the following statements? The Tall Ships Races event... (%)

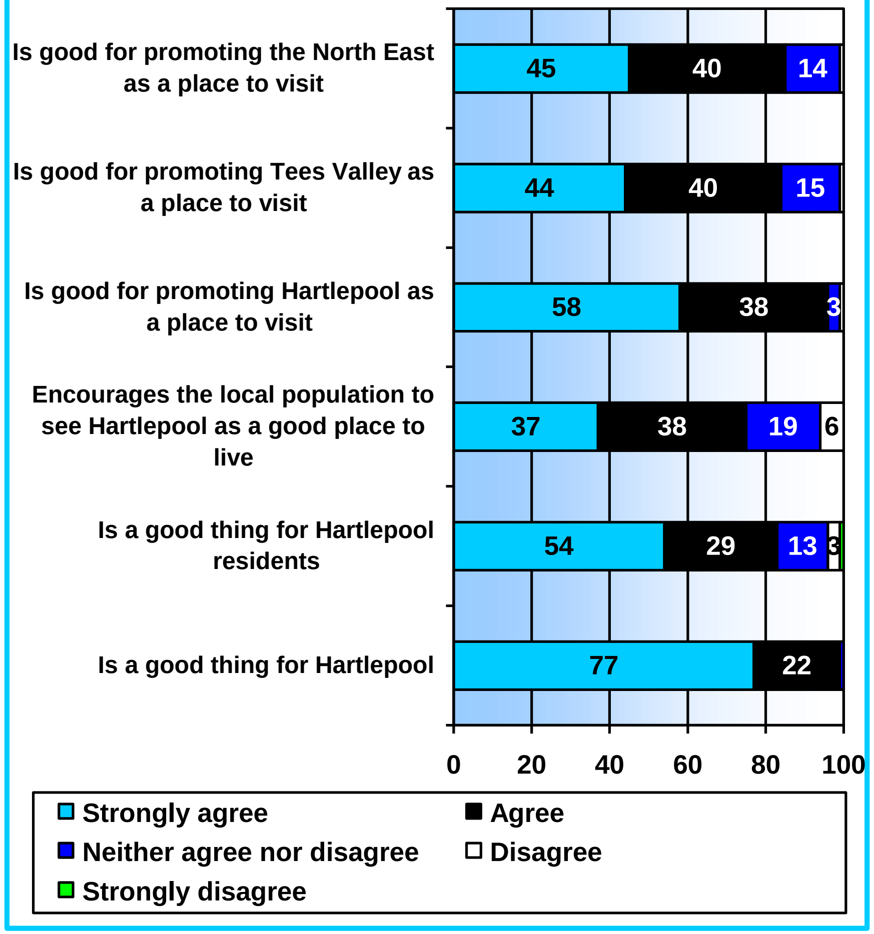
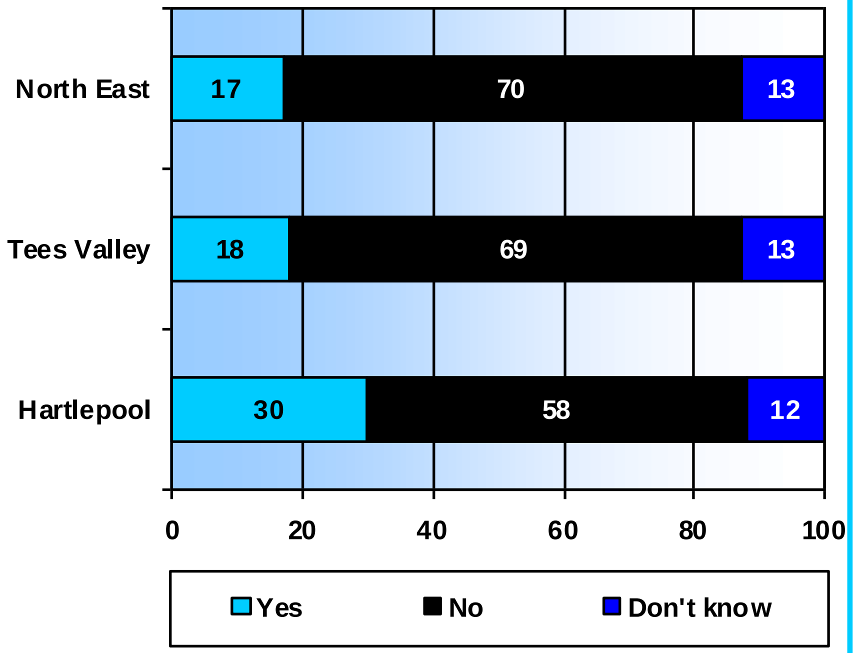


Figure 3.1.10 Has the event changed how you feel about Hartlepool, Tees Valley or the North East? (%)



Just under one third of visitors (30%) said that the event had changed how they feel about Hartlepool, 18% said that the event had changed how they feel about the Tees Valley and 17% that it had changed how they feel about the North East.

A higher proportion of UK residents said that the event had changed how they feel about the Tees Valley (22%) and the North East than Hartlepool (North East = 19%, Hartlepool = 17%), Tees Valley (Tees Valley = 12%, the North East = 12%) and North East residents (Tees Valley = 15%, the North East = 13%).

Visitors who said that The Tall Ships Races event had changed how they feel about Hartlepool, the Tees Valley and the North East were asked whether they now feel more or less positive about the area. Figure 3.1.11 overleaf details their responses.

The majority of visitors who said that the event had changed how they feel about Hartlepool (89%), the Tees Valley (81%) and the North East (83%) now feel more positive about the area.

Over one third of visitors who said that the event had changed how they feel about Hartlepool (44%), the Tees Valley (41%) and the North East (41%) now feel more a lot more positive about the area.

A higher proportion of Hartlepool residents who said that the event had changed how they feel about Hartlepool (97%) now feel more positive about the area, compared to Tees Valley (84%), North East (91%) and UK residents (86%).

A lower proportion of Tees Valley residents who said that the event had changed how they feel about the Tees Valley (60%) now feel more positive about the area, compared to Hartlepool (89%), North East (85%) and UK residents (82%).

A lower proportion of Tees Valley residents who said that the event had changed how they feel about the North East (64%) now feel more positive about the area, compared to Hartlepool (92%), North East (84%) and UK residents (81%).

Figure 3.1.11 If the event has changed how you feel about Hartlepool, Tees Valley or the North East, do you now feel more or less positive about the area? (%)

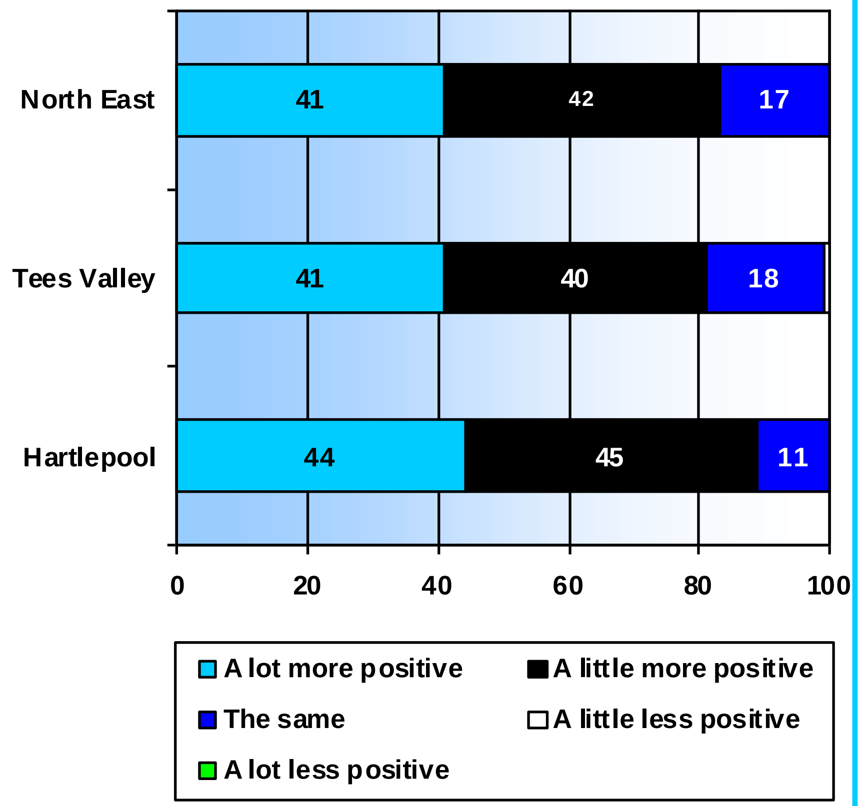
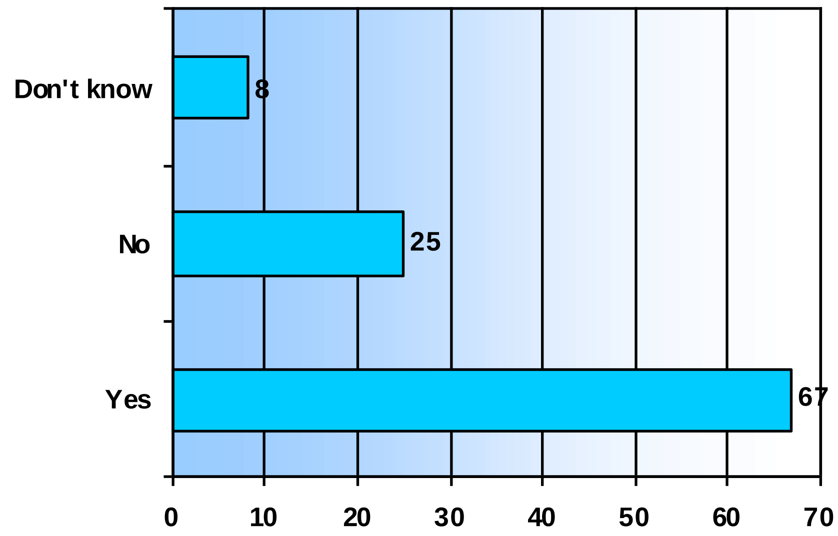


Figure 3.1.12 Has the event changed how you feel about Hartlepool's ability to host large events? (%)

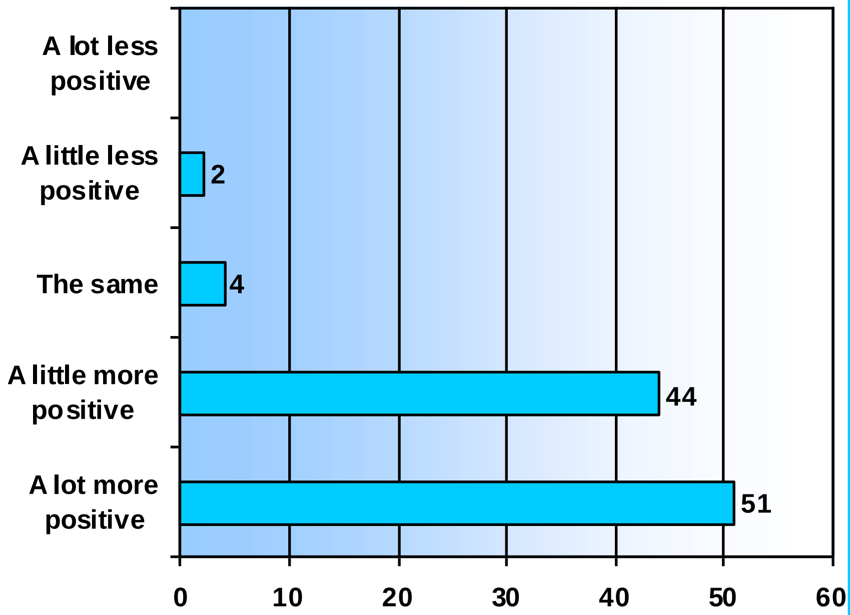


Visitors were asked if the event had changed how they feel about Hartlepool's ability to host large events. Two thirds of visitors (67%) said that the event had changed how they feel about Hartlepool's ability to host large events.

A higher proportion of Hartlepool residents (77%) said that the event had changed how they feel about Hartlepool's ability to host large events, compared to Tees Valley (73%), North East (66%) and UK residents (60%).

The majority of visitors who said that the event had changed how they feel about Hartlepool's ability to host large events said that they now feel more positive (95%) about Hartlepool's ability. Over half of visitors (51%) said that they now feel a lot more positive about Hartlepool's ability to host large events.

Figure 3.1.13 If the event has changed how you feel about Hartlepool's ability to host large events, do you now feel more or less positive? (%)



Visitors were asked how likely or unlikely they would be to visit Hartlepool, the Tees Valley and the North East in the future, following the event. Figure 3.1.14 details their responses. Over three quarter of visitors said that they were likely or very likely to visit Hartlepool (82%), the Tees Valley (78%) and the North East (80%) in the future.

Just under half of visitors said that they would be very likely to visit Hartlepool (47%), the Tees Valley (42%) and the North East (44%) in the future.

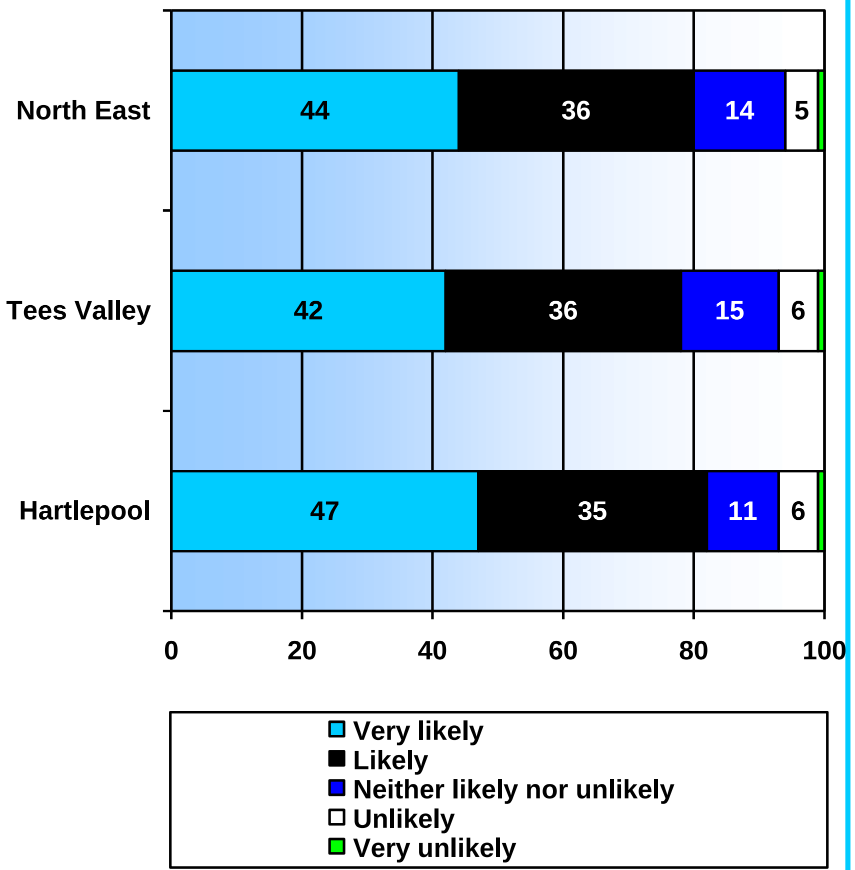
Only a minority of visitors said that they would be unlikely or very unlikely to visit Hartlepool (7%), the Tees Valley (7%) and the North East (6%) in the future.

The majority of Hartlepool (89%), Tees Valley (84%) and North East residents (83%) and two thirds of UK residents (69%) said that they would be likely or very likely to visit Hartlepool in the future.

The majority of Tees Valley (84%) and North East residents (84%), three quarters of Hartlepool residents (75%) and two thirds of UK residents (68%) said that they would be likely or very likely to visit the Tees Valley in the future.

The majority of Tees Valley (81%) and North East residents (87%) and three quarters of Hartlepool (76%) and UK residents (72%) said that they would be likely or very likely to visit the North East in the future.

Figure 3.1.14 Having visited the Tall Ships Races, how likely or unlikely would you be to visit the following in the future? (%)

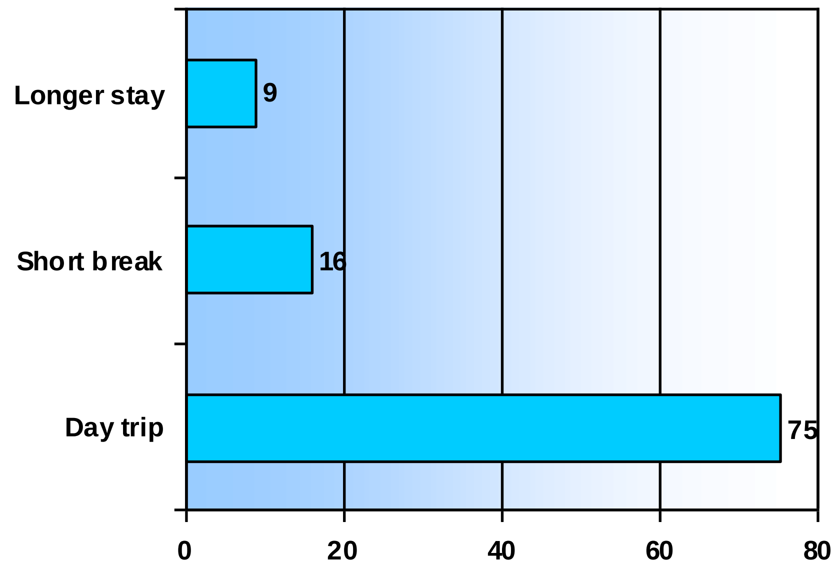


Visitors who said that they are likely or very likely to visit Hartlepool, the Tees Valley or the North East in the future were asked in what capacity. Three quarters of visitors said they would visit for a day trip (75%), 16% that they would visit for a short break and 9% that they would visit for a longer stay.

The majority of Tees Valley (97%) and North East residents (94%) and over half of UK residents (53%) said they would visit Hartlepool again as part of a day trip.

Just under half of UK residents said that they would visit Hartlepool again as part of a short break (43%).

Figure 3.1.15 In what capacity would you visit again? (%)



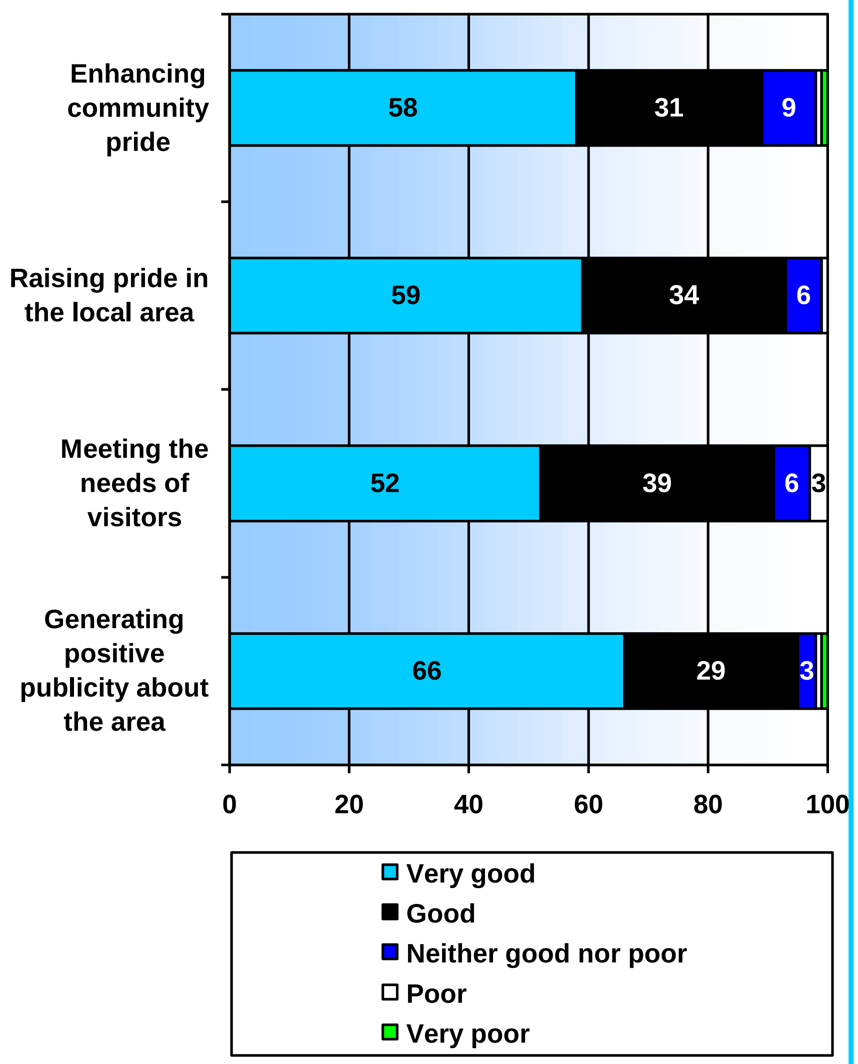
Visitors were asked to rate the event in relation to a number of different elements. Figure 3.1.16 details their responses.

The majority of visitors said that they thought that the event was good or very good at generating positive publicity about the area (95%), raising pride in the local area (93%), meeting the needs of visitors (91%) and enhancing community pride (89%).

Two thirds of visitors thought that the event was very good at generating positive publicity about the area (66%). Over half of visitors thought that the event was very good at raising pride in the local area (59%), enhancing community pride (58%) and meeting the needs of visitors (52%).

Only a minority of visitors (<3%) thought that the event was poor or very poor at generating positive publicity about the area, raising pride in the local area, meeting the needs of visitors or enhancing community pride.

Figure 3.1.16 How would you rate the Tall Ships Races event for the following? (%)



Marketing

Visitors were asked which sponsors they associated with The Tall Ships Races –Hartlepool 2010. Figure 3.1.17 overleaf details their responses.

Over half of visitors said that they associated Real Radio with the event (54%), 20% associated WM Morrison, 18% associated the Federation of Small Businesses, SG Petch and Heerema with the event, 17% associated Housing Hartlepool and 15% associated Hartlepool Power Station – British Energy with the event.

Visitors were asked where they look for information about attractions and events to visit when they're planning a day out. Figure 3.1.18 details their responses.

Over half of visitors said that they look on websites other than those listed (56%). Of those listed only www.hartlepooltallships2010.com with 15% had over 5% response. Just under one third of visitors said that they rely on TV (31%) and magazine articles (29%).

Just under one quarter of visitors said that they rely on advertising (22%) and advice from friends and relatives (19%) when they're planning a day out.

Figure 3.1.17 Which of these sponsors do you associate with the Tall Ships Races? (%)

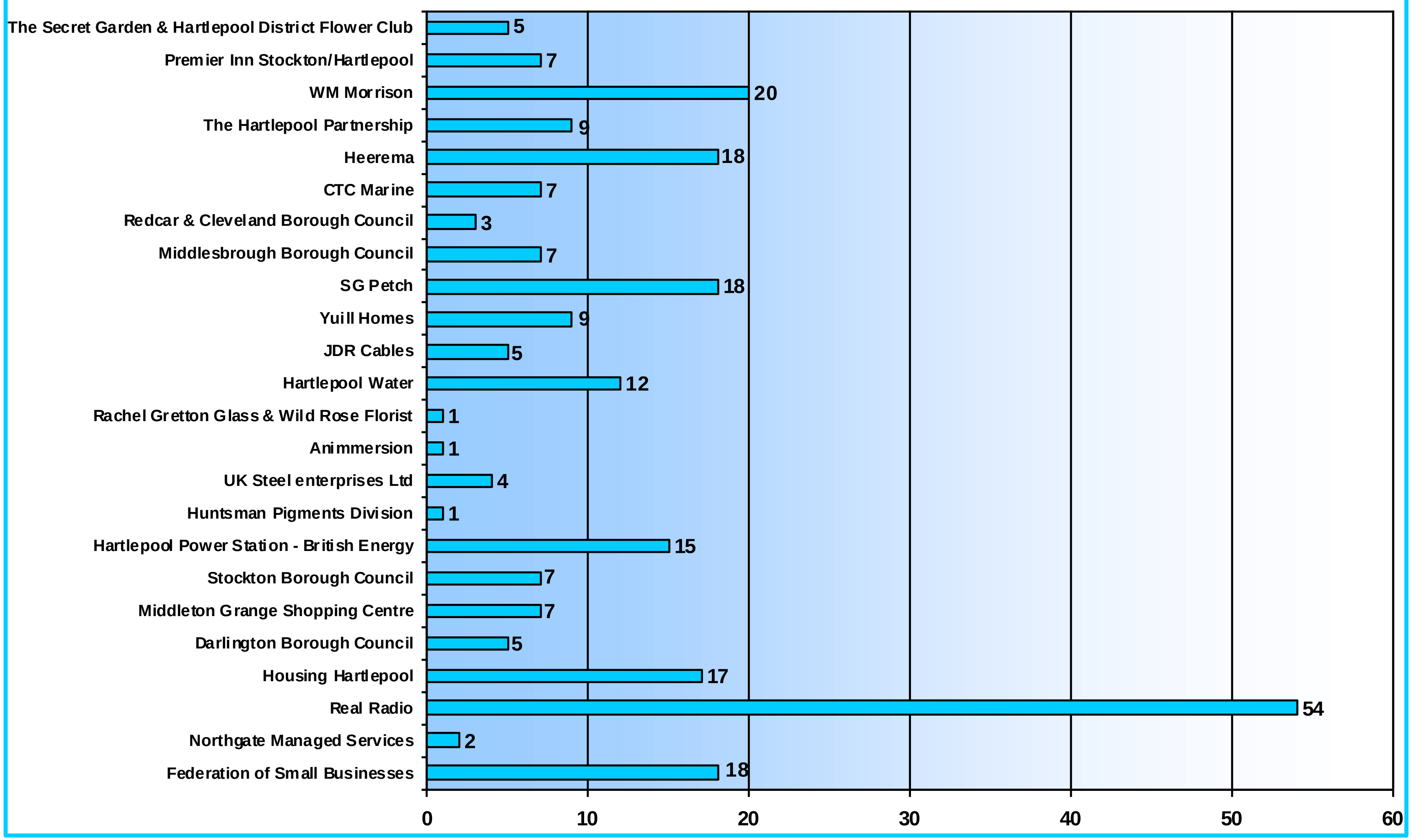


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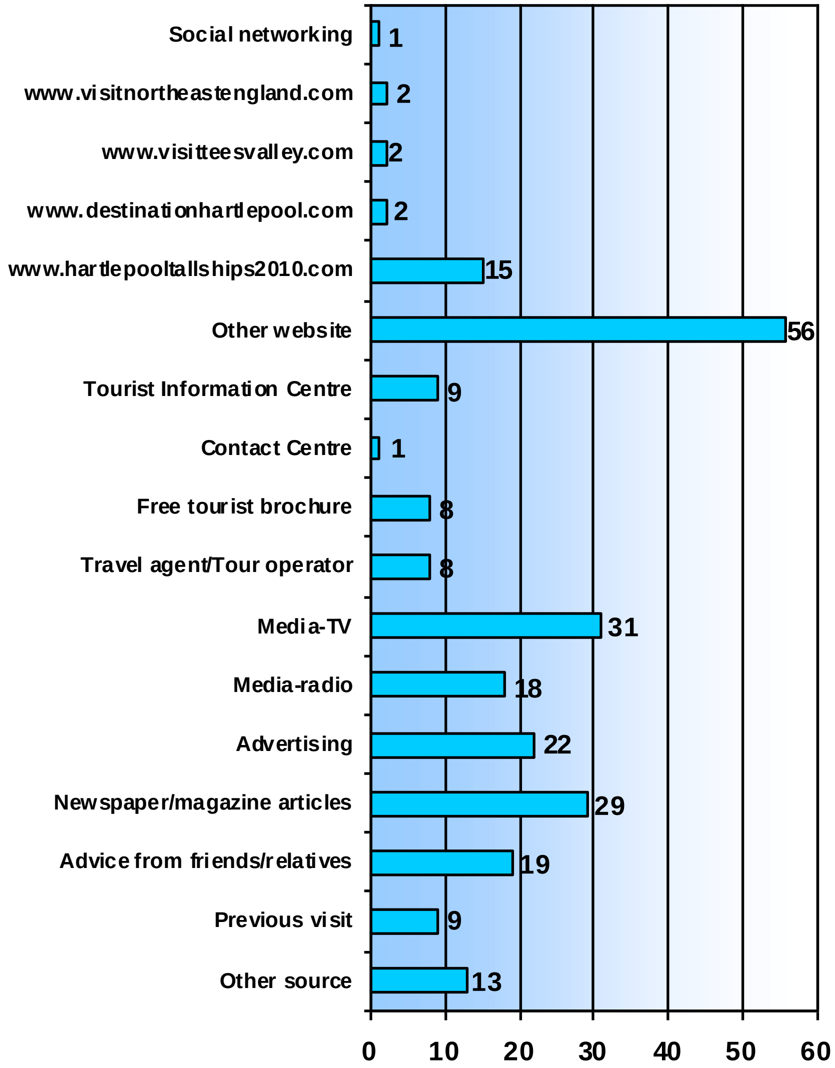
Figure 3.1.18 Where do you look for information about attractions/events to visit when you're planning a day out? (%)



Visitors were asked which source of information was the most important in influencing their decision to attend The Tall Ships Races – Hartlepool 2010. Figure 3.1.19 details their responses.

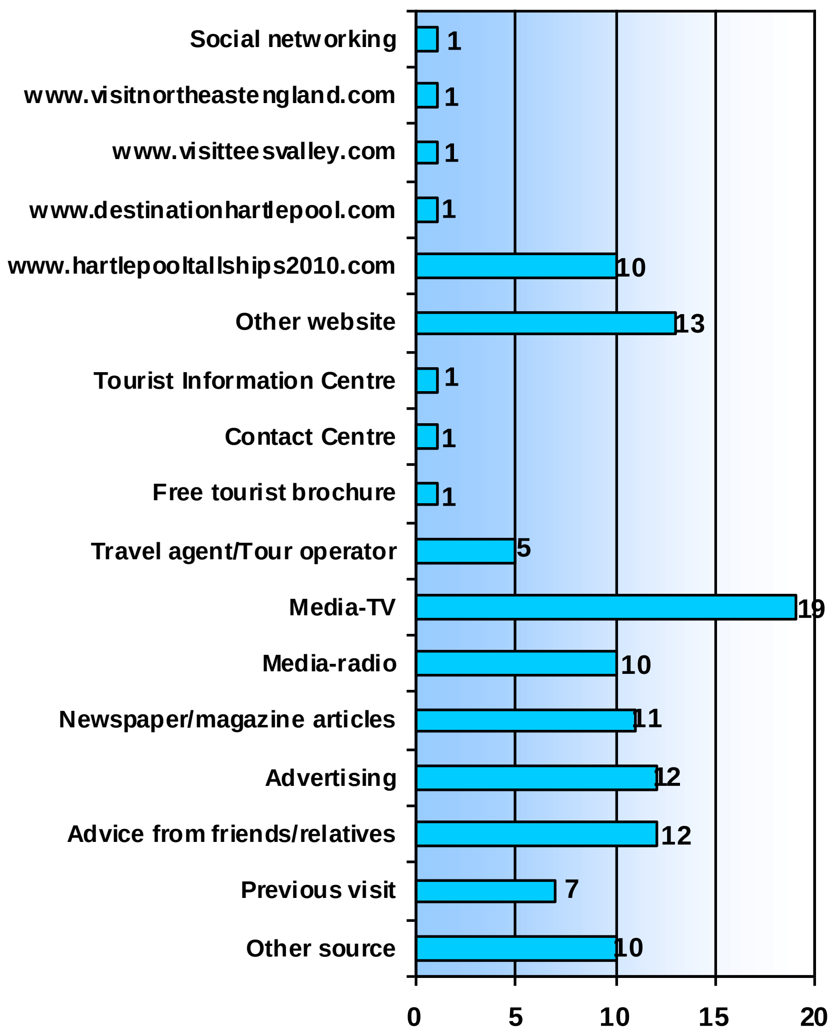
One in 5 visitors (19%) said that TV was the most important source of information in influencing their decision to attend the event.

Just over one in ten visitors said that other websites (13%), advertising (12%) and advice from friends and relatives (12%) were the most important sources of information in influencing their decision to attend the event.

One in ten visitors said that radio (10%), other sources (10%) and www.hartlepooltallships2010.com (10%) were the most important sources of information in influencing their decision to attend the event.

The results suggest that no single of information could be used in order to market the event and therefore the strong mix of marketing channels used was necessary to inform as wide an audience as possible.

Figure 3.1.19 Which source of information would you say was the most important in influencing your decision to attend the Tall Ships Races event? (%)

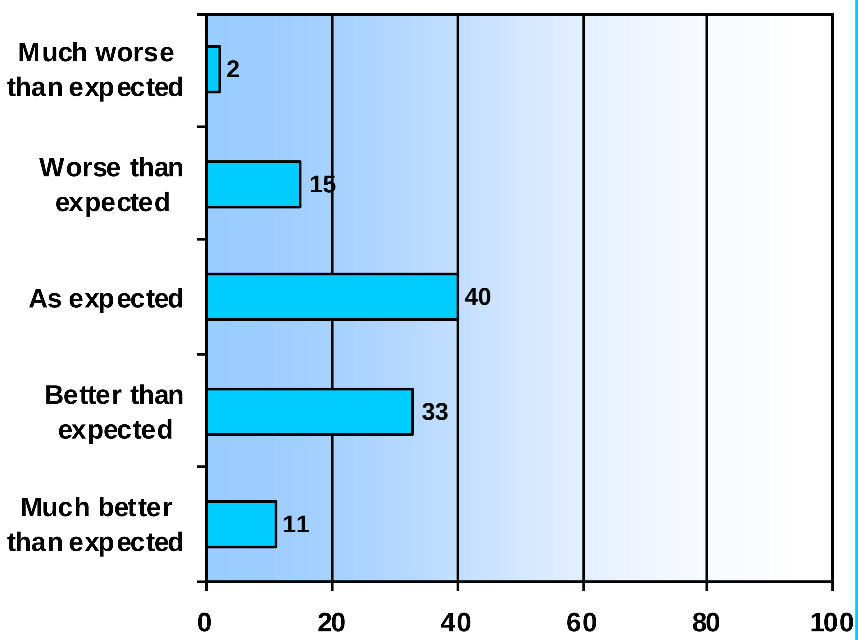


3.2 Crew Survey Findings

This section of the report details the main findings from the survey of crew taking part in The Tall Ships Races and stopping in Hartlepool. The results in this section are based on 87 completed questionnaires.

Perceptions

Figure 3.2.1 How does the event measure up to your expectations (%)



Crew members were asked how the event in Hartlepool measured up to their expectations. Figure 3.2.1 details their responses.

Just under half of crew members said that the event was better or much better than expected (44%); one third of crew members said that the event was better than expected (33%) and one in ten crew members said that the event was much better than expected (11%).

Only a minority of crew members said that the event was worse than expected (15%) or much worse than expected (2%).

Crew members were asked why they thought that the event was better or worse than expected. Their responses are given below.

Better than expected:

A good turnout and Tall Ships area / stage was good

Didn't expect so much of a warm and helpful welcome. Local people welcoming us at midnight was exceptional. We have had nothing but kindness and effective help during the whole visit

I did not know what sailing methods and tactics were used. I enjoyed and learned more than what I expected

I have been to 3 tall ships in previous years in different countries and was hoping Hartlepool would live up to them. They have exceeded my expectations, especially with organising people and boats

Better than expected:

I thought The Tall Ships Races was the main event and not the fancy fair

It is such an awesome atmosphere, I'm overwhelmed

It was fun not just a commercial jamboree

Lot of people

Lots more attractions like the Tall Ships Village

Lots more things to do Lots of stalls with interesting things

More events than expected, good entertainment More fun

Much bigger than I thought and more going on

Number of activities and amenities are better than expected

Tall ships race experience as a whole has been excellent

Fireworks were great

The crew were all really nice

There are far more events, activities going on than expected and it is far bigger too

Worse than expected:

Bad organisation, no access for crews to leave ship, parade route not cleared

Because our boat is moored alongside an extremely visible scrapheap which was surprising

Crew showers were cold, food stands very expensive, crew party very disappointing

Too much carnival on site, bad organised crew parade, bad information on site, where to go etc.

Very bad crew parade and crew party

The area is too big, the toilets are unclean, the showers are freezing cold

The toilets weren't satisfactory

Team parade was worse

Poorer and rougher than expected, didn't feel safe at night

Site not adequate to usual Tall Ship Race standard, crew parade unorganised

So annoyed, complained at crew office, apparently I have issues. Younger crew made upset, security staff briefed on why we'll not come to Hartlepool again

Organisation not very good

No atmosphere, too spaced out

No hot showers or working showers, quite poor security to crew access areas and poor communication/knowledge of liaison officer

Crew members were asked how good or poor they thought a number of elements of The Tall Ships Races event were. Figure 3.2.2 overleaf details their responses.

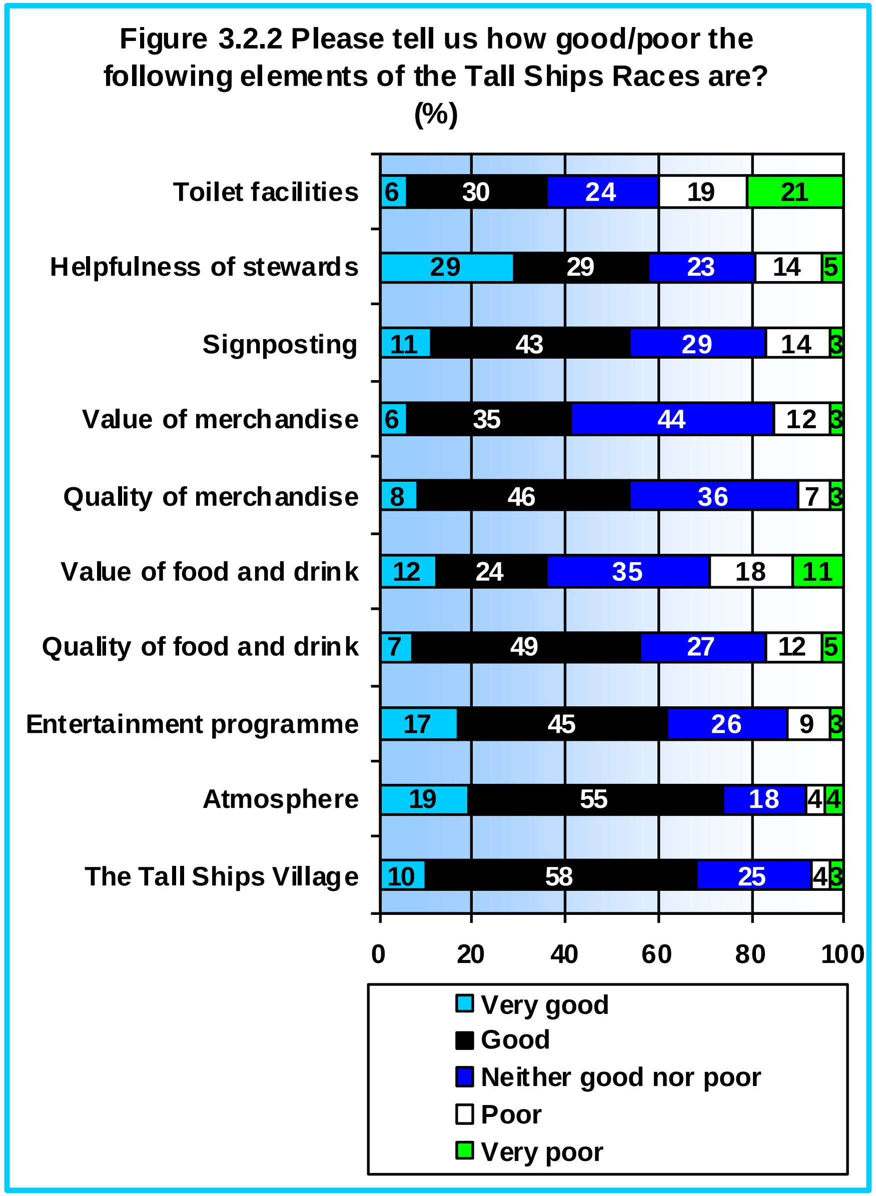
Three quarters of crew members thought that that the atmosphere of the event was good or very good (74%) and only a minority thought that the atmosphere was poor or very poor (8%).

Two thirds of crew members thought that the Tall Ships Village (68%) and the entertainment programme (62%) were good or very good.

Over half of crew members thought that the helpfulness of stewards (58%), quality of food and drink (56%), quality of merchandise (54%) and signposting (54%) were good or very good.

Just under half of crew members thought that the value of merchandise was good or very good (41%) and only one third of crew members thought that the toilets (36%) and value for money of food and drink (36%) were good or very good.

Over one third of crew members thought that the toilets were poor or very poor (40%) and just under one third of crew members thought that the value for money of food and drink was poor or very poor (29%).



N.B: Valid responses only, "don't know" have been removed.

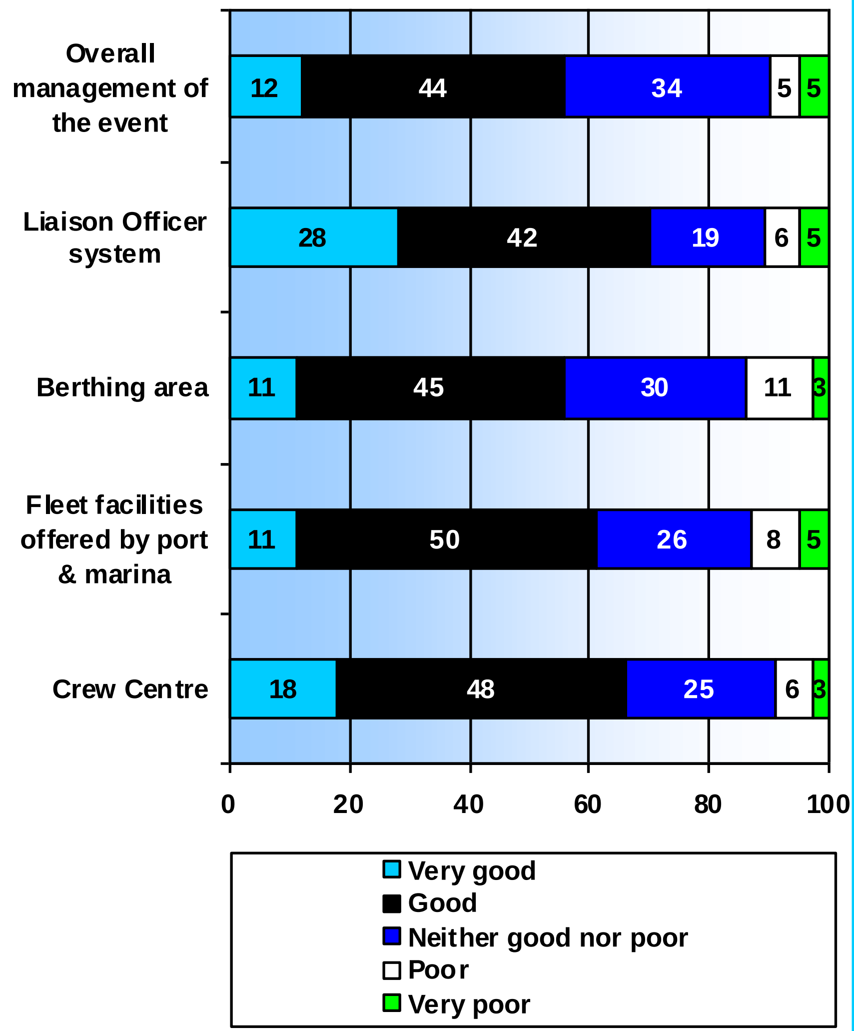
Crew members were asked how good or poor they thought a number of elements of The Tall Ships Races event were for crew in Hartlepool. Figure 3.2.3 details their responses.

Just under three quarters of crew members thought that the Liaison Officer system at the event was good or very good (70%) compared to one in ten crew members who thought it was poor or very poor (11%).

Two thirds of crew members thought that the Crew Centre (66%) and the fleet facilities (64%) were good or very good. Just under one in ten crew members thought that the Crew Centre was poor or very poor (9%) and just over one in ten crew members thought that the fleet facilities were poor or very poor (13%).

Just over half of crew members thought that the berthing area (56%) and the overall management of the event (56%) were good or very good. One in ten crew members thought that the overall management of the event was poor or very poor (10%) and just over one in ten crew members thought that the berthing area was poor or very poor (14%).

Figure 3.2.3 Please tell us how good/poor the following facilities are for the Tall Ships Races crews in Hartlepool? (%)



N.B: Valid responses only, "don't know" have been removed.

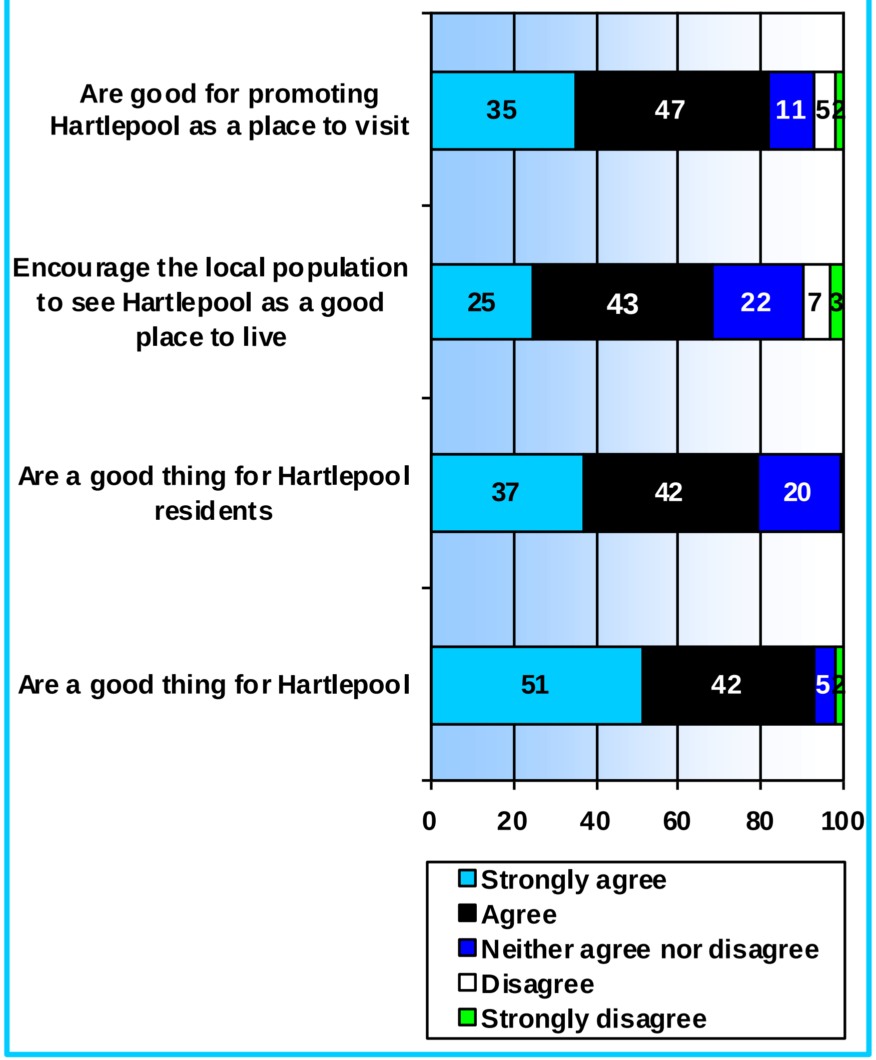
Crew members were asked whether they agreed or disagreed with a number of statements about the event in Hartlepool. Figure 3.2.4 overleaf details their responses.

The majority of crew members thought that The Tall Ships Races – Hartlepool 2010 were a good thing for Hartlepool (93%) and were good for promoting Hartlepool as a place to visit (82%) and only a minority disagreed or strongly disagreed (<7%).

Just over three quarters of crew members thought that the event was a good thing for Hartlepool residents (79%) and only a minority (1%) disagreed or strongly disagreed.

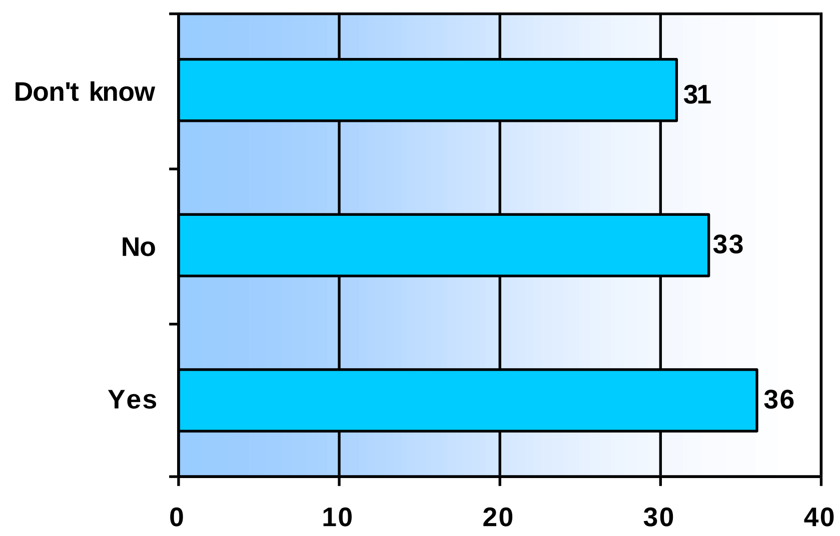
Just over two thirds of crew members thought that the event encouraged the local population to see Hartlepool as a good place to live (68%) and only a minority (10%) disagreed or strongly disagreed.

Figure 3.2.4 Do you agree or disagree with the following statements? Tall Ships Races in Hartlepool... (%)



N.B: Valid responses only, "don't know" have been removed.

Figure 3.2.5 Has the event changed how you feel about Hartlepool? (%)



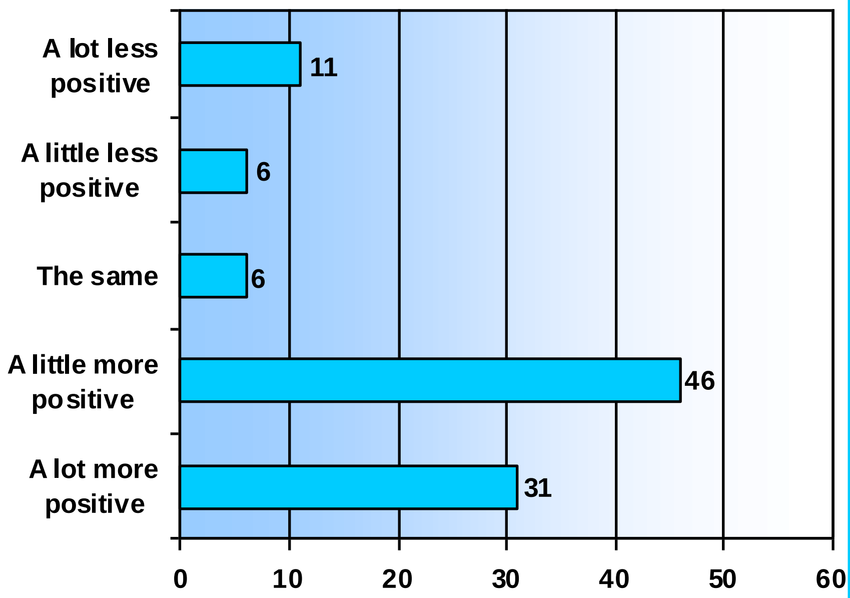
Crew members were asked if the event had changed how they feel about Hartlepool. Just over one third of visitors said that it had changed how they feel about Hartlepool (36%) and one third said that it had not (33%).

Crew members who said that the event had changed how they feel about Hartlepool were asked if they now feel more or less positive about the area.

Over three quarters of crew members who said that the event had changed how they feel about Hartlepool said that they now feel more positive about the area (77%). One third of crew members now feel a lot more positive about the area

(31%) and just under half now feel a little more positive about the area (46%).

Figure 3.2.6 If the event has changed how you feel about Hartlepool, do you now feel more or less positive? (%)



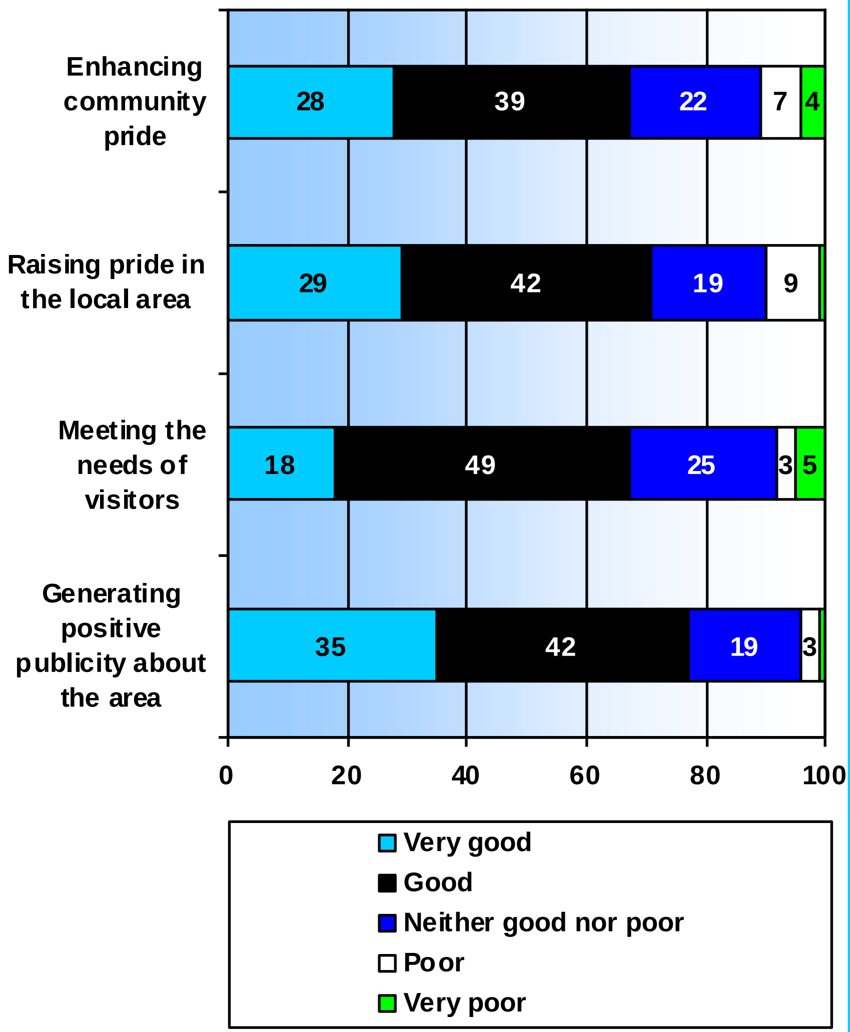
Crew members were asked to rate a number of different elements in relation to the event in Hartlepool. Figure 3.2.7 overleaf details their responses.

Just over three quarters of crew members thought that the event was good or very good for generating positive publicity about the area (77%) and just under three quarters of crew members thought that the event was good at enhancing community pride (67%).

Two thirds of crew members thought that The Tall Ships Races event was good at meeting the needs of visitors (67%).

Only a minority of crew members thought that the event was poor or very poor at enhancing community pride (11%), raising pride in the local area (10%), meeting the needs of visitors (8%) or generating positive publicity about the area (4%).

Figure 3.2.7 How would you rate the Tall Ships Races for the following? (%)



N.B: Valid responses only, "don't know" have been removed.

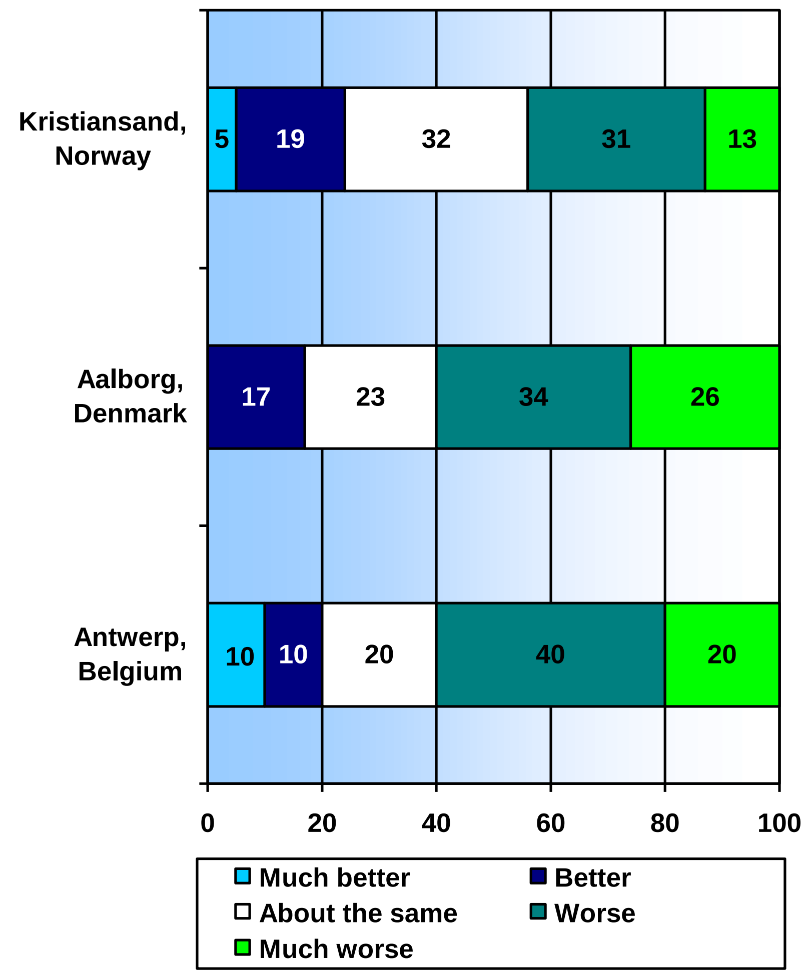
Crew members were asked how Hartlepool compared to other host ports of the Tall Ships Races 2010 that they had visited. Figure 3.2.8 details their responses. Nearly all of the respondents had visited Kristiansand (94%), one quarter had visited Aalborg (25%) and just under one in ten had visited Antwerp (9%).

One quarter of crew members that had visited Kristiansand thought that Hartlepool was better or much better (24%) and just under half of crew members thought that Hartlepool was worse or much worse than Kristiansand (44%).

Just under one quarter of crew members that had visited Antwerp thought that Hartlepool was better or much better (20%) and just under two thirds of crew members thought that Hartlepool was worse or much worse than Antwerp (60%).

Only 17% of crew members that had visited Aalborg thought that Hartlepool was better or much better and just under two thirds of crew members thought that Hartlepool was worse or much worse than Aalborg (60%).

Figure 3.2.8 How does Hartlepool compare to other host ports of the Tall Ships Races 2010? (%)



N.B: Valid responses only, "don't know" have been removed.

3.3 Business Survey Findings

This section of the report details the main findings from the survey of Hartlepool businesses.

Perceptions

Businesses were asked whether they agreed or disagreed with a number of statements in relation to The Tall Ships Races event. Figure 3.3.1 details their responses.

The majority of businesses (92%) agreed or strongly agreed that the event was a good thing for Hartlepool. Half of businesses (49%) strongly agreed that the event was a good thing for Hartlepool.

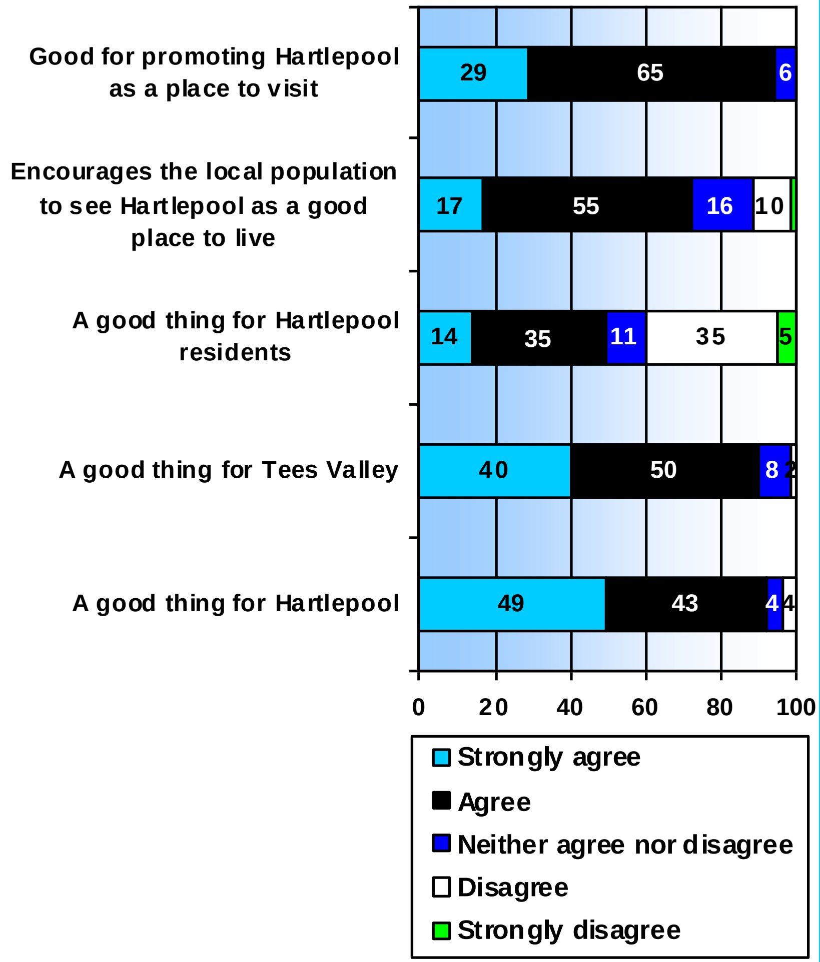
The majority of businesses agreed or strongly agreed that the event was a good thing for the Tees Valley (90%). Over one third of businesses strongly agreed that the event was a good thing for the Tees Valley (40%). Only a minority of businesses disagreed that the event was a good thing for Hartlepool (4%) or a good thing for Tees Valley (2%).

The majority of businesses agreed or strongly agreed that the event was good for promoting Hartlepool as a place to visit (94%) and no businesses disagreed or strongly disagreed that the event was good for promoting Hartlepool as a place to visit.

Three quarters of businesses agreed or strongly agreed that the event encouraged the local population to see Hartlepool as a good place to live (72%) and one in ten businesses disagreed or strongly disagreed (11%).

Half of businesses agreed or strongly agreed that the event was a good thing for Hartlepool residents (49%). However, more than one third of businesses disagreed or strongly disagreed that the event was a good thing for Hartlepool residents (40%).

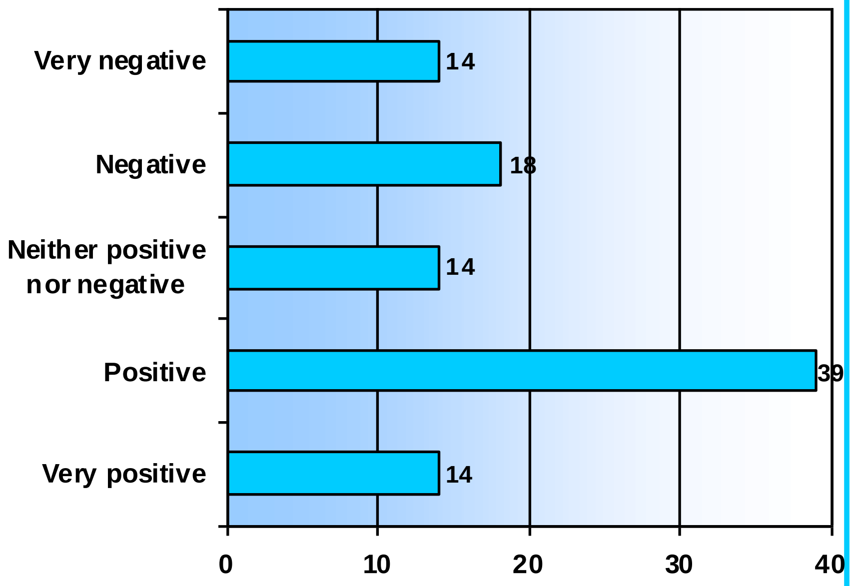
Figure 3.3.1 Please tell us whether you agree or disagree with the following statements about the Tall Ships Races event? The Tall Ships races are... (%)



N.B: Valid responses only, "don't know" have been removed.

Impact

Figure 3.3.2 Did the Tall Ships Races have a positive or negative impact on your business? (%)



Just over half of businesses said that the event had a positive or very positive impact on their businesses (53%). One third of businesses said the event had a negative or very negative impact on their business (32%).

The reasons businesses gave for the impact of the event on their businesses are detailed below and overleaf.

Very positive/positive:

People at the races so came here. We were slap bang in the middle

Cleared out, really busy

Takings increased four-fold. Increased customers, busy over whole period

Loads of customers - increased sales

Increase in customers - high footfall. Average spend was lower but larger number of sales

We would have normally been booked up anyway, but the room rate increased. Hartlepool Borough Council booked all the rooms for their guests

A little bit busier - similar to other events in the area such as Redcar races. We had a few more guests than usual but not a huge amount

Busier than usual over the weekend

In previous years there has not been any change in the impact to the business but this year there was a more positive impact

More people in the bars and restaurants, and obviously the rooms were full

It has had a positive impact but we are only a small guest house with 12 bedrooms so when we are full we are full and we can't do much better than that

Very negative/negative:

All traffic diverted from here. Council didn't do anything down here

People going to Tall Ships so no people here

A big sham, plans didn't go accordingly. Had to close shop due to road closures and over ordering

At bottom of our targets

53% down over event. 35% on the Sunday

Road closures, fewer people

Had to close early due to lack of road passes for clients

Didn't get normal customers in. Roads closed at 1pm. Total disaster

Road closures and parking charges blocked retail

Road system isolated the shop - no through traffic. Car park used by mobile homes - should have been on Coronation Way as was planned. Change was made without consultation

Quieter. People were not around. Tuesday was busier but was not enough to make up for the weekend

Was really quiet - only business from campsite

On Saturday and Sunday we did not even cover our running costs. Dramatically reduced footfall

Businesses were asked what business activity they achieved during the course of the event in comparison to a "normal" week. Figure 3.3.3 details their responses.

Half of businesses (50%) said that they had an increase in customers during the course of the week in comparison to a normal week and just over one quarter (28%) said that they had a decrease in customers.

Just under over one third of businesses (30%) said that they had a 26% or more increase in customers during the course of the week in comparison to a normal week.

Just under one quarter of businesses (20%) said that they had a decrease in customers during the course of the week of 50% or less.

Half of businesses (50%) said that they had an increase in turnover during the course of the week in comparison to a normal week and one third of businesses (33%) said that they had a decrease in turnover.

Just under one third of businesses (30%) said that they had a 26% or more increase in turnover during the course of the week in comparison to a normal week.

Just under one quarter of businesses (21%) said that they had a decrease in turnover during the course of the week of 50% or less.

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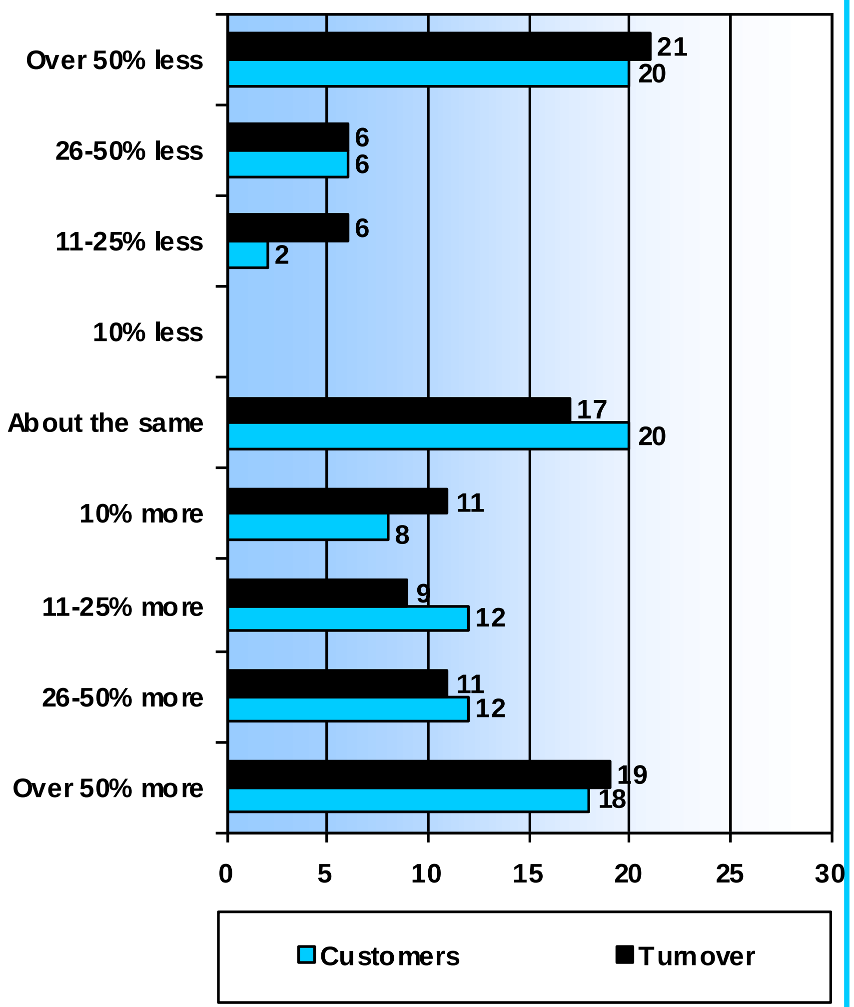
Figure 3.3.3 In comparison to a "normal" week, what business activity did you achieve during the events in relation to customers and turnover? (%)



Three quarters of businesses (72%) did not employ additional staff for the duration of the event and one quarter of businesses did (28%).

Figure 3.3.4 Did you employ additional staff during the events? (%)

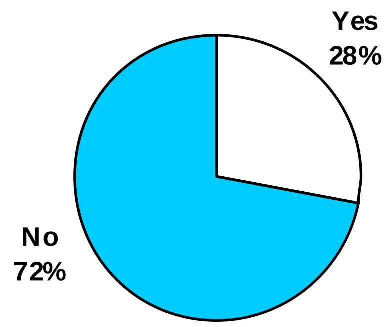
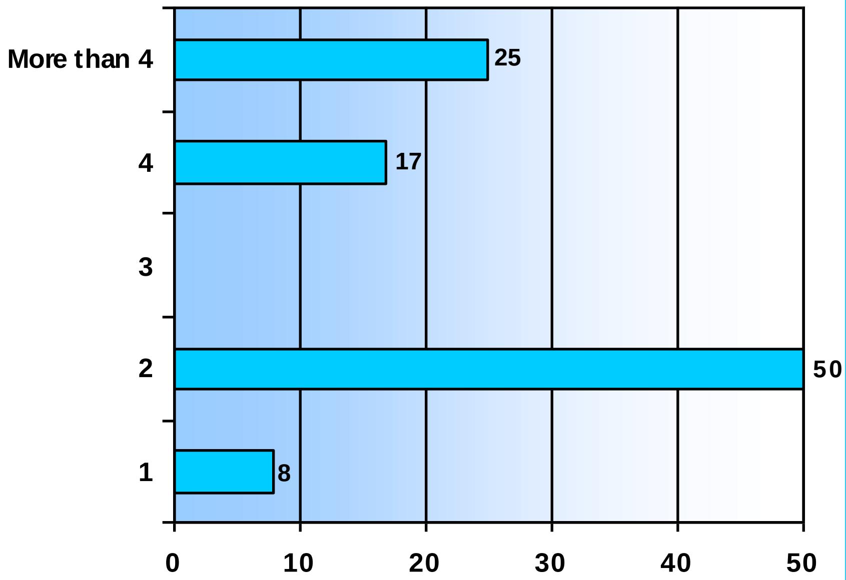


Figure 3.3.5 details the number of additional staff that businesses employed during The Tall Ships Races – Hartlepool 2010.

Figure 3.3.5 If you employed additional staff during the event, please tell us how many? (%)



Just under one third of businesses extended their usual opening hours for the duration of the event (30%) and just over two thirds did not (70%).

The majority of those businesses that changed their usual opening hours for the event said that they extended their hours (87%) and only 13% that they reduced their hours.

Figure 3.3.6 Did you change your usual opening hours for the events? (%)

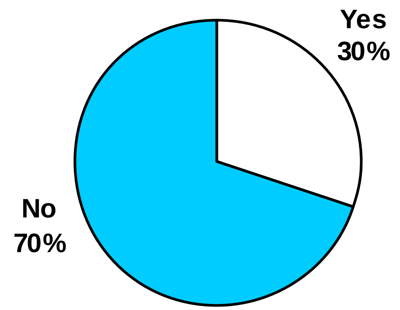
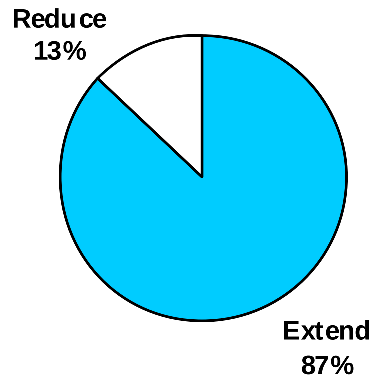


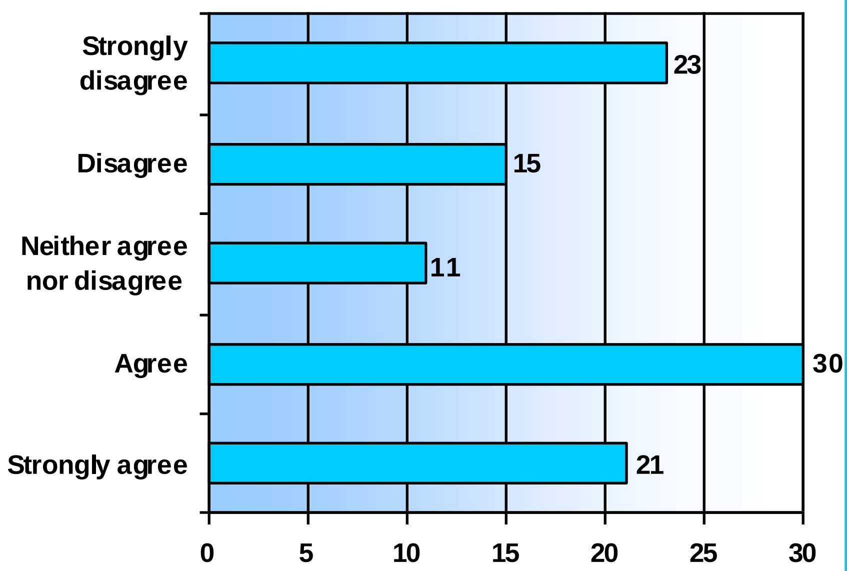
Figure 3.3.7 If you did change your usual opening hours for the events, did you extend or reduce your hours? (%)



Half of businesses (51%) agreed or strongly agreed that the event was a good source of new business for them. Just under quarter of businesses strongly agreed that the event was a good source of business for them (21%).

Just over one third of businesses (38%) disagreed or strongly disagreed that the event was a good source of new business for them. Just under one quarter of businesses strongly disagreed that the event was a good source of business for them (23%).

Figure 3.3.8 Please tell us whether you agree or disagree that the Tall Ships Races event is a good source of new business for you? (%)



N.B: Valid responses only, "don't know" have been removed.

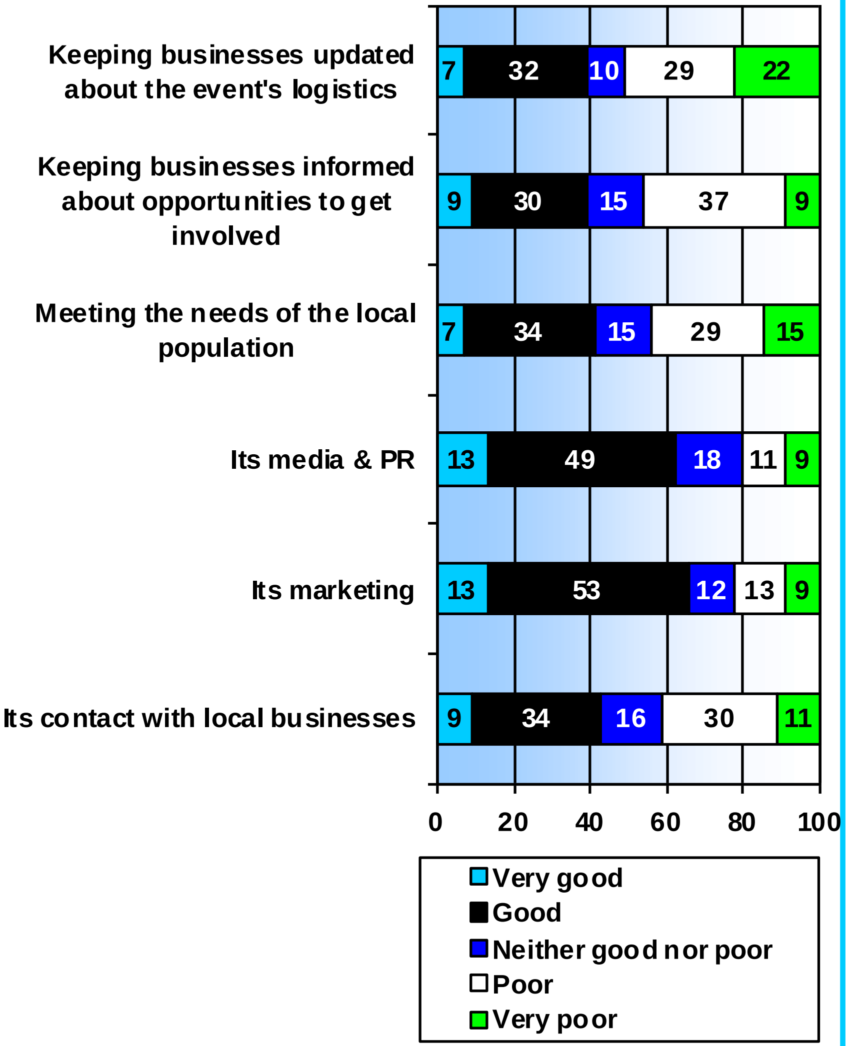
Businesses were asked to rate a number of elements in relation to the event. Figure 3.3.9 details their responses. Two thirds of businesses thought that the event's marketing was good or very good (66%) and less than one quarter (22%) thought that the event's marketing was poor.

Just under two thirds of businesses thought that the event's media and PR was good or very good (62%) and less than one quarter (20%) thought that the events media and PR was poor or very poor.

Just under half of businesses thought that the events contact with local businesses (43%) and their ability to meet the needs of the population (41%) was good or very good. However, just under half of businesses thought that the events contact with local businesses (41%) and their ability to meet the needs of the population (44%) was poor or very poor.

Just over one third of businesses thought that the event organisers' were good at keeping businesses informed about opportunities to get involved (39%) and keeping them updated about the event's logistics (39%). However approximately half of businesses thought that that the event organisers' ability to keep businesses informed about opportunities to get involved (46%) and keeping them updated about the event's logistics (51%) was poor or very poor.

Figure 3.3.9 How would you rate the Tall Ships Races event for the following.... (%)



N.B: Valid responses only, "don't know" have been removed.

Businesses were asked for their suggestions as to how the impact of large events on local businesses could be improved in the future. The following details a cross section of their responses.

Suggestions for how the impact of large events on local businesses could be improved in the future:

Would like to have been more involved, would have liked some information (as a local business) to be more prepared and more involved

Only have one criticism, a lot of the processions seem to be out of town and they could maybe look at involving more of the local businesses in the centre

Prices to be involved were far too high for smaller businesses

Better publicity and should be spread wider

Everything was kept at the Marina, everywhere else nearby suffered. Access roads closed, and everyone was at the site itself

The events were concentrated over certain areas and could have been spread out a bit more

Should be kept better informed about access - deliveries were difficult. Access for customers was OK. Should be more advertising about events and impact on the town

Access was the real issue - people were totally unsure of where they could go

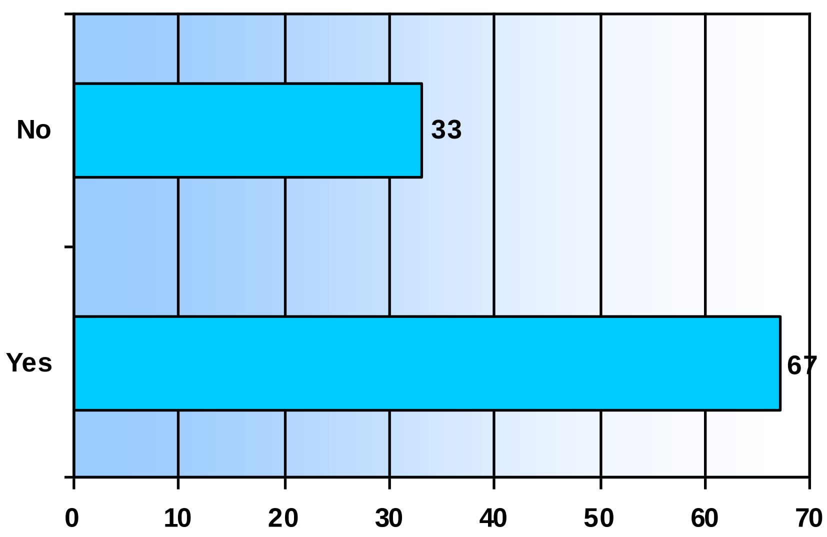
Lack of communication - the organisers needed to come and visit. No information on what was going on

3.4 Trader & Exhibitor Survey Findings

This section of the report details the main findings from the survey of traders and exhibitors that attended The Tall Ships Races – Hartlepool 2010. The results of this section are based on 21 completed questionnaires from traders and exhibitors.

The Tall Ships Races – Hartlepool 2010

Figure 3.4.1 Have you opened your stall at any other events in the region? (%)



Two thirds of traders and exhibitors have traded at other events in the region (67%) and one third has not (33%).

Traders and exhibitors, who have traded at other events in the region, were asked which events and where they took place. The figure below details their responses.

If so, which events and where:

Carnivals and fairs

Darlington

Middleton Grange, Shopping Centre Hartlepool

Newcastle Race Course

Private Funfair, Maritime Test

Newcastle-upon-Tyne

Saltburn Surfing Championship, Redcar Kiteival, Middlesbrough Music Live, Mela, SIRF

Take to the Tees, Stockton

Farmers Market and many others

All County Shows and Farmers Markets plus shopping centres

Carnivals and fairs

Durham, Northumberland

Newcastle, Hull

Newcastle, Sunderland, Northumberland, London, Edinburgh, Newark etc.

Sunderland Air Show, Great Yorkshire Show

Traders and exhibitors were asked how they found out about the opportunity to become involved in The Tall Ships Races event. Figure 3.4.2 details their responses.

Just under one quarter of traders and exhibitors said that they found out about the opportunity to become involved in the event from friends and colleagues (21%) and the Tall Ships website (19%).

More than one in ten traders and exhibitors said that they found out about the opportunity to become involved in the event from the Federation of Small Businesses (16%) and the Market Square Group (11%).

Traders and exhibitors also said that they found out about the opportunity to become involved in the event from the local press (5%), “Meet the Buyer” event (5%), Historic Quay organisers (5%), market operators (5%), through being a sponsor (5%) and the Living North Christmas Fair (5%).

Figure 3.4.2 How did you find out about the opportunity to become involved in the Tall Ships Races event? (%)

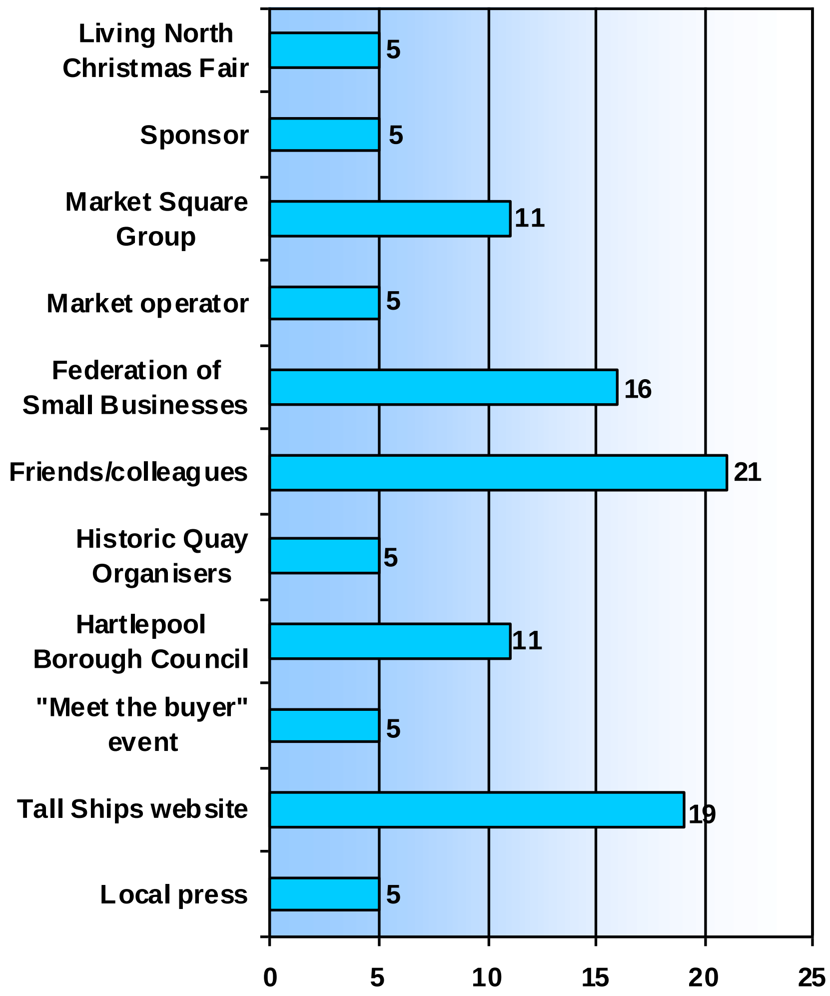
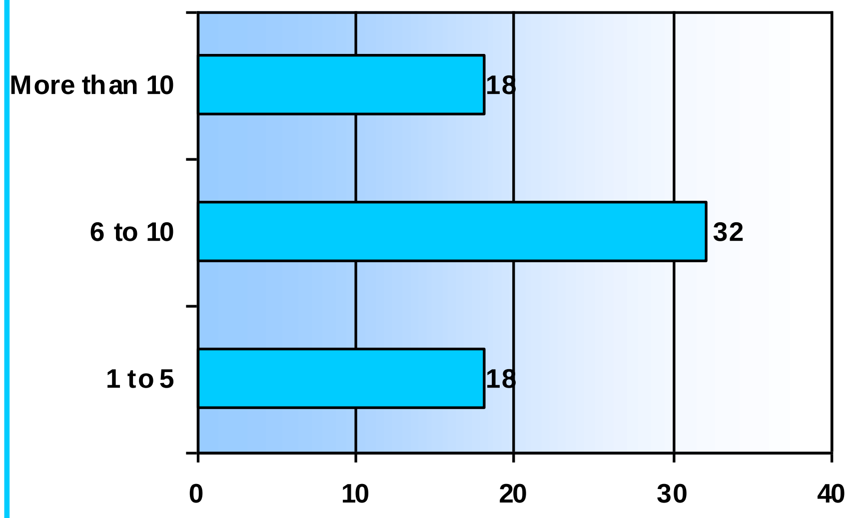


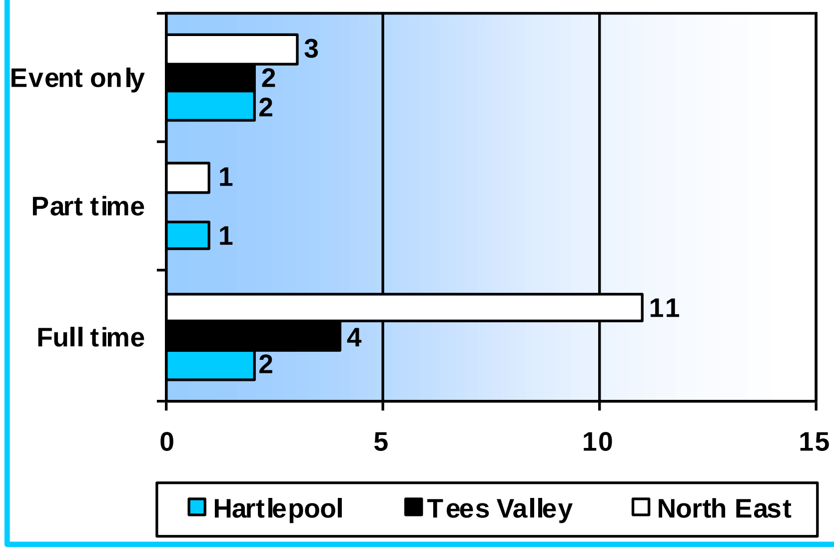
Figure 3.4.3 How many staff did you employ for the Tall Ships Races event (including yourself)? (%)



Traders and exhibitors were asked how many staff they employed for the event, including them. One third of traders and exhibitors employed 6 to 10 staff (32%), 18% employed 1 to 5 staff and 18% employed more than 10 staff.

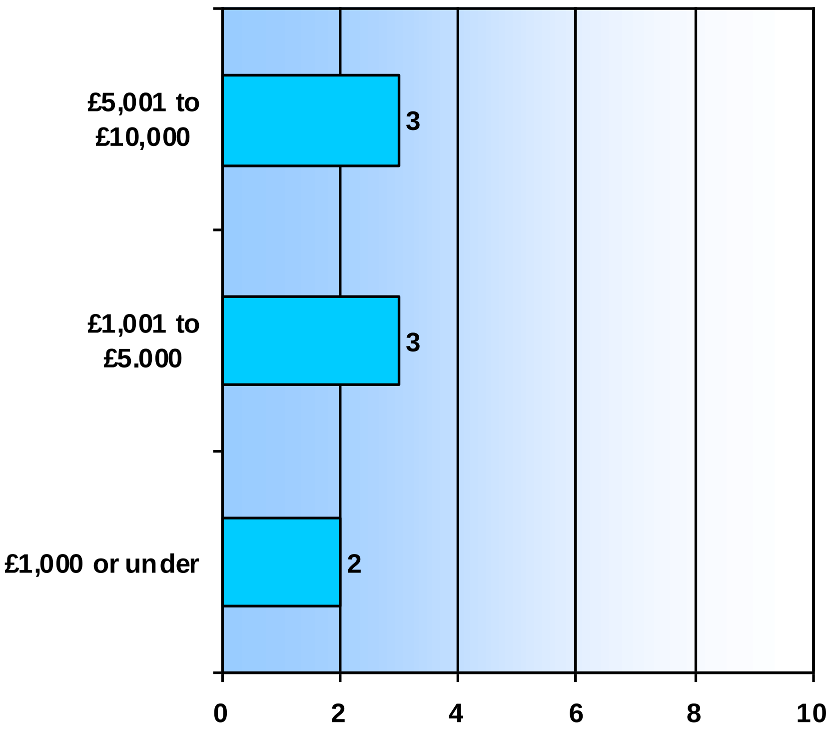
Figure 3.4.4 below details where the staff employed by the traders and exhibitors live and whether they are full time, part time or worked just for the event.

Figure 3.4.4 can you tell us where these staff live and whether they full or part time or worked just for the event? (No.)



Traders and exhibitors were asked what their total turnover at the event was. Figure 3.4.5 below details the total turnover of the traders and exhibitors that took part in the survey and provided a response.

Figure 3.4.5 What was your total turnover at the Tall Ships Races event (No.)



Traders and exhibitors were asked to identify what proportion of purchases, by value, was from suppliers based within Hartlepool, Tees Valley & the North East. Figure 3.4.6 details their responses.

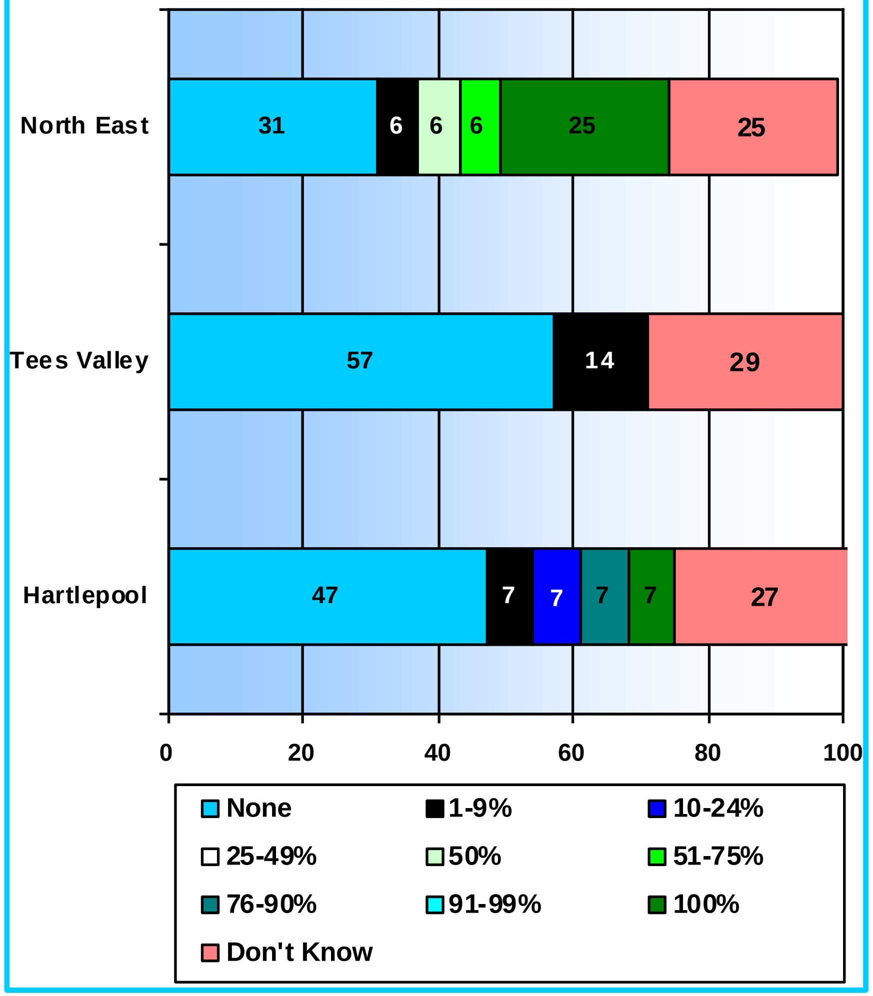
Just under half of traders and exhibitors (47%) said that none of their purchases were from suppliers in Hartlepool, under one fifth of traders and exhibitors (14%) said that 1% to 24% of their purchases were from suppliers in Hartlepool and under one fifth of traders and exhibitors (14%) that 76% to 100% of their purchases were from suppliers in Hartlepool.

Over half of traders and exhibitors (57%) said that none of their purchases were from suppliers in the Tees Valley and just under one third of traders and exhibitors (31%) said that none of their purchases were from suppliers in the North East.

Just under one fifth of traders and exhibitors (14%) said that 1% to 9% of their purchases were from suppliers in the Tees Valley.

One quarter of traders and exhibitors (25%) said that 100% of their purchases were from suppliers in the North East, a further 12% that 50% to 75% were from suppliers within the North East and a further 6% that 1% to 9% were from suppliers within the North East.

Figure 3.4.6 What proportion by value of purchases were from suppliers based within Hartlepool, Tees Valley and the rest of the North East? (%)



Traders and exhibitors were asked in comparison to other events, what business activity they achieved during the event in relation to customers and turnover. Figure 3.4.7 details their responses.

One quarter of traders and exhibitors (25%) said that they had an increase in customers during the course of the event in comparison to other events and half of traders and exhibitors (50%) said that they had a decrease in customers.

One quarter of traders and exhibitors (25%) said that they had a 26% or more increase in customers during the course of the event in comparison to other events.

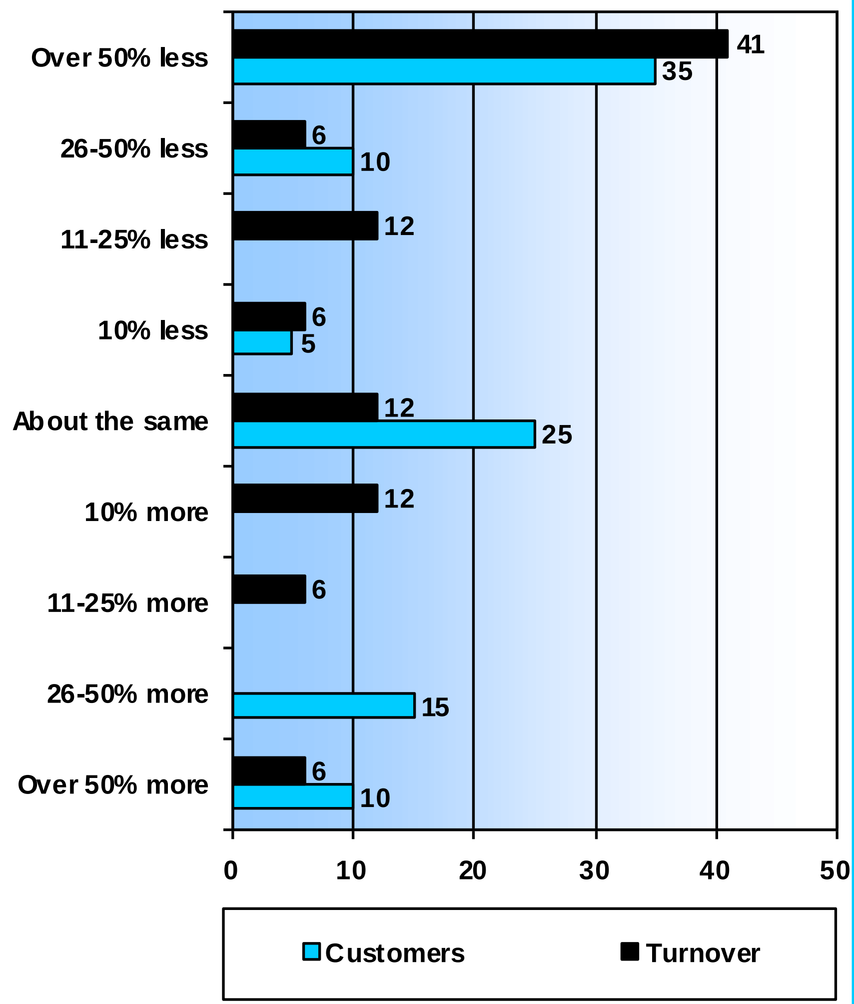
Just over one in ten traders and exhibitors (15%) said that they had a decrease in customers in comparison to other events of 10% to 50% or less. Just over one third of traders and exhibitors (35%) said that they had a decrease in customers in comparison to other events of over 50%.

One quarter of traders and exhibitors (24%) said that they had an increase in turnover during the course of the event in comparison to other events and two thirds of traders and exhibitors (65%) said that they had a decrease in turnover during the course of the event.

Less than one quarter of traders and exhibitors (18%) said that they had a 10% to 25% or more increase in turnover and 6% that they had a 50% or more increase in turnover during the course of the event.

Over one third of traders and exhibitors (41%) said that they had a decrease in turnover during the course of the event of over 50%.

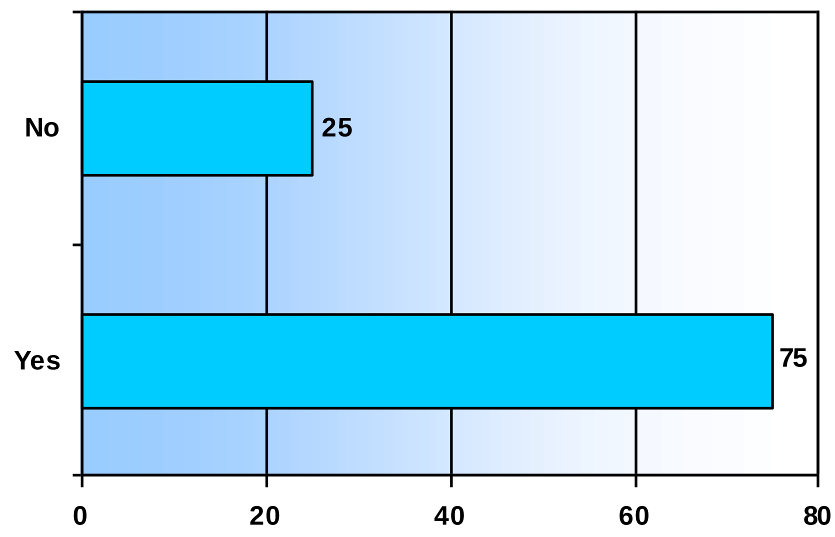
Figure 3.4.7 In comparison to other events, what business activity did you achieve during the event in relation to customers and turnover? (%)



Future Events

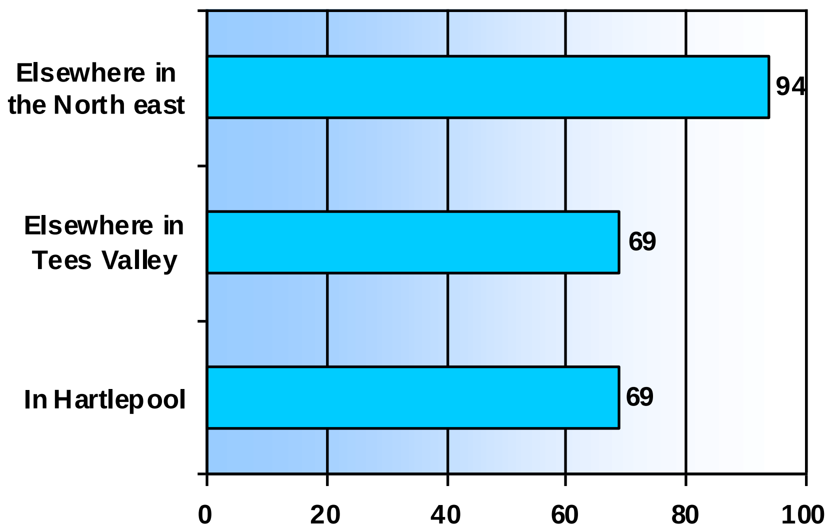
Three quarters of traders and exhibitors would like to be involved in similar types of events in the future (75%) and one quarter would not (25%).

Figure 3.4.8 Would you like to be involved in similar type events in this area in the future? (%)



The majority of the traders and exhibitors that would like to be involved in similar events in the future would like to be involved in events in the North East (94%). Two thirds of traders and exhibitors would like to be involved in events in Hartlepool (69%) and elsewhere in the Tees Valley (69%).

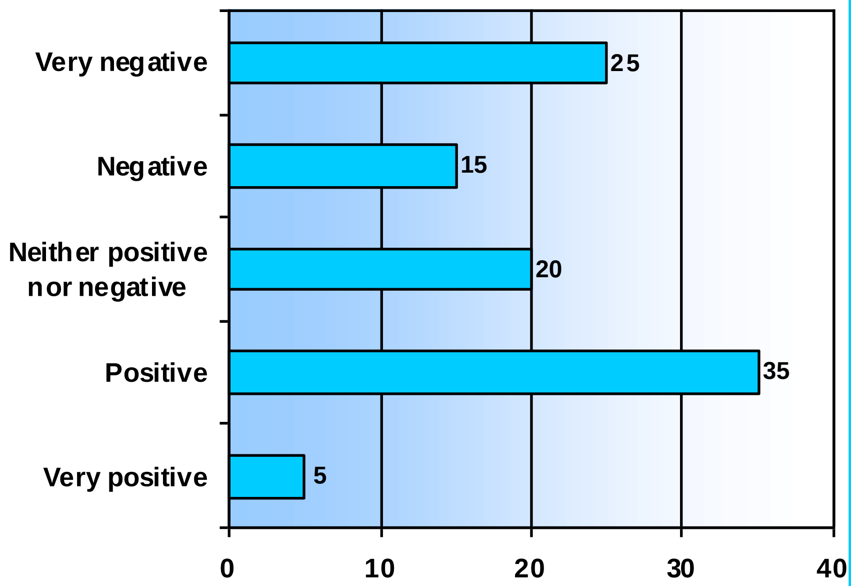
Figure 3.4.9 If you would you like to be involved in similar type events in this area in the future, whereabouts? (%)



Impact

Just under half of traders and exhibitors said that the event had a positive or very positive impact on their businesses (40%). Just under half of traders and exhibitors said the event had a negative or very negative impact on their business (40%).

Figure 3.4.10 Did the Tall Ships Races have a positive or negative impact on your business? (%)



The reasons traders and exhibitors gave for the impact of the event on their businesses is detailed below.

Impact on business:

We don't normally deal with the public but that is why we did this event, to let the public know who and where we were and what services we could offer

We were told to tender for 5 days and 10am to 10pm this was not the case, the site was right out of the way of the public, the dust and stones were a health and safety issue, this has devastated our business and we are struggling to recover, not only can I not pay the suppliers who helped us get there but the staff also have suffered

Two sites were on a building site

I was expecting to be much better for me but did not work well due to high rent and other expenses

Road closed by fun fair and people shepherded away, told seven ships would be there but plans changed

Waste of money

The event helped to raise the profile and perceptions of Tees Valley as a visitor destination. Generated high visitor numbers and spend

As a main sponsor, we gained useful presence in the village and on official programmes

Negative impact due to the location of the exhibition stand, the surrounding area, poor location of sponsors banners, removal of Tall Ships Fire, Earth, water location banners, exhibitors closing down on Monday - poor surface of exhibitor areas

The event was a waste of time and a big disappointment to the expected extra business

It is normally hard to find events in the summertime fitting our products. This one did fit

Traders and exhibitors were asked whether they agreed or disagreed with a number of statements in relation to the Tall Ships Races event. Figure 3.4.11 details their responses.

Three quarters of traders and exhibitors (76%) agreed or strongly agreed that the event was a good thing for Hartlepool. Just under one third of businesses (29%) strongly agreed that the event was a good thing for Hartlepool.

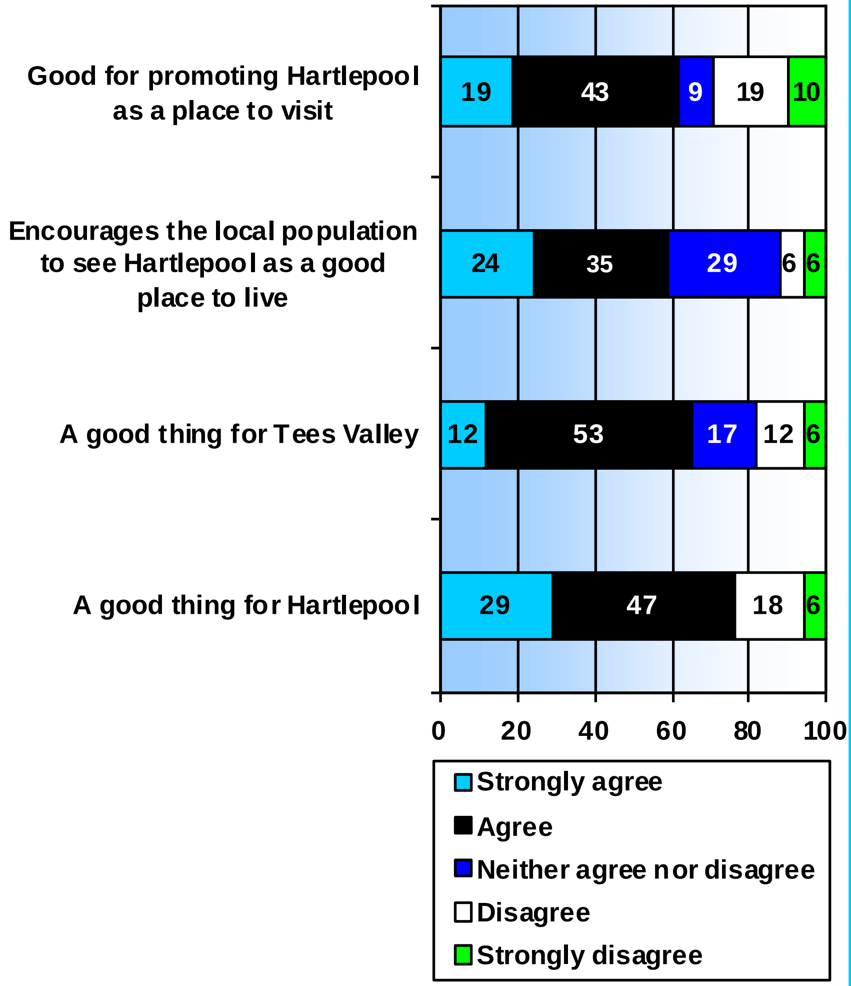
Two thirds of traders and exhibitors agreed or strongly agreed that the event was a good thing for the Tees Valley (65%). Over one in ten traders and exhibitors strongly agreed that the event was a good thing for the Tees Valley (12%).

Just under one quarter of traders and exhibitors disagreed that the event was a good thing for Hartlepool (24%) or a good thing for Tees Valley (18%).

Just under two thirds of traders and exhibitors agreed or strongly agreed that the event was good for promoting Hartlepool as a place to visit (62%) and just over one quarter of traders and exhibitors disagreed or strongly disagreed that the event was good for promoting Hartlepool as a place to visit (29%).

Over half of traders and exhibitors agreed or strongly agreed that the event encouraged the local population to see Hartlepool as a good place to live (59%) and one in ten traders and exhibitors disagreed or strongly disagreed (12%).

Figure 3.4.11 Please tell us whether you agree or disagree with the following statements about the Tall Ships Races event? The Tall Ships races are... (%)



N.B: Valid responses only, “don’t know” have been removed.

Traders and exhibitors were asked to rate a number of different elements of The Tall Ships Races event. Figure 3.4.12 details their responses.

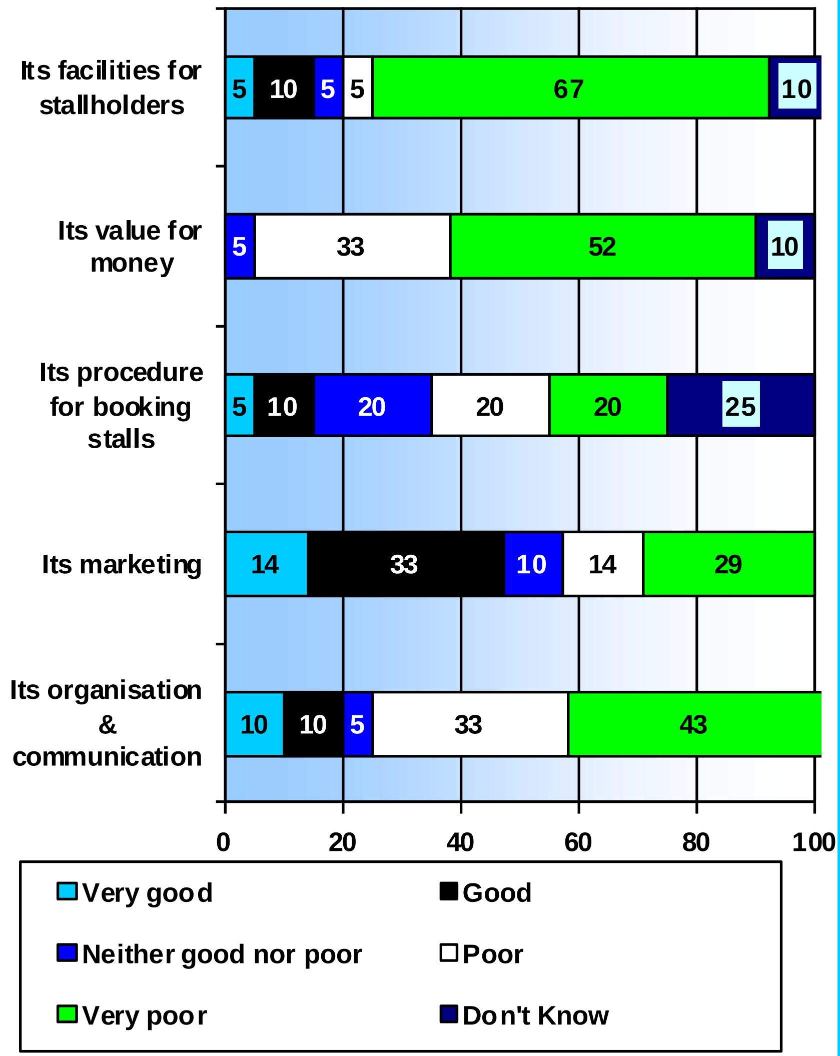
Just under half of traders and exhibitors thought that the event's marketing was good or very good (47%). However just under half of traders and exhibitors thought that the event's marketing was poor or very poor (43%).

The majority of traders and exhibitors said that the event's value for money was poor or very poor (85%).

Three quarters of traders said that the event's facilities for stall holders (72%) and its organisation and communication were poor or very poor (76%). Less than one quarter of traders and exhibitors said that the event's facilities for stall holders (15%) and its organisation and communication were good or very good (20%).

Just under half of traders and exhibitors said that the event's procedure for booking was poor or very poor (40%) and just under one fifth of traders and exhibitors said that the event's procedure for booking was good or very good (15%).

Figure 3.4.12 How would you rate the Tall Ships Races event for the following.... (%)



Traders and exhibitors were asked for their suggestions for how the impact of large events on local businesses could be improved in the future. The following details their responses.

Suggestions for how the impact of large events on local businesses could be improved in the future:

To allow business more say in how things are organised i.e. how events are laid out and facilities available

If you are charging huge site fees traders obviously expect it to be a hugely busy and profitable event to attend. You must make it possible for traders to be accessible to the public so they have opportunity to trade and not in a dusty uneven site which I don't believe many visitors realised was there

Research. An understanding is required of you if you are charging high rental fees for space. Provision of an acceptable, tidy site. Better site planning i.e. location of facilities, signage, rubbish collection, general layout for convenience of visitors

Better communication between site holders & site organisers with better understanding of trader needs, sympathetic site managers

Put them in a prime area where many people have to walk by in order to get to the main event

Organisation of any event that could improve/promote Hartlepool, should be run by Hartlepool

Huge events have strong positive impact on some businesses mostly the ones who sell hot food but it sometimes doesn't work particularly for my business

Better organisation skills of organisers. Proper event management companies

Better organisation

Organisation and communication between event organisers and stallholders should be a lot better

Our allocated position on the village was shockingly poor. We were in a relative wilderness with very low footfall. Given that we manned the unit using volunteers, it was embarrassing for us as a business

Timelines to be improved, streamline contacts for exhibitors, organisers to employ event management at beginning of planning, we had to chase for replies, answers often not available which made planning for company difficult, out sourcing of banners very poor, locations were never made available

The stalls should be laid out in a sensible way that people would naturally mill about not spread all over. The dust and stones was ridiculous. There were lots of hard tarmac areas that could have been better used in the layout. The dusty bit could have been parking

3.5 Stakeholder Interview Findings

The stakeholder interviews explored a number of key issues in relation to the hosting of The Tall Ships Races 2010. The authors of this report understand that Hartlepool may consider bidding to host The Tall Ships Races in the future. Any future bid needs to learn from the lessons of hosting The Tall Ships Races in 2010 and therefore the feedback from key stakeholders is valuable.

The key stakeholders interviewed had all been involved from a very early stage in the bid to host the 2010 event and the early planning stages of delivering The Tall Ships Races in Hartlepool.

Partnership Working and Organisation

From the interviews there is an agreement that developing and maintaining the partnerships needed to successfully deliver an event of this size was achieved. Whilst the bid, and subsequent planning, was driven by some key individuals there was a willingness from public and private sector organisations to get involved.

The bid was put together in a short timescale but there was the backing of the key organisations to ensure that it was a viable and ultimately successful bid. The stakeholders acknowledged that there is a relatively strong partnership network within the town and as a result pulling organisations together was potentially easier to achieve than it may be in other larger areas.

Having said that it is clear that it required the drive and enthusiasm of key individuals to galvanise a bid and maintain a momentum once The Tall Ships Races were awarded.

The subsequent planning and delivery of the event has, on the whole, strengthened relationships, not just within the borough but also with neighbouring authorities. The planning process for the event was over an extended period of time, with dedicated Workstream groups established to plan different aspects.

The Workstream approach is regarded as being a positive aspect of the event. At an individual and organisational level there was a real commitment shown to participating in the planning, to the extent that individuals spent considerable time away from day to day responsibilities within their own work places to ensure the success of the event. One of the strengths of the organisation was that it was put in place early on in the process and key organisations were involved from the start. Without this sort of planning it would have been more difficult to bring people in at a later stage.

Each Workstream had its own responsibility and was populated by parties from relevant organisations. From this perspective all aspects of the event had substantial planning involved and there was confidence approaching the event that it would be a success from an organisational perspective.

Within Hartlepool there is now a group of individuals with considerable experience of planning and delivering a major event. The Workstream approach, and scenario planning that took place was seen as the right approach for this type of event. However, there are changes that may benefit this approach in the future. There was a concern that the management steering group was ineffective as individual Workstream group chairs took decisions separately. The structure of the Workstreams also potentially excluded external advice being sought and this occasionally led to some frustration. As has been stated the Workstream approach was deemed to have been very effective and some of them, such as Transport and Fleet Technical worked well. The concern raised was that organisations could become isolated within individual Workstreams and expertise could then become lost to other areas of the event planning. The management steering group would also benefit from a clear terms of reference in order to ensure that it has a defined role.

Consideration should be given to the different perspectives of the public and private sector that place different responsibilities on partners and therefore can lead to differences of opinion.

Benefits

It is acknowledged that the benefits to Hartlepool, Tees Valley and the North East generated by the event are substantial. This has manifested itself in a greater awareness of Hartlepool, a raising of pride amongst the local community, and the creation of a 'buzz around town'. The PR and media coverage created has provided an opportunity for Hartlepool to showcase itself and there is now an opportunity that needs to be grasped to build on the success.

The success of the event in attracting large numbers of visitors and hosting as many Tall Ships as it did is a real source of pride and there is a real sense that overall the hosting of the Tall Ships should be considered a success for Hartlepool.

The overall impression of the event is that it largely achieved what it set out to achieve and that visitors to Hartlepool went away with a different view of the town. The geography of the marina and port facilities created a showcase for the Tall Ships that other host ports would struggle to match.

At an organisational level involvement in The Tall Ships Races event in Hartlepool created benefits for individuals and commercially, although not universally. One of the main opportunities that organisations hoped to realise was the commercial potential to showcase facilities, promote Hartlepool and encourage new and existing customers to view Hartlepool in a positive light. The stakeholders interviewed generally felt that they had benefitted as an organisation, although it is not quantifiable and the benefits may not materialise for some time. Commercially all organisations had invested significant time and money in the event and all were committed to its success.

Whilst it is seen as a success for Hartlepool and the region, it has commercially created a negative impact on some partners as a result of issues that occurred during the event. These are picked up in the next section.

Future Lessons

There are lessons to be learned if Hartlepool is to host an event of this size in the future. Whilst the scenario planning and Workstream approach was seen as positive in the lead up to the event there were some areas, particularly during the event, which detracted from it. It was felt that the planning created a set plan for the delivery of the event that was rigidly adhered to. Scenario planning can make provision for a number of situations, but it does not always cover every possibility. In the context of delivering the event it was difficult to gauge every possible scenario because it was a first for Hartlepool, the individuals involved and the organisations involved. Whilst input was sought from previous host ports it was still a steep learning curve. The rigid nature of the Workstreams created a confidence about the delivery of the event but it detracted from bringing some creative thought into the planning process.

From a visitor perspective it is perceived that most will have had a very positive experience at the event. There were issues surrounding the surface in the Tall Ships Village which, in parts, was not suitable for people with disabilities or mobility problems and families with pushchairs. The sheer size of the site also presented problems logistically and a lack of seating provision exacerbated the access and mobility issues. The provision for blue badge holders and the drop off points for the park and ride buses also created problems for people with mobility problems.

The ground conditions on the site also created issues for traders and exhibitors in relation to dust and the layout of the site did not create the opportunities anticipated for them which are the downside of hosting a large scale event on a working commercial port. There were also issues with the lateness of organising logistical support to the site, such as power, toilet facilities etc.

One of the major issues highlighted by some is that the communication channels and decision making once the event had started became very inflexible. Whilst a long planning period had been put in place, inevitably not all situations could be foreseen and it was felt by some partners that there should have been flexibility in dealing with issues as they arose.

Whilst most of the issues highlighted could have been overcome, the communication channels and decision making authority were felt to be isolated from the delivery partners and therefore decisions taken prior to the event were rigidly stuck to.

This was manifested in a few scenarios where it was felt a less rigid adherence to pre event decisions would have greatly enhanced the visitor experience. The two main areas of concern from some partners were the closing of the lock gates and the response to the Crew Parade disruption. In themselves the issues that arose were solvable given a more cohesive and flexible decision making structure. It was felt that the event office became isolated from other partners during the event and this created a situation in which being able to react to incidents was compromised. However, it should be stated that the disruption to the Crew Parade was caused by a third party incident which was out of the control of the organisers and there was a revised approach to the parade taken. This was a benefit of having a strong Safety Advisory Group in the planning stages and strong partnership working with emergency services in Event Control during the event which was able to react to developing issues and incidents with minimum impact on the visitor.

In relation to the lock gates all parties agree that the decision to close them taken prior to the event was the correct one but the issues that it created during the event were not resolved adequately for all organisations that it affected.

The net effect of this is that it is perceived that it created a negative impact on a minority of visitors and crew that detracted from the overall event. It also left partners feeling frustrated, created potentially damaging commercial implications for at least one partner and created a negative view of the event for a limited number of visitors.

The economic impact in the next section highlights the expenditure associated with the event. There was a sense from the interviews that in planning for the event an opportunity was missed to bring in private sector commercial acumen. The Workstreams worked well in coordinating plans for technical, health and safety; transport planning etc but more consideration could have been given to achieving a greater commercial return from the event.

Whilst the private sector had representation on the Finance and Legal Workstream, it was felt that there was potentially more that could be done to utilise commercial acumen in realising the full potential of the event. This is in the context of general acknowledgement that the approach to the planning of the event was correct and should be adopted in the future.

3.6 Economic Impact Analysis

Overview

The Tall Ships Races – Hartlepool 2010 attracted an estimated 970,000 visitors. A direct benefit of attracting visitor numbers of this level is that the local, sub regional and regional economies will have experienced significant expenditure. This section of the report will focus on an analysis of the economic benefit generated by hosting such a significant event for the region.

The economic benefit created can be quantified and is an important measure of the success of the event. Whilst the economic benefit is quantifiable, it is not the only benefit that The Tall Ships Races event created for Hartlepool and the wider region. Less quantifiable, but equally important benefits, such as raised awareness of Hartlepool as a visitor destination, increased perceptions of Hartlepool as a place and raising pride in the local area are highlighted elsewhere in the report.

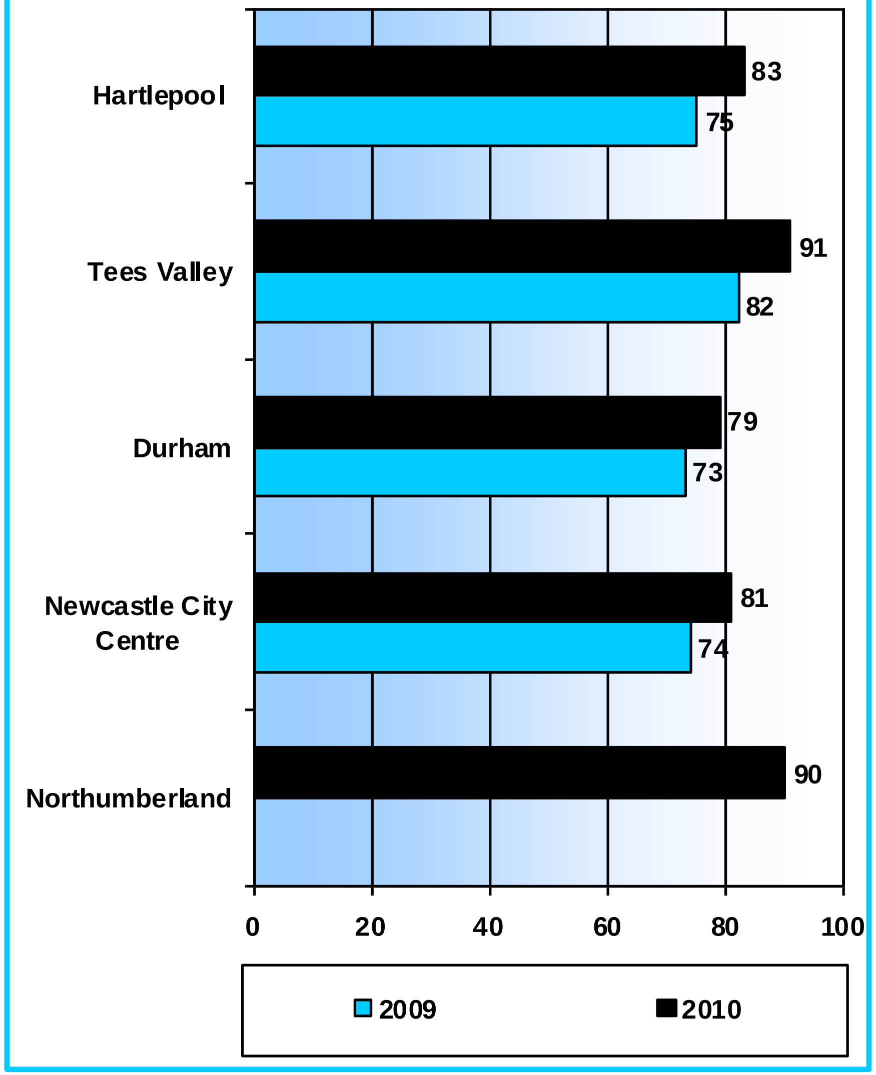
The economic impact of the event has been analysed by considering the following factors:

- The total number of visitors attracted;
- The total level of expenditure;
- Deadweight - what would have happened regardless of the event;
- Displacement – has expenditure been moved from one area to another;
- Gross value added created; and
- Gross and net additional jobs generated.

Occupancy Rates

The average occupancy rates across accommodation providers were up in comparison to the corresponding dates in 2009 across the region. The occupancy rate for Northumberland in 2009 is not known. This is shown in Figure 3.6.1.

Figure 3.6.1 Average Occupancy Rate for 6 Aug to 10 Aug by Area (%)



Visitor Numbers

One of the key benefits that the Tall Ships Races event has created is that it attracted large numbers of visitors to the area. The visitor numbers portrayed in this report are based on audience estimates provided by the organisers.

It is estimated that Hartlepool Tall Ships Races event attracted an audience of 970,000 visitors. Of these it is estimated that 77% were day visitors and 23% were visitors staying for one or more nights, as shown in Table 3.6.1 below.

Table 3.6.1 Number of Visitors	
Day Visitors	746,900
Overnight Visitors	223,100
Total number of visitors	**970,000**

Visitor Expenditure

An analysis of the visitor survey has been carried out to determine the average level of spend per visitor. The average level of spend within Hartlepool is estimated to be £30.59. On the basis of these assumed levels of expenditure the event generated £29.6 million of income for Hartlepool.

Table 3.6.2	*Spend Per Visitor (£)*	*Total Spend (£)*
Hartlepool Level		
Eating and Drinking	22.63	21,950,973
Shopping (excluding food)	2.78	2,692,133
Food Shopping	0.37	357,354
Leisure and Entertainment	1.61	1,565,885
Travel and Transport	3.16	3,062,081
Other	0.04	43,105
Total	**30.59**	**29,671,531**

Table 3.6.2 above illustrates the total expenditure within Hartlepool by visitors to The Tall Ships Races event.

In order to assess the level of expenditure that would have happened anyway the survey analysed the levels of expenditure of visitors on a comparable day when the event was not taking place.

The effect of allowing for this deadweight[8] is that the level of additional expenditure into Hartlepool is reduced to £26.5 million (as illustrated in Table 3.6.3).

Table 3.6.3	*Total Spend (£)*	*Less Deadweight Spend (£)*	*Total Additional Spend (£)*
Hartlepool Level			
Total	**29,671,531**	**3,100,713**	**26,570,818**

Some of the additional expenditure into Hartlepool is a direct result of expenditure being displaced from the rest of the Tees Valley sub region and the wider North East region. The visitor spend analysis highlights that £1,192,153 of expenditure would normally have been spent elsewhere in Tees Valley and a further £2,154,113 would have been spent elsewhere in the North East. Table 3.6.4 shows the level of displacement by area.

Table 3.6.4	*Total Additional Spend (£)*	*Displaced Tees Valley Spend (£)*	*Displaced North East Spend (£)*
Hartlepool Level			
Total	**26,570,818**	**- 1,192,153**	**-2,154,113**

Additional expenditure of £350,000 was created by the crews of the Tall Ships whilst in Hartlepool. This is shown in Table 3.6.5

[8] Deadweight – The level of spend that would have occurred anyway.

Table 3.6.5	*Spend Per Crew (£)*	*Total Spend (£)*
Hartlepool Level		
Total	**70.24**	**351,176**

Organisational Spend

A further source of expenditure in the local economy will come from the organisation of the event. This has not been assessed in the analysis of visitor spend however it will support employment in the local and regional economy.

The overall estimated budget for the event was £3.9 million and a significant proportion of this was spent in the local and regional economy. It is estimated that £952,443 was spent in Hartlepool, £175,852 was spent in Tees Valley and £1,924,436 was spent in the rest of the North East.

The budget was largely secured from public sector sources such as Hartlepool Borough Council and ONE NorthEast but significant levels of income were raised from commercial sources such as car parking, sponsorship and site fees.

Gross Value Added

One of the key economic indicators used for measuring the performance of an area or sector is Gross Value Added (GVA). However GVA is a more difficult concept to grasp than other measures such as household income. Put simply, GVA is the value of goods and services produced by an area, sector or producer minus the cost of the raw materials and other inputs used to produce them.

The additional visitor, organisational and crew spend estimated for Hartlepool has been assumed to be equivalent to increased turnover across a range of tourism associated businesses as below:

- SIC551 – hotels;
- SIC552 – camping sites and other provision of short stay accommodation;
- SIC553 – restaurants;
- SIC554 – bars;
- SIC663 – activities of travel agencies and tour operators, tourist assistance;
- SIC925 – libraries, archives, museums and other cultural attractions;
- SIC927 – other recreational activities.

The level of Gross Value Added (GVA) generated through the event has been calculated on the analysis of additional expenditure. Overall, total GVA in 2007 for businesses within the industry sectors above is recorded as 27% of the size of total turnover[9]. Using this ratio and applying it to the estimates of visitor, organisational and crew spend, the additional GVA generated as a result of the event is £7,526,098 in Hartlepool.

[9] Source: National ABI financial data

Gross and Net Additional Jobs

The Tall Ships Races event involved approximately 230 volunteers supporting the event in roles such as liaison officers, administration assistants in event offices and information providers. This number of volunteers equates to 5 full time jobs[10].

In addition the benefit of the additional visitor expenditure and supply chain expenditure is indirect employment generated. An assessment has been made of the gross and net additional indirect jobs that it is thought can be attributed to the event. The direct employment attributed to the event has not been considered within this analysis.

By applying an average turnover per employee figure for tourism related businesses of £70,230[11], the indirect employment supported by the additional visitor, crew and organisational spend is calculated to be 397 gross additional indirect jobs[12] at the Hartlepool level.

There is no way of determining where the employees supported through the indirect effects of the event live. The estimates of expenditure, GVA and indirect employment are therefore the gross additional impact of the event.

To determine the net additional impact an allowance needs to be made for leakage[13] and multiplier effects[14]. An estimate for leakage has been calculated using travel flow data. According to the Tees Valley Economic Assessment 2009/2010[15], 71% of employees within Hartlepool also reside within the borough. The level of leakage is therefore 29%.

In order to determine the multiplier effect an income multiplier has been applied to the estimates of gross additional impact. A multiplier of 1.1 has been applied. After allowing for the leakage and multiplier effects it is calculated that 310 net additional person years of employment has been supported by the event.

3.7 Wider Benefits

Along with the economic benefits there are a number of less quantifiable, but nevertheless important wider benefits that Hartlepool will have accrued as a result of hosting The Tall Ships Races 2010.

It is estimated that in the six months between April and September 2010 Hartlepool benefitted from £3,235,581 of Advertising Value Equivalent (AVE) media coverage. A full report is appended but the event drew coverage from international, national, regional and local media over the full course of the event. There was significant TV and press coverage of the event and this has raised the profile of the borough.

It has already been highlighted in the visitor survey findings that perceptions of Hartlepool were changed as a result of

[10] Based on 5 days of Tall Ships and assuming 230 working days each year
[11] Source: National ABI financial data
[12] Assuming 230 working days per year
[13] Leakage – Any expenditure directly related to the festivals where the end beneficiary is not Hartlepool based.
[14] Multiplier effect – the additional benefit generated by the direct beneficiaries of the additional expenditure generating further local expenditure.
[15] Tees Valley Regeneration, based on 2001 Census Travel to Work data

attending the event and it has encouraged people to consider a return trip as a result of attending the event which will provide a boost to the tourism industry. Just over two thirds of visitors (69%) from outside of the North East of the England were very likely or likely to visit Hartlepool again, and even from within the North East the majority of visitors would visit Hartlepool again.

The hosting of The Tall Ships Races – Hartlepool 2010 has done much to change the perceptions of the borough from a visitor and media perspective and this will bring benefits to Hartlepool in the future.

There is also an economic development impact for Hartlepool as the event provided a showcase for the port and its facilities. Whilst it is not possible to quantify the impact of this the ability to host corporate hospitality in Hartlepool, as opposed to a major event elsewhere such as the Ryder Cup, enabled potential customers to fully appreciate the potential of Hartlepool and its port facilities.

There was a programme of activities undertaken within schools and colleges to link with The Tall Ships Races – Hartlepool 2010. This provided a real opportunity for children to engage with the event by getting them involved at an early stage and providing a central coordinator. Every school took part in some event and linked aspects of the curriculum to the visit of the Tall Ships.

The volunteer programme recruited 230 volunteers who got valuable experience and personal accomplishment. Without the input from volunteers, in a variety of roles, the event would not have made the impact that it did.

Planning and delivering an event of this size was a major undertaking and one that Hartlepool Borough Council, and its partners, will look to learn lessons from for the future. Part of this process was achieving BS8901, the British Standard which has been developed specifically for the events industry with the purpose of helping the industry to operate in a more sustainable manner. Achieving this standard is recognition of the systems put in place and provides Hartlepool Borough Council with a sustainable event management system.

4. Conclusions

The hosting of The Tall Ships Races – Hartlepool 2010 should be regarded as a success. Planning and delivering an event of this size and scale was a first, both for Hartlepool and the organisations involved. So how should the event be judged? In terms of numbers they are impressive:

- 970,000 visitors attracted to the event over 5 days;
- 717,800 visitors attracted from outside Hartlepool Borough;
- £26.5 million of economic impact created in the local economy;
- £3.2 million of Advertising Value Equivalent (AVE) media coverage;
- 310 net additional person years of employment has been supported by the event; and
- 230 volunteers supporting the event.

The numbers have been achieved for an investment of £3.9 million, which represents excellent value for money. It should also be recognised that the economic climate in the period between winning the bid and hosting the event are completely different. Achieving these results in the current economic climate is a considerable achievement.

The numbers above do not tell the whole story. The event has generated awareness and publicity for Hartlepool that will reap benefits in the future. Visitor perceptions of Hartlepool have been enhanced and visitors from Tees Valley, the rest of the North East and the rest of the UK have said that they are very likely or likely to return to Hartlepool.

Almost all visitors agreed that the event was a good thing for Hartlepool and that is was good for promoting Hartlepool as a place to visit.

From a community perspective almost all visitors from Hartlepool agreed that the event was a good thing for the town and the majority felt that it encouraged residents to see Hartlepool as a good place to live. Businesses also supported the event and the majority agreed that the event was a good thing for the town and that it was good for promoting Hartlepool as a place to visit.

In delivering the event it is widely acknowledged that the processes and planning that was put in place worked well. Partners and stakeholders involved in the organisation of the event felt confident in the level of planning that had been undertaken and there was a real sense of partnership created in the lead up to, and during the event.

Having delivered an event with 970,000 visitors there is now a body of expertise within the town that would be hard to replicate elsewhere. The process of planning and delivering the event has been a steep learning curve for all involved, both internally within Hartlepool Borough Council and externally with public and private sector partners. It is fair to say that the level of commitment within Hartlepool to ensure that the event was a success should be applauded. Should Hartlepool set out to host events in the future, it can do so in the knowledge that it has both the experience of individuals and organisations to create successful events.

However, despite all of the positive outcomes it should be noted that there are significant lessons that need to be learned from this event. From a commercial viewpoint there are issues that need to be addressed in future events in regard to traders and exhibitors. It should be recognised that the event took place on land associated with a commercial port and this created challenges for the council, and its partners, in meeting the needs of traders and exhibitors and balancing the commercial and operational requirements of maintaining day to day operations. The site conditions, layout of the site, communication and liaison with traders and exhibitors needs to be improved. There is a suggestion that dedicated support should be in place to look after the booking system and to provide a liaison point during the event.

Bringing in commercial expertise from the private sector could also be considered in maximising the income potential from the event. Whilst the private sector was represented on the Finance and Legal Workstream group it was still regarded as an area that could have been improved.

Communication with businesses in Hartlepool could also be improved, both in terms of marketing the potential opportunities on offer and also in ensuring information is provided on the logistics of an event; for example road closures, public transport changes etc. This should be communicated at the earliest possible opportunity to ensure that businesses can plan in advance.

The planning process is accepted as a success for the event however improvements to the communication processes and consideration to the expertise within partner organisations could strengthen future planning for major events. Certainly communication during the event could be strengthened with all organisations involved.

This is the first time Hartlepool has hosted an event of this size and stature and it is to be expected that there will be aspects of the event from which all involved can learn. What is apparent from this evaluation is that the event has had a positive effect on visitors' perceptions of Hartlepool as a place to visit, it has created significant economic impact for Hartlepool and there is now considerable expertise, systems and knowledge of delivering a large scale event that places Hartlepool in a strong position to take advantage of other opportunities in the future.

5. Appendices

Appendix A

Media and PR Report

Media Coverage of Tall Ships Races – Hartlepool 2010

Submitted by Hartlepool Borough Council

Introduction

Hartlepool's involvement in The Tall Ships Races 2010 presented a fantastic opportunity to significantly raise the profile of Hartlepool, put it firmly on the world map and leave a lasting legacy for the town. Indeed, these were the main reasons Hartlepool decided to bid for the event.

After it was announced in June 2006 that Hartlepool had won the bid, Hartlepool Council's Public Relations Team wasted no time in building bridges with the media to ensure they were fully embraced with the event. This involved several meetings at Editor/Management level with all of the region's key media players.

While the Council's Public Relations Team concentrated their efforts on local and regional media, there was strong partnership working with Visit Tees Valley who concentrated on media outside the North East (particularly Yorkshire and Humberside) and One North East who focussed on national and international media.

Media Coverage

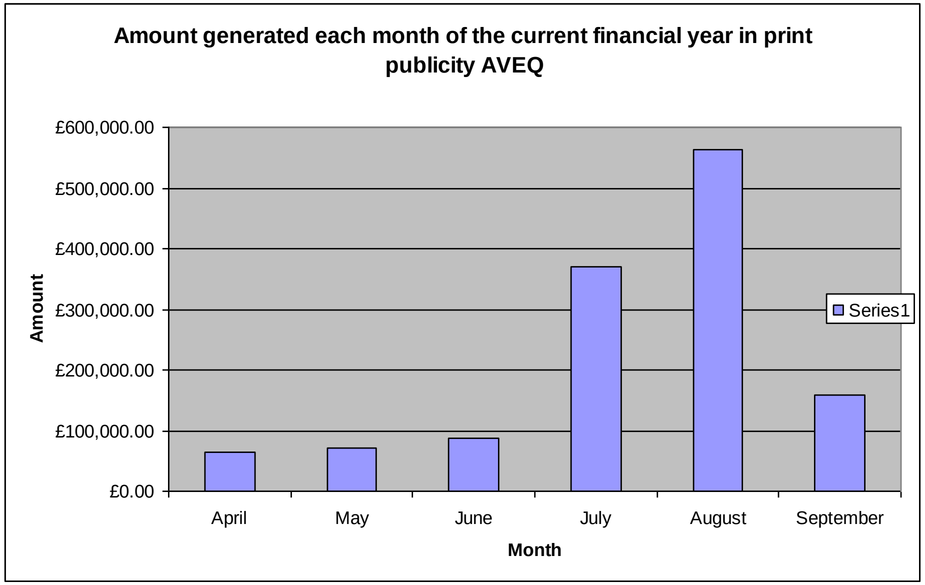
Media coverage started in June 2006 when the news broke that Hartlepool had been successful in the bid to host the event. Since then there has been a gradual increase in coverage resulting in an Advertising Value Equivalent (AVE) of £3,235,581.50 alone for the six month period from April to September 2010.

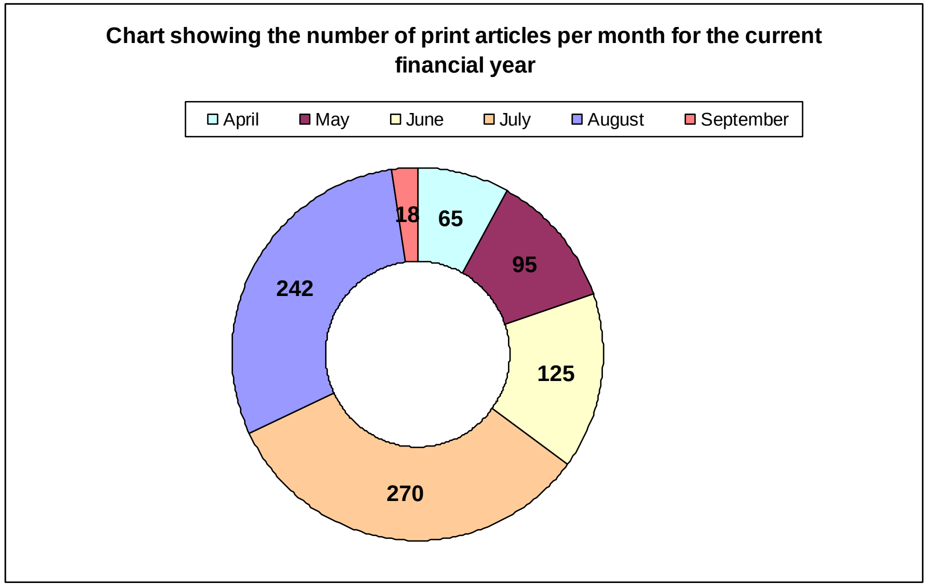
This figure must be regarded as a conservative estimate because while every effort has been made to track all media coverage, there is no single system that can be used to monitor everything.

The breakdown of the recorded coverage for this period is as follows:-

Print

Between April and September 2010, the total value of print publicity based on AVE was £1,313,085.90.





The graph above represents the amount generated each month and is not a cumulative figure.

AVE is worked out using the value per column inch of an article. This is generated using the publication's circulation figure. For this reason an article in a national publication would have a higher AVE value of the same size article in a local paper. The actual number of articles (as opposed to the value of the articles) is shown in the graph below.

Circulation Figure Estimates:

Based on the circulation figures collected for publications in which The Tall Ships Races - Hartlepool 2010 was covered, it can be estimated that up to 16,026,279 people may have read about the event. This does not include people who may have read articles on the web. This is a conservative estimate as some circulation figures are difficult to obtain. The actual figure could be as high as 20 million.

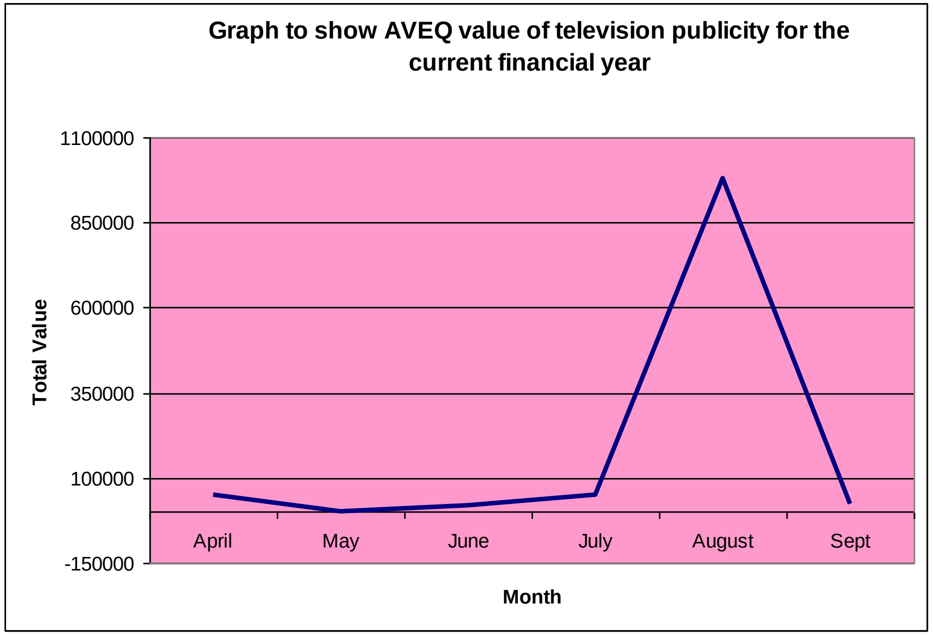
Articles featured in a wide range of publications including the travel trade press, lifestyle magazines such as North East Life and Country Homes and Interiors, sailing publications, quality broadsheets including The Independent and The Times plus publications abroad such as the New Zealand Herald.

The local newspaper, the Hartlepool Mail were very supportive, running weekly features and a 'Come on Board Poster Campaign which helped spread the word about the event worldwide. There was also tremendous support from the regional press.

Broadcast

Between April and September 2010, the total AVE value of broadcast coverage was £1,922,495.60.

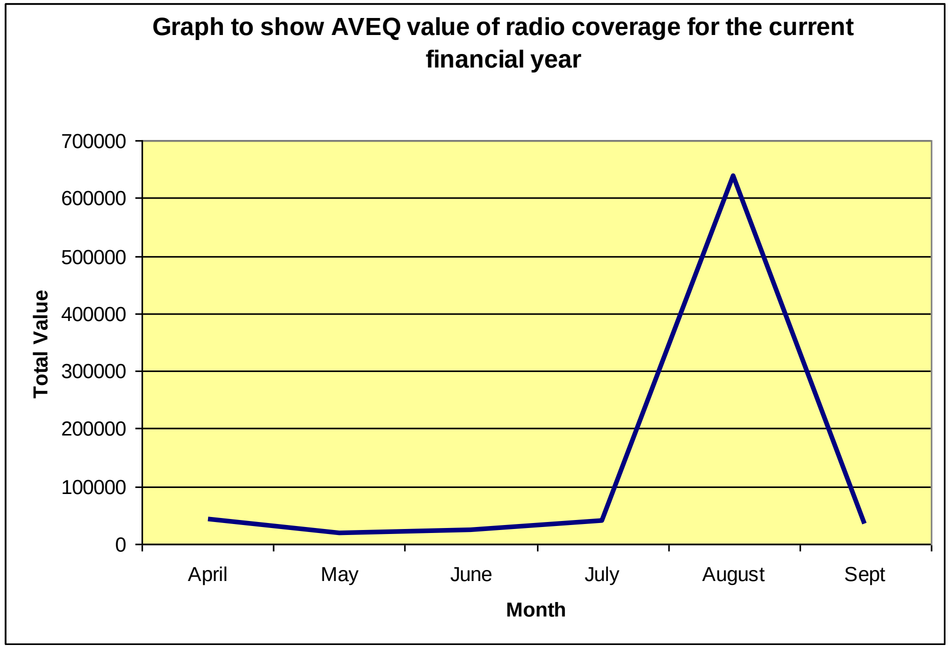
This figure is made up from recorded radio and television coverage. See below for a complete breakdown.



The value of television coverage was £1,122,740.80.

The key contributors to the television AVE value were ITV Tyne Tees-Border Television and BBC Look North. During the event BBC Breakfast and BBC News 24 also covered the event.

We know from accreditation requests that the event was covered internationally on stations such as Oman TV and Russia Today.



The value of radio coverage was £799,754.81.

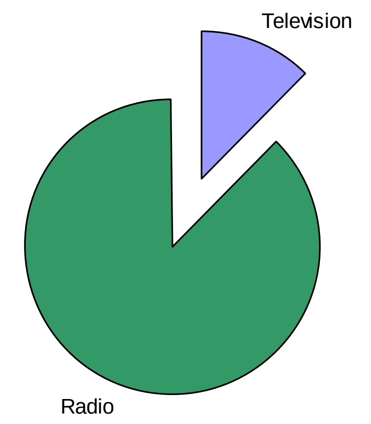
It's interesting to see the similarity in the graph trends, despite the difference in monetary value.

As you can see, both graphs suffer a drop in coverage during May. This is probably because there was heavy push on publicity for April 29 when a Media Day was staged to coincide with the 100 day countdown. This received a lot of media coverage which resulted in the predictable drop off in May.

The majority of the recorded coverage was given by BBC Tees. As with television publicity, it has simply not been possible to monitor every piece of radio coverage. Real Radio, our commercial radio partner, had a static presence on site throughout the whole event. Also, various regional stations such as TFM and Star Radio covered the event, as did Australian station Radio4BC. There was national coverage on BBC Radio 4, BBC Radio 5 Live and Johnnie Walker's Radio 2 show.

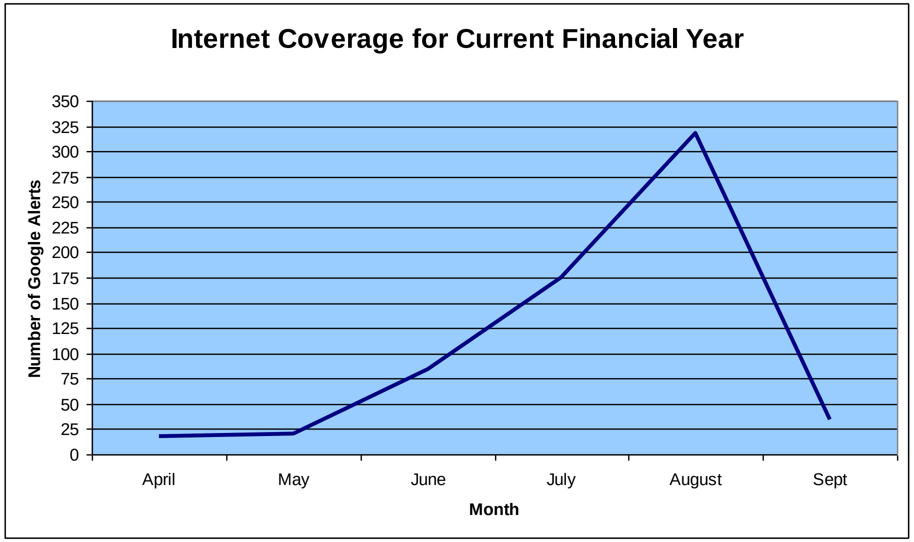
Based on the calculated figures, the proportion of television coverage to radio is shown below:

Airtime minutes showing television and radio for the current financial year



Web Reach

Although there was significant coverage on the web there is no recognised AVE to put a monetary value on this. However, the coverage will have significantly raised Hartlepool's profile worldwide.



The graph shows a significant rise in web coverage from the beginning of June 2010, rising to a peak during and post event. These figures do not present any unexpected peaks/troughs.

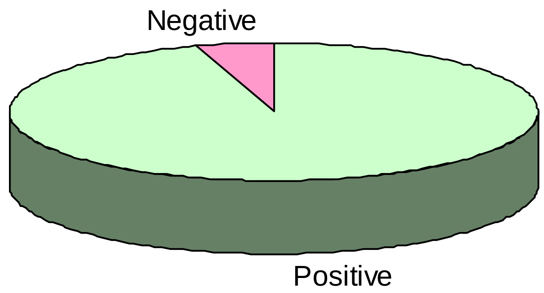
Web pages included:

www.bbc.co.uk National
www.independent.co.uk National
www.themirror.co.uk National
www.oneclick.indiatimes.com International- India
www.usatoday.com International- USA
www.guardian.co.uk National
www.cnn.com International- USA
www.itv.com National
www.nzherald.co.nz International- New Zealand
www.yorkshireeveningpost.co.uk Regional (but difficult to penetrate)
www.sky.com National
www.metro.co.uk National
www.irishtimes.com National (Ireland)
www.norwaypost.nu International- Norway

Post-event there were thousands of pictures and videos of the event posted online, including social media platforms such as Facebook, YouTube and Flickr. On Flickr alone there were more than 1000 photographs posted.

Hundreds of bloggers documented their own experiences of Hartlepool. The majority of blogs were of a positive nature, many expressing their support and congratulations.

95.1% of web coverage for this period was of a positive nature.



Accredited Media at the Event

Overall, accreditation at the event was granted to almost 200 media representatives. Sixty-three separate media organisations were represented from nine different countries. The full list is below.

Print

Local

1. Hartlepool Mail

Regional

2. Evening Gazette
3. Evening Chronicle
4. The Journal
5. Sunderland Echo
6. Northern Echo
7. Etc Etc
8. Living North
9. i i Shetland
10. Circuit Newspaper
11. Contact Magazine
12. Sunday Sun
13. Peterlee Mail

National

14. The Times
15. Press Association
16. Caters News Agency

International

17. Polish American Daily News
18. Stavanger Aftenblad
19. Kurier Szczecinski
20. Die Yacht
21. Get Up and Go magazine
22. Anna Tertel (Freelance)
23. Cruise in Company
24. Associated Press
25. New Zealand Herald

Radio

Local

26. Radio Hartlepool

Regional

27. BBC Radio Tees
28. Real Radio
29. Smooth Radio
30. TFM Radio
31. Metro Radio
32. Bishop FM
33. Star Radio
34. Magic 1170

National

35. BBC Radio 4

International

36. Radio 4BC (Australia)

Photographers

37. Robert Usher Photography
38. Dirk Van Der Werff
39. Hartlepool College of Further Education Photography
40. Chris Armstrong Photography
41. Andrew Bennison Photography
42. Dennis Weller Photography
43. Dave Hudspeth Photography
44. Peter Benn Photography
45. We Shoot Gigs Photography
46. Reuben Tabner Photography

47. BWM Photo
48. PearsonEvans Media
49. Tall Ships Stock
50. Tall Ships Gallery
51. Robert Hields
52. Owen Humphreys, PA

Television

Regional

53. Tyne Tees
54. Bleak House Media
55. BBC Look North

National

56. 3 Point Media
57. BBC Scotland
58. BBC Breakfast
59. GMTV

International

60. Oman TV
61. Russia Today

Other

62. Stan Laundon (web)
63. Captain David Hawker, Maritime Artist

Conclusion

Overall, the Tall Ships event has resulted in significant media profile for Hartlepool, the Tees Valley and the North East. Coverage was not just restricted to local and regional media outlets; the interest was clearly on a national and international basis.

The total AVE for the six month period between April and September 2010 alone was over £3.2m. All of the media felt they were well provided for, both in the build-up to the event and during. Indeed, several letters/emails of praise were received from the media immediately after the event.

Appendix B

The Volunteer Programme

Submitted by Hartlepool Borough Council

Even before The Tall Ships Races 2010 were awarded to Hartlepool the need to recruit and train volunteers was recognised as a key priority.

Historically Tall Ships events rely on volunteers with specific specialist knowledge concerning all things sailing including the needs of ships and their crew.

In Hartlepool there was a recognition and aspiration to recruit a sufficient cohort of volunteers to support almost every strand of the event delivery.

During the planning stages as each element of event-delivery was considered decisions were made as to whether Volunteer support could help to deliver or not. Very soon it was apparent that more than 200volunteers would be required to cover the entire event.

Following the recruitment of a Chief Liaison Officer in September 2009 plans were made to create an online recruitment and management system. In October 2009 the system went live and applications were accepted up until July 2010. A total of 377 applications were registered and a total of 306 applicants were offered positions across the range of volunteer roles. Some applicants left the programme before the training commenced, and a total of 225 volunteers were fully trained and available for the start of the event in August 2010.

Through the event volunteers were deployed as either those involved with ships and their needs and those that helped in the broader event delivery and interacted with visitors.

Volunteers came from across the region and elsewhere in the UK with one international volunteer from Milan. Most volunteers brought with them excellent life-skills and experiences, many with professional work backgrounds while a significant cohort of young people put themselves forward as they recognised that volunteering greatly enhance their applications to higher education and universities.

The success of the event and the successes within it were all aided and enhanced by the support of volunteers. From the essential brigade of Ship Liaison and Technical Liaison Officers which worked long hours making sure each vessel was well served to the Official Guide sellers in satellite locations such as park-and-ride sites on the outskirts of town one thing was constant: a willing smile and passion to help all.

The Tall Ships Races Hartlepool 2010 Volunteer Programme was a resounding success. Many friendships were forged that will last for many years to come. Most volunteers have indicated they would jump at the chance to do it all again – the sooner the better!

Appendix C

Schools and Colleges

Submitted by Hartlepool Borough Council

The Local Authority strongly supported the work done by schools and colleges in preparation for the event and a member of the Local Authority School Improvement Team was asked to coordinate and head up the work being done by schools and colleges and to act as a central coordinator for the work done as the interface between the Council work for the Tall Ships and the Local Authority.

Head teachers, Senior Leaders and school governors were briefed on the event and all schools were given a specially created Tall Ships wall calendar as a prompt for them to see the timescale leading up to the event in August (3 weeks into the summer holidays). Each school was asked to identify a Ship Master who would be the key contact point in a school along with the Head teacher as Captain.

A series of 'Masters' meetings were held, including one to launch these on board the Trincomalee, to link in with the special rates being offered to schools to visit the ship during the year.

The schools had access to a Learning Platform in which a 'class' was created for all ship Masters to access for information, resources, a treasure chest of ideas, links to other supporters of the Tall Ships and where they could communicate with each other.

Over the year these meetings allowed schools to meet and talk about how their schools were developing their approaches to celebrating the event.

The secondary schools produced a series of 8'x8' murals which were designed to be displayed at various locations and the Middleton Grange shopping centre. The schools took part in the launch of these.

The centre hosted the 'ship in a shop' later known as the 'All Aboard' shop in which a large number of vessels created by the schools were displayed as part of an 'eco ship' model making competition using re-cycled materials in line with the eco standards set for the event.

The schools took part in music making events at the Borough Hall, and took part in what became the Mini Parade of Sail on a local boating lake, with schools being issued with the materials to create a boat that had to be decorated and made stable using a fibre glass hull created by a local engineering firm, a moulding company and a local timber merchant and this was sponsored by the University of Sunderland. The logos of the companies and firms featured on the sails and the event took place a month before the actual event came to Hartlepool.

A marquee was manned across the event to showcase both the new technologies that schools were using, along with the artwork and other displays that the schools had produced over the year. This was visited by large numbers attending the event.

Every school took part in some event over the year and linked their curriculum planning to some aspect of the Tall Ships visit.

Schools produced art work, videos, podcasts, broadcasts, creative writing models etc as part of their school's focus on the event.

Schools were linked to the actual vessels by being allocated a 'Lucky Dip' ship and in some cases were able to communicate directly, but safely, through the use of the school learning platform.

Schools were asked to think of their schools as a ship and to create figureheads for their schools.

A town wide project led to schools cooking food based on the ports the ships would visit as part of the Tall ships races, write about their port with the help of a professional historian and tell stories based on their port with a professional storyteller.

Sixth Form Students took part in the event itself as part of a Street entertainment training opportunity and learnt to walk on stilts in role.

Local talented teachers performed on the stage as part of the musical contributions to the event.

Schools worked with a local glass artist to produce items and also to create the big boat on display in the All aboard shop at Middleton Grange.

A local forge organised the creation of a community garden with the help of a wide range of volunteers and local schools to decorate and plant it up.

Gifted and talented pupils created a billboard which was on display in the town based on the Tall ships. Adult Education ran themed classes that looked at the Tall Ships from various perspectives .A Lottery funded project for Seaton railway station produced a nautical themed mosaic.

A local Art teacher was commissioned to produce some 1950's style posters which were displayed at the railway station. A giant 10' pirate was created to fundraise for the RNLI and was brought to the event to signal to schools where the marquee was sited. Sea poetry public speaking competitions were held in a school.

A Tall Ships under 10 football competition was held in conjunction with the football club. Raft building was done as part of the wider work for the Tall ships at the local Primary Special school.

Pupils sailed on the 'Adventure', our own Tall Ship, a converted trawler, which pupils really enjoyed.

A health education project produced a pupil made DVD on risky behaviours which was shown at the event. The Captain's Table project involved student planning, preparing and cooking a 3 course meal for their Head teachers working in conjunction with the local FE College.

There was a School sports week held in the week of the 28th June to celebrate and other less common sports and Active Life styles –where two Secondaries and their partner primaries took part in together. At KS1 Active Play linked to storytelling and Y7 rugby football to help more girls to become active there were Tees valley Dance with a ‘dance off’ held at Dyke House.

Ward Jackson school organised a whole school visit the HME to mark Ward Jackson’s birthday. Observational drawing of ships and their artefacts took place at St Josephs and the English Martyrs school organised a art event with a Tall Ships theme.

A pupil from Dyke House produced an interactive computer based game which was used at the marquee for visitors to learn more about the Tall ships event.

There was considerable press coverage about all the work being done in school about their Tall ships events and this was appreciated by the schools.

Appendix D Survey Questionnaires

Visitor Questionnaire

spirul intelligent research

Hartlepool Tall Ships Races 2010

Visitor Questionnaire

Good morning/afternoon. My name is .... from Spirul, on behalf of Hartlepool Borough Council. [SHOW ID].The Council in conjunction with Visit Tees Valley and One North East is undertaking an economic impact assessment of the Hartlepool Tall Ships Races 2010.

We would be very grateful if you would spend a few minutes telling us about your visit today, in order to help us understand more about the potential effects this could have on the local economy. This survey will take about 10 minutes to complete.
Please could you spare a few minutes to answer some questions?

All of Spirul's surveys are conducted under the Market Research Society's Code of Conduct; your answers will be treated as completely anonymous unless you tell us otherwise.

Q0 Day of Interview

- Friday 6th August ☐
- Saturday 7th August ☐
- Sunday 8th August ☐
- Monday 9th August ☐
- Tuesday 10th August ☐

YOU AND YOUR TRIP

Q1 In what capacity are you attending the Tall Ships Races event?
DO NOT READ OUT / SINGLE CODE ONLY

- Visitor ☐
- Steward ☐
- Corporate Hospitality Guest ☐
- Media ☐
- Sponsor ☐
- Official ☐
- Volunteer ☐ — THANK AND CLOSE. DISCUSS FOCUS GROUP RECRUITMENT
- Tall Ships Crew ☐ — THANK AND END. COMPLETE ALTERNATIVE QUESTIONNAIRE
- Business inc. Stallholder ☐
- Other ☐

Please tell us what
WRITE IN ____________________

Q2 Which days will you/have you attended the Tall Ships Races event?
DO NOT READ OUT / MULTI CODE

- Friday 6th August ☐
- Saturday 7th August ☐
- Sunday 8th August ☐
- Monday 9th August ☐
- Tuesday 10th August ☐

Q3 Where do you live?
DO NOT READ OUT / SINGLE CODE ONLY

Hartlepool ☐

Rest of Tees Valley

- Darlington ☐
- Middlesbrough ☐
- Redcar and Cleveland ☐
- Stockton ☐

Rest of the North East

- County Durham ☐
- Northumberland ☐
- Tyne & Wear ☐

Rest of the UK

- North West ☐
- Yorkshire ☐
- West Midlands ☐
- East Midlands ☐
- East ☐
- London ☐
- South East ☐
- South West ☐
- Scotland ☐
- Wales ☐
- Northern Ireland ☐

Overseas ☐

Please tell us where
WRITE IN ____________________

Q4 Which statement best describes the reason for your trip?
READ OUT/ SINGLE CODE ONLY

- I/we came on the trip especially to attend the Tall Ships Races event ☐
- Attending the Tall Ships Races event was a reason, but not the main one for the trip ☐
- I/we decided to attend the Tall Ships Races event after deciding to make the trip ☐
- Other ☐

Please tell us what
WRITE IN ____________________

Q5 Was there something in particular you came to see?
READ OUT/ SINGLE CODE ONLY

Yes, Folk Festival at Headland ☐	Yes, Fireworks Display ☐
Yes, Music Programme ☐	Yes, Hot Potato Cabaret Tent ☐
Yes, Street Theatre ☐	Yes, The Tall Ships ☐
Yes, Georgian Festival at HME ☐	No, nothing in particular ☐

ACCOMMODATION AND TRAVEL

Q6 Which of the following best describes your visit?
READ OUT/ SINGLE CODE ONLY

On a day trip from home ☐ GO TO Q8

	In Hartlepool	*Elsewhere in Tees Valley*	*Elsewhere in the North East*	*In North Yorkshire*
Staying overnight with friends and relatives	☐	☐	☐	☐
Staying overnight in serviced accommodation	☐	☐	☐	☐
Staying overnight in self-catering accommodation	☐	☐	☐	☐
Staying overnight in Camping / caravanning accommodation	☐	☐	☐	☐
Other	☐	☐	☐	☐

Please tell us what ______________________
WRITE IN

Q7 If staying overnight in the area, approximately how many nights are you and your party staying in ...
WRITE IN NUMBER OF NIGHTS AS APPROPRIATE

Hartlepool	☐	Elsewhere in the North East	☐
Elsewhere in Tees Valley	☐	In North Yorkshire	☐

Q8 What is the main form of transport you used to get...
SINGLE CODE ONLY / "...from home" ONLY FOR THOSE NOT ON A DAY TRIP

	...to Hartlepool today	**...from home**	
Car	☐	☐	
Motorcycle	☐	☐	
Bus / Coach	☐	☐	GO TO Q10
Train	☐	☐	GO TO Q10
Taxi	☐	☐	GO TO Q10
On foot	☐	☐	GO TO Q10
Bicycle	☐	☐	GO TO Q10
Other	☐	☐	GO TO Q10

Please tell us what ______________________
WRITE IN

Q9 Did you use either of the following facilities?
READ OUT/ MULTI CODE

Park & Ride ☐

Park & Walk ☐

Q10 Please tell us whether you agree or disagree with the following statements about travel to the Tall Ships Races event.
READ OUT/ SINGLE CODE ONLY FOR EACH THAT APPLY

There is...	*Strongly agree*	*Agree*	*Neither agree nor disagree*	*Disagree*	*Strongly disagree*	*Don't know*
Good public transport provision	☐	☐	☐	☐	☐	☐
Clear directions to the Tall Ships site for pedestrians	☐	☐	☐	☐	☐	☐
Clear directions to the Tall Ships site for vehicles	☐	☐	☐	☐	☐	☐
Good parking facilities	☐	☐	☐	☐	☐	☐

GROUP COMPOSITION

Q11 Who did you visit the Tall Ships Races event with today?
READ OUT/ SINGLE CODE ONLY

Family party including children ☐	One other adult ☐
Non-family party including children ☐	Adult party ☐
Organised group ☐	Alone ☐

Q12 **Please can you tell us your age and the age of all the other members of your party?**
WRITE IN NUMBER OF EACH IN PARTY & SINGLE CODE FOR RESPONDENT

		Respondent			*Respondent*
Under 16		☐	35 – 44		☐
16 – 24		☐	45 – 64		☐
25 – 34		☐	65 +		☐

Q13 **How many people in your party have not attended the Tall Ships Races event today?**
WRITE IN NUMBER

Children (Under 16)	
Adults (16 and over)	

EXPENDITURE

Q14 **How much do you estimate you personally are spending on accommodation?**
DO NOT ASK IF ON A DAY TRIP / WRITE IN NUMBER (£)

Per Night	
Overall	

Q15 **How much do you estimate you personally have spent or will spend in the following places?** WRITE IN NUMBER (£)

	At the Tall Ships Races	*In Hartlepool*	*Elsewhere in Tees Valley*	*Elsewhere in the North East*
Today				
Overall on this trip				

Q16 **How is today's expenditure likely to be distributed amongst the following categories?** READ OUT/ WRITE IN FIGURE (£) FOR EACH AS APPROPRIATE

	At the Tall Ships Races	*In Hartlepool*	*Elsewhere in Tees Valley*	*Elsewhere in the North East*
Eating and drinking out				
Shopping (excluding food)				
Food shopping				
Leisure and entertainment				
Travel and transport				
Other				

Please tell us what
WRITE IN

Q17 **How much do you estimate you would normally spend on a comparable day when the Tall Ships Races event is not taking place?**
WRITE IN NUMBER (£)

	In Hartlepool	*Elsewhere in Tees Valley*	*Elsewhere in the North East*
Estimated spend			

PERCEPTIONS

Q18.a **How does the Tall Ships Races event measure up to your expectations?**
READ OUT / SINGLE CODE ONLY

- Much better than expected ☐
- Better than expected ☐
- As expected ☐
- Worse than expected ☐
- Much worse than expected ☐

Q18.b **If the event is better or worse than expected, please tell us why?** WRITE IN

Q19 **Please tell us how good or poor you think the following elements of the Tall Ships Races event are.** READ OUT / SINGLE CODE ONLY FOR EACH

	Very good	*Good*	*Neither good nor poor*	*Poor*	*Very poor*	*Don't know*
The Tall Ships Village	☐	☐	☐	☐	☐	☐
Atmosphere	☐	☐	☐	☐	☐	☐
Quality of food and drink	☐	☐	☐	☐	☐	☐
Value of food and drink	☐	☐	☐	☐	☐	☐
Variety of food and drink	☐	☐	☐	☐	☐	☐
Quality of merchandise	☐	☐	☐	☐	☐	☐
Value of merchandise	☐	☐	☐	☐	☐	☐
Signposting	☐	☐	☐	☐	☐	☐
Helpfulness of stewards	☐	☐	☐	☐	☐	☐
Toilet facilities	☐	☐	☐	☐	☐	☐

Q20 **Please tell us how good or poor you think the following elements of the Tall Ships Races event entertainment programme are.**

READ OUT / SINGLE CODE ONLY FOR EACH

	Very good	*Good*	*Neither good nor poor*	*Poor*	*Very poor*	*Don't know*
Folk Festival at Headland.................	☐	☐	☐	☐	☐	☐
Music Programme............................	☐	☐	☐	☐	☐	☐
Street Theatre................................	☐	☐	☐	☐	☐	☐
Georgian Festival at HME...............	☐	☐	☐	☐	☐	☐
Fireworks Display..........................	☐	☐	☐	☐	☐	☐
Hot Potato Cabaret Tent................	☐	☐	☐	☐	☐	☐

Q21 **Do you agree or disagree with the following statements?**

READ OUT / SINGLE CODE ONLY FOR EACH

The Tall Ships Races event...	*Strongly agree*	*Agree*	*Neither agree nor disagree*	*Disagree*	*Strongly disagree*
Is a good thing for Hartlepool	☐	☐	☐	☐	☐
Is a good thing for Hartlepool residents	☐	☐	☐	☐	☐
Encourages the local population to see Hartlepool as a good place to live	☐	☐	☐	☐	☐
Is good for promoting Hartlepool as a place to visit	☐	☐	☐	☐	☐
Is good for promoting Tees Valley as a place to visit	☐	☐	☐	☐	☐
Is good for promoting the North East as a place to visit	☐	☐	☐	☐	☐

Q22.a **Has the event changed how you feel about Hartlepool, Tees Valley or the North East?**

DO NOT READ OUT / SINGLE CODE ONLY FOR EACH

	Hartlepool	*Tees Valley*	*The North East*	
Yes..	☐	☐	☐	
No	☐	☐	☐	GO TO Q23.a
Don't know	☐	☐	☐	GO TO Q23.a

Q22.b **If the event has changed how you feel about Hartlepool, Tees Valley or the North East, do you now feel more or less positive about the area?**

DO NOT READ OUT / SINGLE CODE FOR THOSE THAT APPLY

	Hartlepool	*Tees Valley*	*The North East*
A lot more positive	☐	☐	☐
A little more positive........................	☐	☐	☐
The same..	☐	☐	☐
A little less positive..........................	☐	☐	☐
A lot less positive	☐	☐	☐

Q23.a **Has the event changed how you feel about Hartlepool's ability to host large events?**

DO NOT READ OUT / SINGLE CODE ONLY

Yes..	☐	
No	☐	GO TO Q24.a
Don't know	☐	GO TO Q24.a

Q23.b **If so, do you now feel more or less positive about Hartlepool's ability to host large events?**

DO NOT READ OUT / SINGLE CODE FOR THOSE THAT APPLY

A lot more positive	☐
A little more positive........................	☐
The same..	☐
A little less positive..........................	☐
A lot less positive	☐

Q24.a **Having visited the Tall Ships Races event, how likely or unlikely would you be to visit the following in the future?**

READ OUT / SINGLE CODE ONLY FOR EACH

	Very likely	*Likely*	*Neither likely nor unlikely*	*Unlikely*	*Very unlikely*	*Don't know*
Hartlepool..	☐	☐	☐	☐	☐	☐
Tees Valley	☐	☐	☐	☐	☐	☐
The North East..................................	☐	☐	☐	☐	☐	☐

Q24.b In what capacity would you visit again?

DO NOT READ OUT / MULTICODE OK

- Day trip ☐
- Short break ☐
- Longer stay ☐

Q25 How would you rate the Tall Ships Races event for the following?

READ OUT / SINGLE CODE ONLY FOR EACH

	Very good	*Good*	*Neither good nor poor*	*Poor*	*Very poor*
Generating positive publicity about the area	☐	☐	☐	☐	☐
Meeting the needs of visitors	☐	☐	☐	☐	☐
Raising pride in the local area	☐	☐	☐	☐	☐
Enhancing community identity	☐	☐	☐	☐	☐

MARKETING

Q26 Which of these sponsors do you associate with the Tall Ships Races event?

DO NOT READ OUT / MULTI CODE OK

Federation of Small Businesses	☐	Hartlepool Water	☐
Northgate Managed Services	☐	JDR Cables	☐
Real Radio	☐	Yuill Homes	☐
Housing Hartlepool	☐	SG Petch	☐
Darlington Borough Council	☐	Middlesbrough Borough Council	☐
Middleton Grange Shopping Centre	☐	Redcar & Cleveland Borough Council	☐
Stockton Borough Council	☐	CTC Marine	☐
Hartlepool Power Station	☐	Heerema	☐
Huntsman Pigments Division	☐	The Hartlepool Partnership	☐
UK Steel Enterprise Ltd	☐	WM Morrison	☐
Animmersion	☐	Premier Inn Stockton/Hartlepool	☐
Rachel Gretton Glass and Wild Rose Florist	☐	The Secret Garden and Hartlepool District Flower Club	☐

Q27 **Where do you look for information about attractions to visit when you're planning a day out?**
Which source of information would you say was the most important in influencing your decision to attend the Tall Ships Races event?
DO NOT READ OUT/ MULTI CODE FOR SOURCES USED SINGLE CODE FOR MOST IMPORTANT SOURCE

	Source used	*Most important source*
From a previous visit to Hartlepool......	☐	☐
Advice from friends / relatives	☐	☐
Newspaper / Magazine articles	☐	☐
Advertising	☐	☐
Media – Radio.......................................	☐	☐
Media – TV...	☐	☐
Travel agent / Tour operator	☐	☐
Free tourist brochure..........................	☐	☐
Contact Centre......................................	☐	☐
Tourist Information Centre	☐	☐
www.hartlepooltallships2010.com.......	☐	☐
www.destinationhartlepool.com	☐	☐
www.visitteesvalley.co.uk	☐	☐
www.visitnortheastengland.com..........	☐	☐
Social networking website (Twitter, Facebook etc.)	☐	☐
Other website..	☐	☐
Other source	☐	☐

Please tell us what
WRITE IN ______________________

ABOUT YOU

To ensure that we are getting the views of a cross section of people it is important that we ask you a few questions about yourself. As with all the questions, your answers will be completely confidential.

Q28 **Are you male or female?**
CODE BY OBSERVATION / SINGLE CODE ONLY

Male .... ☐
Female .... ☐

Q29 **How would you describe your ethnic origin?**
DO NOT READ OUT / SINGLE CODE ONLY

White/ White British / White Irish ..... ☐
Black/ Black British.......................... ☐
Asian/ Asian British .... ☐
Mixed (White & Asian)...................... ☐
Mixed (White & Black)...................... ☐
Chinese .... ☐
Other .... ☐

Please tell us what
WRITE IN ______________________

Q30 **What is your main occupation?**
READ OUT/ SINGLE CODE ONLY

Employee in full-time job (30 hours plus per week).....................	☐	On a government supported training scheme	☐
Employee in part-time job (under 30 hours per week)........................	☐	Full-time education at school, college or university............................	☐
Self employed full or part-time.......	☐	Seeking employment..........................	☐
Looking after the home..................	☐	Wholly retired from work.....................	☐
Permanently sick/disabled.............	☐	Doing something else..........................	☐

Please tell us what
WRITE IN ______________________

Q31 **What is your household's total annual income?**
READ OUT/ SINGLE CODE ONLY

£10,000 or under.............................. ☐
£10,001 to £20,000 .... ☐
£20,001 to £30,000 .... ☐
£30,001 to £40,000 .... ☐
Above £40,000 .... ☐
Don't know / Prefer not to say .... ☐

Q32 **Do you consider yourself to be disabled?**
DO NOT READ OUT / SINGLE CODE ONLY

Yes.. ☐
No.. ☐

Q33 **What is your home postcode or country of origin?**
WRITE IN / IF OUTSIDE UK WRITE IN BELOW

Country of Origin
WRITE IN ____________________

In order to monitor the quality of our interviewers we send out a short postal questionnaire to a 10% random sample of people that take part in the survey. Can we contact you for this purpose?

Q34 **Please provide us with your contact details so that Spirul can:**
READ OUT/ MULTI CODE

Contact you by post only for quality control purposes ....☐

Pass them on to Destination Hartlepool and Visit Tees Valley to add to their contact database. ....☐

WRITE IN BELOW/ ASK RESPONDENT TO SIGN & DATE DECLARATION

Name:	
Address:	
Postcode:	
E-mail:	
Signature:	
Date:	

CLOSE/ THANK PARTICIPANT

Thank you very much for your time and co-operation. I'll just confirm that my name is .... from Spirul on behalf of Hartlepool Borough Council and Visit Tees Valley and this interview has been conducted within the Code of Conduct of the Market Research Society.

Crew Questionnaire

spirul intelligent research

Hartlepool Tall Ships Races 2010

Tall Ships Crew Questionnaire

Hartlepool Borough Council in conjunction with Visit Tees Valley and One North East is undertaking an economic impact assessment of the Hartlepool Tall Ships Races 2010.

We would be very grateful if you would spend a few minutes telling us about your visit today, in order to help us understand more about the potential effects this could have on the local economy.

This survey will take about 5 minutes to complete. Please could you spare the time to answer some questions?

All of Spirul's surveys are conducted under the Market Research Society's Code of Conduct, your answers will be treated as completely anonymous unless you tell us otherwise.

Thank you very much for your help.

YOU AND YOUR JOURNEY

Q1 **What is the name of the vessel you attended the Tall Ships event in Hartlepool with?**
PLEASE WRITE IN BELOW

____

Q2 In what capacity were you on board?
PLEASE ✓ ONE BOX ONLY

- Salaried crew ☐
- Experienced volunteer ☐
- Trainees ☐
- Other ☐

Please write in ____________________

Q3 Which of the Tall Ships Races 2010 ports have you personally, stopped at?
PLEASE ✓ ALL THAT APPLY

- Antwerp, Belgium ☐
- Aalborg, Denmark ☐
- Kristiansand, Norway ☐
- Hartlepool, UK ☐

Q4 Are you staying on site / on board or elsewhere?
PLEASE ✓ ONE BOX ONLY

- On site / on board ☐ *Please go to Q8*
- Elsewhere ☐

Q5 Where are you staying?
PLEASE ✓ ONE BOX FOR EACH

	In Hartlepool itself	*Elsewhere in Tees Valley*	*Elsewhere in the North East*	*In North Yorkshire*
Hotel	☐	☐	☐	☐
B&B / Guesthouse	☐	☐	☐	☐
Self-catering apartment	☐	☐	☐	☐
Caravan	☐	☐	☐	☐
Campsite	☐	☐	☐	☐
Other	☐	☐	☐	☐

Please write in ____________________

Q6 If you are staying overnight in the North East, approximately how many nights are you staying in…
PLEASE WRITE IN NUMBER OF NIGHTS FOR EACH

Hartlepool	
Elsewhere in Tees Valley	
Elsewhere in the North East	
In North Yorkshire	

EXPENDITURE

Q7 How much (if anything) do you estimate you personally are spending on accommodation?
PLEASE WRITE IN NUMBER (£)

Per Night	
Overall	

Q8 How much do you estimate you personally have spent or will spend in the following places?
PLEASE WRITE IN NUMBER (£) FOR EACH

At the Tall Ships Races event in Hartlepool	
In Hartlepool itself	
Elsewhere in Tees Valley	
Elsewhere in the North East	

Q9 How is your expenditure likely to be distributed amongst the following categories?
PLEASE WRITE IN NUMBER (£) FOR EACH

	At the Tall Ships Races event in Hartlepool	*In Hartlepool itself*	*Elsewhere in Tees Valley*	*Elsewhere in the North East*
Eating and drinking out				
Shopping (excluding food)........				
Food shopping........				
Leisure and entertainment				
Travel and transport				
Other				

Please write in ______________________

Q10 How much do you estimate you would normally spend on a comparable day when the Tall Ships Races event in Hartlepool is not taking place?
PLEASE WRITE IN NUMBER (£)

	In Hartlepool itself	*Elsewhere in Tees Valley*	*Elsewhere in the North East*
Estimated spend...			

PERCEPTIONS

Q11.a How does the Tall Ships Races event in Hartlepool measure up to your expectations?
PLEASE ✓ ONE BOX ONLY

- Much better than expected........ ☐
- Better than expected .... ☐
- As expected .... ☐
- Worse than expected .... ☐
- Much worse than expected........ ☐

Q11.b If the event is better or worse than expected, please tell us why?
WRITE IN BELOW

____

____

____

Q12 Please tell us how good or poor you think that the following elements of the Tall Ships Races event in Hartlepool are?
PLEASE ✓ ONE BOX FOR EACH

	Very good	*Good*	*Neither good nor poor*	*Poor*	*Very poor*	*Don't know*
The Tall Ships Village	☐	☐	☐	☐	☐	☐
Atmosphere	☐	☐	☐	☐	☐	☐
Entertainment programme	☐	☐	☐	☐	☐	☐
Quality of food and drink	☐	☐	☐	☐	☐	☐
Value of food and drink	☐	☐	☐	☐	☐	☐
Quality of merchandise	☐	☐	☐	☐	☐	☐
Value of merchandise	☐	☐	☐	☐	☐	☐
Signposting	☐	☐	☐	☐	☐	☐
Helpfulness of stewards	☐	☐	☐	☐	☐	☐
Toilet facilities	☐	☐	☐	☐	☐	☐

Q13 Please tell us how good or poor you think that the following facilities for the Tall Ships crews in Hartlepool are? PLEASE ✓ ONE BOX FOR EACH

	Very good	*Good*	*Neither good nor poor*	*Poor*	*Very poor*	*Don't know*
Crew centre	☐	☐	☐	☐	☐	☐
Fleet facilities offered by Port and Marina	☐	☐	☐	☐	☐	☐
Berthing area	☐	☐	☐	☐	☐	☐
Liaison Officer system	☐	☐	☐	☐	☐	☐
Overall management of the event	☐	☐	☐	☐	☐	☐

Q14 Do you agree or disagree with the following statements?
PLEASE ✓ ONE BOX FOR EACH

Tall Ships Races in Hartlepool…	*Very good*	*Good*	*Neither good nor poor*	*Poor*	*Very poor*	*Don't know*
Are a good thing for Hartlepool	☐	☐	☐	☐	☐	☐
Are a good thing for Hartlepool residents	☐	☐	☐	☐	☐	☐
Encourage the local population to see Hartlepool as a good place to live	☐	☐	☐	☐	☐	☐
Are good for promoting Hartlepool as a place to visit	☐	☐	☐	☐	☐	☐

Q15.a Has the event changed how you feel about Hartlepool?
PLEASE ✓ ONE BOX ONLY

- Yes ☐
- No ☐ *Please go to Q16*
- Don't know ☐ *Please go to Q16*

Q15.b If the event has changed how you feel about Hartlepool, do you now feel more or less positive about the area?
PLEASE ✓ ONE BOX ONLY

- A lot more positive ☐
- A little more positive ☐
- The same ☐
- A little less positive ☐
- A lot less positive ☐

Q16 How would you rate the Tall Ships Races in Hartlepool for the following?
PLEASE ✓ ONE BOX FOR EACH

	Very good	*Good*	*Neither good nor poor*	*Poor*	*Very poor*	*Don't know*
Generating positive publicity about the area	☐	☐	☐	☐	☐	☐
Meeting the needs of visitors	☐	☐	☐	☐	☐	☐
Raising pride in the local area	☐	☐	☐	☐	☐	☐
Enhancing community identity	☐	☐	☐	☐	☐	☐

Q17 How does Hartlepool compare to the other host ports of Tall Ships Races 2010?
PLEASE ✓ ONE BOX FOR EACH THAT APPLIES

	Much better	*Better*	*About the same*	*Worse*	*Much worse*	*Don't know*
Antwerp, Belgium	☐	☐	☐	☐	☐	☐
Aalborg, Denmark	☐	☐	☐	☐	☐	☐
Kristiansand, Norway	☐	☐	☐	☐	☐	☐

ABOUT YOU

To ensure that we are getting the views of a cross section of people it is important that we ask you a few questions about yourself. As with all the questions, your answers will be completely confidential.

Q18 Are you male or female?
PLEASE ✓ ONE BOX ONLY

- Male ☐
- Female ☐

Q19 How would you describe your ethnic origin?
PLEASE ✓ ONE BOX ONLY

- Asian or Asian British (inc Chinese) ☐
- Black or Black British ☐
- Mixed ☐
- White or White British ☐
- Other ethnic group (inc Arab) ☐

Please write in ______________________

Q20 What is your main occupation?
PLEASE ✓ ONE BOX ONLY

- Employee in full-time job (30 hours plus per week) ☐
- Employee in part-time job (under 30 hours per week) ☐
- Self employed full or part-time ☐
- Looking after the home ☐
- Permanently sick/disabled ☐
- On a government supported training scheme ☐
- Full-time education at school, college or university ☐
- Seeking employment ☐
- Wholly retired from work ☐
- Doing something else ☐

Please write in ______________________

Q21 What is your household's total annual income?
PLEASE ✓ ONE BOX ONLY

- £10,000 or under ☐
- £10,001 to £20,000 ☐
- £20,001 to £30,000 ☐
- £30,001 to £40,000 ☐
- Above £40,000 ☐
- Don't know / Prefer not to say ☐

Q22 Do you consider yourself to be disabled?
PLEASE ✓ ONE BOX ONLY

- Yes ☐
- No ☐

Q23 What is your home postcode or country of origin?
PLEASE WRITE IN BELOW

Country of origin ______________________

Thank you very much for your time and support in completing this questionnaire

Please seal your completed questionnaire into the envelope provided and we will collect it later or you can return it by post (no stamp needed in the UK)

If you have any questions or have any other comments that you would like to make please contact Spirul by phone on 0800 917 0162 or by email to info@spirul.co.uk

spirul intelligent research

Business Questionnaire

Hartlepool Tall Ships Races 2010

Business Questionnaire

Good morning/afternoon/evening. My name is .... from Spirul on behalf of Hartlepool Borough Council.

We are conducting a survey on behalf of the Council, Visit Tees Valley and One North East to assess the economic impact of the Hartlepool Tall Ships Races 2010.

I would like to speak to a senior person who makes the decisions about staffing and business strategy. This survey will take about 10 minutes to complete.

All of Spirul's surveys are conducted under the Market Research Society's Code of Conduct; your answers will be treated as completely anonymous unless you tell us otherwise.

Q1 **Could you please confirm your role within this company?**
DO NOT READ OUT/ SINGLE CODE ONLY

- Owner / Proprietor ☐
- Chief Executive / Managing Director ☐
- Deputy Chief Executive / Managing Director ☐
- Finance Director ☐
- Operations Director ☐
- HR Director ☐
- No, none of these ☐ ASK FOR REFERRAL
- Don't know / Refused ☐ ASK FOR REFERRAL
- Other senior position ☐

Please tell us what type of service ______________________
WRITE IN

Q2 **What type of business are you?**
DO NOT READ OUT/ SINGLE CODE ONLY

Agriculture, Forestry and Fishing ☐	Transport ☐	
Banking and Finance ☐	Utilities ☐	
Building and Construction ☐	Wholesale ☐	
Business Services ☐	Other Services ☐	WRITE IN
Chemical and Pharmaceutical ☐	Hotel ☐	
Engineering and Electronics ☐	B&B / Guesthouse ☐	
IT and Tele/Communications ☐	Caravan / Camping site ☐	
Manufacturing ☐	Restaurant ☐	
Media ☐	Café ☐	
Mining and quarrying ☐	Bar ☐	
Real Estate and property ☐	Pub ☐	
Retail ☐	Other ☐	WRITE IN

Please tell us what type of other service ______________________
WRITE IN

Please tell us what other type of business ______________________
WRITE IN

Q3 **Including you, how many full-time and part-time staff are employed at this SITE? Please give your best estimate for both full-time and part-time?**
WRITE IN NUMBER, 'DON'T KNOW' OR 'REFUSED'

Full-time staff that work 30 hours or more a week	
Part-time staff that work 30 hours or less a week	

Q4 **Thinking about your suppliers and where they are based - I am going to ask you what proportion by value of purchases are from suppliers based in Hartlepool, Tees Valley and the rest of the North East...**

IF UNSURE ASK TO ESTIMATE/ SINGLE CODE ONLY

	None	1-9%	10-24%	25-49%	50%	51-75%	76-90%	91-99%	100%	Don't know
a. Firstly, what proportion are based in Hartlepool?	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
b. Secondly, what proportion are based within Tees Valley	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
c. Thirdly, what proportion are based with the rest of the North East	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Q5 **What is the total turnover of your business ...**

IF UNSURE ASK TO ESTIMATE/ SINGLE CODE ONLY

	At this establishment?	Overall?
Under £250,000	☐	☐
£250,000-£500,000	☐	☐
£500,001-£1,000,000	☐	☐
£1,000,001-£10,000,000	☐	☐
£10,000,001-£50,000,000	☐	☐
£50,000,001-£100,000,000	☐	☐
Over £100,000,000	☐	☐
Prefer not to say	☐	☐
Don't know	☐	☐

Q6.a **Did the Tall Ships Races event have a positive or negative impact on your business?**

READ OUT/ SINGLE CODE ONLY

- Very positive ☐
- Positive ☐
- Neither positive nor negative ☐
- Negative ☐
- Very negative ☐

Q6.b **Please tell us why?**

PROBE FULLY / WRITE IN

____

____

____

Q7 **In comparison to a "normal" week, what business activity did you achieve during the five days of the event in relation to customers and turnover?**

IF UNSURE ASK TO ESTIMATE/ SINGLE CODE ONLY FOR EACH

	Customers	Turnover
Over 50% more	☐	☐
26 – 50% more	☐	☐
11 – 25% more	☐	☐
10% more	☐	☐
About the same	☐	☐
10% less	☐	☐
11 – 25% less	☐	☐
26 – 50% less	☐	☐
Over 50% less	☐	☐

Q8 **Did you employ additional staff during the event?**

DO NOT READ OUT/ SINGLE CODE ONLY

- Yes ☐
- No ☐

If yes, please tell us how many? ______________________________

WRITE IN

Q9.a **Did you change your usual opening hours for the event?**

DO NOT READ OUT/ SINGLE CODE ONLY

- Yes ☐
- No ☐ GO TO Q10

Q9.b Did you extend or reduce your opening hours?
DO NOT READ OUT/ SINGLE CODE ONLY

Extend .... ☐

Reduce .... ☐

Q10 Please tell us whether you agree or disagree with the following statements about the Tall Ships Races event?
READ OUT/ SINGLE CODE FOR EACH

The Tall Ships Races...	*Strongly agree*	*Agree*	*Neither agree nor disagree*	*Disagree*	*Strongly disagree*	*Don't know*
Are a good source of new business for me	☐	☐	☐	☐	☐	☐
Are a good thing for Hartlepool.......	☐	☐	☐	☐	☐	☐
Are a good thing for Tees Valley	☐	☐	☐	☐	☐	☐
Are a good thing for Hartlepool residents..	☐	☐	☐	☐	☐	☐
Are good for Encouraging the local population to see Hartlepool as a good place to live	☐	☐	☐	☐	☐	☐
Are good for promoting Hartlepool as a place to visit............................	☐	☐	☐	☐	☐	☐

Q11 How would you rate the Tall Ships Races event for the following...
READ OUT/ SINGLE CODE FOR EACH

	Very good	*Good*	*Neither good nor poor*	*Poor*	*Very poor*	*Don't know*
Its contact with local businesses....	☐	☐	☐	☐	☐	☐
Its marketing..................................	☐	☐	☐	☐	☐	☐
Its media and PR...........................	☐	☐	☐	☐	☐	☐
Meeting the needs of the local population..	☐	☐	☐	☐	☐	☐
Keeping businesses informed about opportunities to get involved.	☐	☐	☐	☐	☐	☐
Keeping businesses updated about the event's logistics	☐	☐	☐	☐	☐	☐

Q12 Do you have any suggestions for how the impact of large events on local businesses could be improved in the future?
WRITE IN

____

____

____

CLOSE/ THANK PARTICIPANT

Thank you very much for your time and co-operation. I'll just confirm that my name is .... from Spirul on behalf of Hartlepool Borough Council and Visit Tees Valley and this interview has been conducted within the Code of Conduct of the Market Research Society.

Interviewer declaration:
I hereby declare that this questionnaire has been completed within the MRS Code of Conduct and in accordance with the instructions supplied to me. I have carefully checked the questionnaire and am aware that it is subject to quality control procedures.

Interviewers name: ____________________

Signature: ____________________

Date: ____________________

Trader & Exhibitor Questionnaire

Hartlepool Tall Ships Races 2010

Traders & Exhibitors Questionnaire

Good morning/afternoon/evening. My name is ...... from Spirul on behalf of Hartlepool Borough Council. We are conducting a survey on behalf of the Council, Visit Tees Valley and One North East to assess the economic impact of the Hartlepool Tall Ships Races 2010.

During the event someone from Spirul asked if you would take part in a short questionnaire. The questionnaire will take about 10 minutes to complete.

All of Spirul's surveys are conducted under the Market Research Society's Code of Conduct; your answers will be treated as completely anonymous unless you tell us otherwise.

Q1 **What type of stall were you running at the Tall Ships Races event?**
WRITE IN

____

Q2 **What type of company are you?**
DO NOT READ OUT/ SINGLE CODE ONLY

Private limited company (Ltd)................... ☐ Sole trader or Partnership .... ☐
Public limited company (Plc) .... ☐ Charity.. ☐
Foreign owned company .... ☐ Community interest company .... ☐
Other .... ☐

Please tell us what
WRITE IN ______________________________

Q3 **Where are you based?**
WRITE IN

____

Q4.a **Have you opened your stall at any other events in the region?**
DO NOT READ OUT/ SINGLE CODE ONLY

Yes .... ☐ CONTINUE TO Q4.b
No.. ☐ GO TO Q5

Q4.b **If so, which events and where?**
WRITE IN WHERE APPROPRIATE

In Hartlepool .... ______________________________

Elsewhere in Tees Valley *(Stockton, Darlington, Redcar and Cleveland, Middlesbrough)* .... ______________________________

Elsewhere in the North East *(Durham, Tyne and Wear, Northumberland)* .... ______________________________

Q5 **How did you find out about the opportunity to become involved in the Tall Ships Races event?**
DO NOT READ OUT/ SINGLE CODE ONLY

Local press .... ☐ 'Meet the buyer' event .... ☐
Tall ships website .... ☐
Local radio.. ☐
Other .... ☐

Please tell us how
WRITE IN ______________________________

Q6 **How many staff did you employ for the Tall Ships Races event (including yourself)?**
WRITE IN

Q7 **Could you tell us where these staff live, and whether they work full, part time or worked just for the event?**
WRITE IN NUMBER OF STAFF WHERE APPROPRIATE

	Full time staff	*Part time staff*	*Just for Tall Ships event*
Hartlepool			
Elsewhere in the Tees Valley			
Elsewhere in the North East			

Q8 **What was your total turnover at the Tall Ships Races event?**
WRITE IN / IF UNSURE ASK FOR ESTIMATE

£

Q9 **Thinking about your suppliers for the Tall Ships Races event and where they are based – I am going to ask you what proportion by value of purchases for the event were from suppliers based within Hartlepool, Tees Valley and the rest of the North East...**
IF UNSURE ASK TO ESTIMATE/ SINGLE CODE ONLY

	None	1-9%	10-24%	25-49%	50%	51-75%	76-90%	91-99%	100%	Don't know
a. Firstly, what proportion were based in Hartlepool?	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
b. Secondly, what proportion were based within Tees Valley	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
c. Thirdly, what proportion were based within the North East	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Q10.a **Did the Tall Ships Races event have a positive or negative impact on your business?**
READ OUT/ SINGLE CODE ONLY

Very positive ☐
Positive ☐
Neither positive nor negative ☐
Negative ☐
Very negative ☐

Q10.b **Please tell us why?**
PROBE FULLY / WRITE IN

____
____
____

Q11.a **Would you like to be involved in similar types of events in this area in the future?**
READ OUT/ SINGLE CODE ONLY

Yes ☐
No ☐ GO TO Q12

Q11.b **If so, whereabouts?**
READ OUT/ MULTI CODE

In Hartlepool ☐
Elsewhere in Tees Valley ☐
Elsewhere in the North East ☐

Q12 **In comparison to other events, what business activity did you achieve during the five days of the event in relation to customers and turnover?**
IF UNSURE ASK TO ESTIMATE/ SINGLE CODE ONLY FOR EACH

	Customers	Turnover
Over 50% more	☐	☐
26 – 50% more	☐	☐
11 – 25% more	☐	☐
10% more	☐	☐
About the same	☐	☐
10% less	☐	☐
11 – 25% less	☐	☐
26 – 50% less	☐	☐
Over 50% less	☐	☐

Q13 Please tell us whether you agree or disagree with the following statements about the Tall Ships Races event?
READ OUT/ SINGLE CODE FOR EACH

The Tall Ships Races event was…	*Strongly agree*	*Agree*	*Neither agree nor disagree*	*Disagree*	*Strongly disagree*	*Don't know*
A good source of new business for me .	☐	☐	☐	☐	☐	☐
A good thing for Hartlepool....................	☐	☐	☐	☐	☐	☐
A good thing for Tees Valley	☐	☐	☐	☐	☐	☐
A good thing for Hartlepool residents	☐	☐	☐	☐	☐	☐
Encourages the local population to see Hartlepool as a good place to live	☐	☐	☐	☐	☐	☐
Good for promoting Hartlepool as a place to visit..	☐	☐	☐	☐	☐	☐

Q14 How would you rate the Tall Ships Races for the following…
READ OUT/ SINGLE CODE FOR EACH

	Very good	*Good*	*Neither good nor poor*	*Poor*	*Very poor*	*Don't know*
Its organisation and communication.......	☐	☐	☐	☐	☐	☐
Its marketing...	☐	☐	☐	☐	☐	☐
Its procedure for booking stalls.............	☐	☐	☐	☐	☐	☐
Its value for money	☐	☐	☐	☐	☐	☐
Its facilities for stallholders	☐	☐	☐	☐	☐	☐

Q15 Do you have any suggestions for how the impact of large events on businesses could be improved in the future?
WRITE IN

____

____

____

Q16 Do you have any other comments about your experience of the tall ships races event in Hartlepool and its effect on your business?
WRITE IN

____

____

____

CLOSE/ THANK PARTICIPANT

Thank you very much for your time and co-operation. I'll just confirm that my name is .... from Spirul on behalf of Hartlepool Borough Council and Visit Tees Valley and this interview has been conducted within the Code of Conduct of the Market Research Society.

Interviewer declaration:
I hereby declare that this questionnaire has been completed within the MRS Code of Conduct and in accordance with the instructions supplied to me. I have carefully checked the questionnaire and am aware that it is subject to quality control procedures.

Interviewers name: ____________________

Signature: ____________________

Date: ____________________

Appendix E Stakeholder Interview Discussion Guide

		spirul intelligent research

Hartlepool Tall Ships Races 2010

Stakeholder Discussion Guide

Introduction and Consent

My name is ………………… and I work for Spirul, a research company that has been commissioned by Hartlepool Borough Council and Visit Tees Valley as part of a project to assess the economic impact of the Hartlepool Tall Ships Races 2010. The information you give me will form part of a report to establish the economic impact of the races. Thank you very much for agreeing to talk to me today.

The information from this interview will be held by Spirul and used only for the purposes of this research. Everything you tell me will be kept confidential and any information that is included in any reports will be presented in a way that does not identify you as an individual.

The interview will take approximately one hour. Your participation is entirely voluntary and you can withdraw at any stage.

Have you any other questions before we start?

[Go through consent form and obtain signature (or verbal agreement, if by phone) and permission to record the interview].

Interviewee Details

Name of interviewee:

Job title:

Date:

Time:

Q1. What is your involvement with the Hartlepool Tall Ships Races 2010?
How long have you been involved with the races? How did you come to be involved with the races?   Prompt: Personal/organisational involvement
Q2. What is your overall impression of the Hartlepool Tall Ships Races 2010?
Good/ bad Why?   Prompt: How well it was organised
Q3. Did the Hartlepool Tall Ships Races 2010 match your expectations?
Did the races match your priorities?   Prompt:

Q4. Are there any future lessons that can be learnt from the Hartlepool Tall Ships Races 2010?
For who? What lessons?   Prompt:
Q5. Did the Hartlepool Tall Ships Races 2010 management maintain, improve or worsen relationships with other partners?
Maintain? Improve? Worse?   Prompt: How/ Examples/ Partners
Q6. Do you think that Hartlepool Tall Ships Races 2010 benefited your organisation?
How? In what areas? Any examples? Prompt: Publicity, contacts

Q7. Do you think that the Hartlepool Tall Ships Races 2010 benefited Hartlepool?
How? In what areas? Any examples?   Prompt:
Q8. How willing would you/ your organisation be to support future events in the area?
You? Your organisation? Why? Why not?   Prompt: Type of event/ type of support

Q9. Is there anything else you'd like to say about the Hartlepool Tall Ships Races 2010 before we finish?
Thank you very much for your help. Explain that the interview will be analysed and the findings will be incorporated into the overall reporting of the assessment. How will they hear about the findings?

CABINET REPORT

24 January 2011

HARTLEPOOL BOROUGH COUNCIL

Report of: Scrutiny Co-ordinating Committee

Subject: FORMAL RESPONSE TO THE EXECUTIVE'S MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2011/12 TO 2014/15 CONSULTATION PROPOSALS

SUMMARY

1. PURPOSE OF REPORT

1.1 To inform Members that a report will be circulated in advance of, and for consideration during, this meeting detailing the Scrutiny Co-ordinating Committee's formal response to the Executive's Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 consultation proposals.

2. SUMMARY OF CONTENTS

2.1 The report outlines the Scrutiny Co-ordinating Committee's formal response to the Executive's Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 consultation proposals.

3. RELEVANCE TO CABINET

3.1 Cabinet are requested to consider the formal response of the Scrutiny Co-ordinating Committee in relation to the Executive's Initial proposals, prior to determining their finalised proposals.

4. TYPE OF DECISION

4.1 Not applicable in this instance.

6. DECISION(S) REQUIRED

6.1 Cabinet is requested to consider the Scrutiny Co-ordinating Committee's formal response, as outlined in the report to be circulated in advance of this meeting.

CABINET

24 January 2011

HARTLEPOOL BOROUGH COUNCIL

Report of: Scrutiny Co-ordinating Committee

Subject: FORMAL RESPONSE TO THE EXECUTIVE'S MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2011/12 TO 2014/15 CONSULTATION PROPOSALS

---

1. PURPOSE OF REPORT

1.1 To inform Members that a report will be circulated in advance of, and for consideration during, this meeting detailing the Scrutiny Co-ordinating Committee's formal response to the Executive's Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 consultation proposals.

2. BACKGROUND INFORMATION

1.1 In December 2010, the Scrutiny Co-ordinating Committee considered the Executive's initial Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 Proposals. This resulted in the formulation of a Scrutiny response, which was considered by Cabinet on the 20 December 2010.

1.2 With due consideration of the comments and views presented by Scrutiny, Cabinet at its meeting on the 10 January 2011 finalisation its Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 proposals. As part of the agreed consultation process, these finalise proposals were considered by the Scrutiny Co-ordinating Committee on 14 January 2011 with a response to be presented to Cabinet on the 24 January 2011.

1.3 Given the timescale between completion of Scrutiny consideration of the Executive's proposals and the date of today's Cabinet meeting, it was not possible to include the Scrutiny Co-ordinating Committee's report within the statutory requirements for the despatch of the agenda and papers for today's meeting. In light of this, and in order to progress the matter without delay, arrangements have been made for the Scrutiny Co-ordinating Committee's report to be circulated under separate cover in advance of this meeting.

3. RECOMMENDATION

3.1 Cabinet is requested to consider the Scrutiny Co-ordinating Committee's formal response, as outlined in the report to be circulated in advance of this meeting.

Contact Officer:- Joan Stevens – Scrutiny Manager
Chief Executive's Department - Corporate Strategy
Hartlepool Borough Council
Tel: 01429 284142
Email: joan.stevens@hartlepool.gov.uk

BACKGROUND PAPERS

No background papers were used in the preparation of this report.

CABINET REPORT

24 January 2011

Report of: Scrutiny Co-ordinating Committee

Subject: FORMAL RESPONSE TO THE EXECUTIVE'S MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2011/12 TO 2014/15 CONSULTATION PROPOSALS

SUMMARY

1. PURPOSE OF REPORT

1.1 To provide the formal response of the Scrutiny Co-ordinating Committee in relation to the Executive's Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 consultation proposals.

2. SUMMARY OF CONTENTS

2.1 The report provides an overview of Scrutiny's involvement in the Authority's Budget setting process, together with their formal response to the Executive's Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 consultation proposals.

3. RELEVANCE TO CABINET

3.1 Cabinet are requested to consider the formal response of the Scrutiny Co-ordinating Committee in relation to the Executive's proposals, prior to determining their finalised proposals.

4. TYPE OF DECISION

4.1 Not applicable in this instance.

5. DECISION MAKING ROUTE

5.1 Cabinet (20 December 2010, 24 January 2011 and 7 February 2011), Scrutiny Co-ordinating Committee (14 January 2011 and 21 January 2011) and Council (10 February 2011).

6. DECISION(S) REQUIRED

6.1 That Cabinet considers the formal response of the Scrutiny Co-ordinating Committee.

CABINET REPORT

24 January 2011

HARTLEPOOL BOROUGH COUNCIL

Report of: Scrutiny Co-ordinating Committee

Subject: FORMAL RESPONSE TO THE EXECUTIVE'S MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2011/12 TO 2014/15 CONSULTATION PROPOSALS

---

1. PURPOSE OF THE REPORT

1.1 To provide the formal response of the Scrutiny Co-ordinating Committee in relation to the Executive's Budget and Policy Framework Proposals for 2011/12.

2. BACKGROUND INFORMATION

2.1 In December 2010, the Scrutiny Co-ordinating Committee considered the Executive's initial Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 Proposals. This resulted in the formulation of a Scrutiny response, which was considered by Cabinet on the 20 December 2010.

2.2 With due consideration of the comments and views presented by Scrutiny, Cabinet at its meeting on the 10 January 2011 finalised its Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 proposals. As part of the agreed consultation process, these finalised proposals were considered by the Scrutiny Co-ordinating Committee on 14 January 2011 (continued on the 21 January 2011) with a response to be presented to Cabinet on the 24 January 2011.

2.3 During the consideration of the Executive's initial and finalised Budget and Policy Framework Proposals for 2011/12, the appropriate Cabinet Members were in attendance subject to their availability.

2.4 Details of the views expressed by the Scrutiny Co-ordinating Committee at the meeting on the 14 January 2011 are outlined in Section 3 of this report. It will, however, be necessary to table at today's meeting details of the discussions that continued on the 21 January 2011.

3. FORMAL RESPONSE OF SCRUTINY TO THE EXECUTIVE'S FINALISED MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2011/12 TO 2014/15 CONSULTATION PROPOSALS

3.1 At the meeting held on the 14 January 2011, Members of the Scrutiny Co-ordinating Committee (with all Members of Scrutiny also invited to attend) were asked to:-

i) Consider the responses provided to the views, comments and alternative suggestions raised by Scrutiny as part of the initial consultation process; and

ii) Formulate a response in relation to:-

(a) The selection of Option 1 as the way forward for preparation of the Council's Medium Term Financial Strategy (2011/12 to 2014/15);

(b) The proposed strategy for the allocation of unsupported corporate capital borrowing allocations;

(c) The proposed alternatives identified by Cabinet to replace the original £31,000 beach safety saving proposal; and

(d) Cabinet's proposed strategy for managing cuts and changes in Specific Grants.

3.2 The Scrutiny Co-ordinating Committee's responses are outlined in paragraphs 3.3 onwards.

3.3 **Cabinet response to views, comments and alternative suggestions raised by Scrutiny as part of the initial consultation process**:-

i) The Committee noted the responses provided to questions raised as part of the first stage of the budget consultation process. In considering the information provided, Members accepted the responses provided and expressed further views in relation to a number of issues. Details of the views and comments expressed are outlined in **Appendix A**.

3.4 **The selection of Option 1 as the way forward for preparation of the Council's Medium Term Financial Strategy (2011/12 to 2014/15)**:-

i) The Committee noted the stark financial implications of each option in relation to the potential funding gap that would be left for 2012/13. Given indications that Option 1 would leave a gap of £7.5 million, whilst Option 2 would leave a gap of £10.5 million, Members were of the view that to defer cuts now would make next years tasks virtually impossible. On this basis, Members were of the opinion that Option 1 was the prudent way forward.

The Committee supported the selection of Option 1 by Cabinet.

3.5 **The proposed strategy for the allocation of unsupported corporate capital borrowing allocations**:-

i) Consideration of the proposed strategy was deferred for discussion at the Scrutiny Co-ordinating Committee meeting on the 21 January 2011. Details of the outcome of these discussions will be tabled at today's meeting **(Appendix B)**.

3.6 **The proposed alternatives identified by Cabinet to replace the original £31,000 beach safety saving proposal**:-

i) Members highlighted the importance of achieving savings across board without impacting on the provision of front line services. Given the importance of the providing effective beach safety services, Members were of the view that achieving savings through the following means should be supported:

- Removal of 'old mayoral' and 'deputy mayoral' allowance paid to Chair and Vice Chair of Council of respectively. (Saving provides funding for a small Special Responsibility allowance for the Vice Chair if this is recommended by the Independent Remuneration Panel) – proposed saving £11k;

- Removal of Mayor and Chairman's hospitality budgets and residual balance of Cabinet contingency budget – proposed saving £13k;

- Saving from Ward Support budgets – proposed saving £2k; and

- Registration service – deletion of overtime budgets – proposed saving £5k.

The Committee supported the alternative proposals identified above to replace the original £31,000 beach safety saving proposal.

3.7 **Cabinet's proposed strategy for managing cuts and changes in Specific Grants**:-

i) Consideration of the proposed strategy was deferred for discussion at the Scrutiny Co-ordinating Committee meeting on the 21 January 2011. Details of the outcome of these discussions will be tabled at today's meeting. **(Appendix B)**

4. RECOMMENDATION

4.1 That Cabinet considers the formal response of the Scrutiny Co-ordinating Committee in relation to the Executive's Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 proposals, as outlined in Section 3 of this report.

COUNCILLOR MARJORIE JAMES
CHAIR OF THE SCRUTINY CO-ORDINATING COMMITTEE

January 2011

Contact:- Joan Stevens – Scrutiny Manager
Chief Executive's Department – Corporate Strategy
Hartlepool Borough Council
Tel: 01429 284142
Email: joan.stevens@hartlepool.gov.uk

BACKGROUND PAPERS

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

(i) Report of the Scrutiny Co-ordinating Committee entitled ' Formal Response to the Executive's Initial Medium Term Financial Strategy (Mtfs) 2011/12 to 2014/15 Consultation Proposals' considered by Cabinet On the 20 December 2010.

(ii) Report of the Chief Finance Officer / Scrutiny Manager entitled 'Medium Term Financial Strategy (MTFS) 2011/12 TO 2014/15 ' considered by the Scrutiny Co-ordinating Committee on the 14 January 2011.

(iii) Minutes Of Cabinet Held On 20 December 2010.

Budget Questions
Child and Adult Services

Service Area	Questions Raised and Answers Provided as part of the Initial Phase of the Budget Consultation Process	Further Comments / Questions Raised as part of the Final Phase of the Budget Consultation Process (Raised at the SCC meeting on the 14 January 2011)
Children's Contracted Services	**Question** Nil inflationary increase – what proportions of organisations are private compared to voluntary? **Answer** 22% of expenditure incurred within these budgets (total expenditure budget £451,000) is with voluntary organisations and registered charities. This equates to £8K of the proposed £38K saving. Providers' expectations are a nil increase owing to the current financial position.	Members queried why the Children's Fund had been identified in its own right as taking a potential £84,000 of cuts when it had been mainstreamed last year as part of Children's Contracted Services. When advised that the proposal was for contracted services to standstill and the Children's Fund to take a bigger cut, concern was expressed that all elements of Contracted Services should be treated the same. Members were advised that each budget was assessed individually with a contributory factor in the identification of savings being the impact on the community. Whilst Members acknowledged this, there continued to be concern regarding the emphasis of cuts on one project from Contracted Services and the suggestion that the loss of Children's Fund services would have a lower impact on the community than other service areas. Members also highlighted the raft of areas of services delivered under the umbrella of children services and the need to have the capacity in the future as part of the budget process to look at them individually, rather than as a group. Emphasis was placed upon the strain being placed upon the voluntary / community sector with the slice by slice reduction of services and funding and the need to look across service areas to explore the potential

		for the provision of services through the voluntary sector in viable and sustainable way. **It was suggested that this needed to be looked at by Cabinet and that discussions needed to he held with the voluntary / community sector.** It was emphasised to Members that no one wanted to make these decisions and that alternative would be welcomed. It was also emphasised that not all Children's Fund cuts would come from voluntary sector providers.
Libraries – Central, Branch and Home / Delivered Services	**Question** Comments / views of library staff on the proposals to close libraries **Answer** To summarise: Staff dedication to providing a quality service continued to show through and a belief that if the level of savings required have to be made then the proposals of SDO/CSR are the right ones. All staff were consulted and comments are available should that be required via the attached web link. A sample week Oct 2009 (Oct is CIPFA collection month) is available which provides daily visitor no's. The following are 'visitors per week';- Central (6907), Foggy Furze (822), Headland (433), Owton Manor (846), Seaton Carew (624), Throston (693), West View (319). On a purely usage based analysis you would close West View in preference to closing another service. In respect of loss of service to the community, alternative options have potential from including within the mobile service, home visits for housebound and working with the 3rd sector/other partners in relation to the future of the library and community centre building.	Members sought clarification of usage figures for West View library and were reminded that they related to weekly visitor numbers. It was also clarified that whilst the logical library for closure on purely usage figures would be West View a whole series of other factors would be taken in to consideration. An assurance was given that no decision had yet been taken and that when taking about closure it related to the service and not the building. Members queried the position in terms of discussions with community/voluntary groups to take over buildings and were assured that the Council would be willing and keen to talk to anyone. Attention was drawn to indications that there may be interest in the provision of services from the Belle View Community, Sports and Youth Centre. Whilst officers / the Mayor were unaware of this potential they encouraged representatives to make contact (as were all potentially interested groups in other areas of the town). Attention was also drawn to the work being undertaken by Cllr Jackson in relation to Throston Library and Community Centre.

Cultural Services	**Question** a) Members suggested that the fireworks display should be a larger event / festival to generate income and joint arrangements with partner organisations, such as the fire brigade should be explored. b) Members requested that the tourism marketing budget be considered in conjunction with the marketing budgets held within other departments to rationalise services. **Answer** There are further opportunities to consider the consolidation of these activities. Whilst initial consideration has commenced any changes required will require further analysis and understanding of the requirements and resources in place and the most effective manner in which they could be reconfigured if this is assessed as being beneficial. This consideration will take place in the early part of the next municipal year as part of the strategy for addressing the budget gap for 2012/13.	Members reinforced their support for the continuation of fireworks displays and the positive impact they have in terms of the environment and accident figures at that time of the year. It was highlighted that the Police and Fire Brigade had at a recent Police and Community Consultative Forum meeting been very supportive of the retention of these displays. Members highlighted the importance of seeking funding from partners and **requested that the Mayor as the authority's elected representative on the Safer Hartlepool Partnership to raise the issue of funding contributions to the cost of fire work displays as an issue for discussion.**
Integrated Youth Service	**Question** Members agreed with this proposed saving and requested that a wider review of the information / support / guidance services provided by the Council be undertaken, which may result in additional savings. **Answer** There are further opportunities to consider, review and consolidate these services and the proposal for an all age advice service is highlighted within the Schools white paper recently. Whilst initial consideration has began any changes will require further analysis and understanding of the requirements and resources in place currently, the funding in the new specific grant , i.e. the Early Intervention Grant and the direction given nationally to the future of this type of service. However as part of this budget proposal and an earlier SDO a review was undertaken focussing on the wider integrated youth service which incorporates IAG This further consideration will take place in the early part of the next municipal year as part of the strategy for addressing the budget gap for 2012/13.	Member queried if, given the cuts planned under the Connexions banner, there would continue to be an information, advice and guidance service for young people in town run by youth service. Confirmation was provided that there was no suggestion in the 2011/12 budget proposals that the service would cease.

Regeneration and Neighbourhoods

Waste Management	**Question** Bulky Waste – Confirmation of figures requested. **Answer** The agreement through the S.D.O. review to introduce charges for the collection of bulky waste took into account reductions brought about by the recession but still required an income of £110K. Further analysis of the figures showed a heightened risk of not achieving the full £110K based on the average take up of 50% with half of that 50% being charged at the concessionary rate which is half price. This will achieve approx. £60K income leaving a shortfall of £50K. This shortfall is being made up by the reduction of one round and with the percentages outlined above this will still provide an acceptable service.	Members expressed concern regarding the potential fly tipping impact of charging residents for bulky waste removal. It was also suggested that exploratory work should be undertaken to explore the potential of 3rd sector organisations in the town undertaking this work without charging. Whilst the SDO in relation to this service are had already been through Cabinet, it was indicated that any suggestion for alternative ways of providing services would be welcomed and explored.
Housing (homelessness, advice, private sector team)	**Question** Members suggested that:- a) required savings should be sought across all posts in this area. b) Rent of Park Towers is re-negotiated with Housing Hartlepool in relation to the percentage of floor space used. **Answer** a) Funding from increased grant and a part saving on the post of Crime and Disorder Manager removes the need for a job loss in this area b) Park Towers occupation and rental is being reviewed / renegotiated but it is not believed that further savings across all posts is feasible.	Members queried if the job loss related to person providing UNITE services and were advised that it is related to a Housing Advice Officer post which could now be saved. The team will be looking at the UNITE service as previously suggested by the Scrutiny Co-ordinating Committee. It was also indicated that the additional grant secured had enabled the current service to continue, with a review of the service to be undertaken in the next 12 months (as previously suggested by Scrutiny). Members suggested that the relocation of the housing team should be explored. Members were advised that the Council is in the process of rationalising space and building and this would be explored as part of this process. Further information is also to be provided in relation to the UNITE service as requested by the Committee in relation to potential other sources of funding.

General or Cross Cutting Queries

General Questions	
Question In relation to the overall proposed budget reductions for the Chief Executive's Department a question was raised about operating a 'Directorship' as opposed to a directly appointed Chief Executive and Assistant Chief Executive. Members requested that the feasibility of this three directorate approach be explored, not just in relation to the financial aspects but the difference / benefits that it would bring to the delivery of corporate services. **Answer** A report was presented to the Committee by the Chief Executive.	Members received the report provided by the Chief Executive and indicated that it would be considered / in greater detail at a future Scrutiny Co-ordinating Committee meeting.

SCRUTINY CO-ORDINATING COMMITTEE BUDGET COMMENTS - 21 JANUARY 2011

(CONTINUATION OF DISCUSSIONS FROM 14 JANUARY 2011)

UNSUPPORTED CORPORATE CAPITAL BORROWING ALLOCATION	
Cabinet Proposals	**Scrutiny Comments/Views**
Category A – Carlton Camp Improvements Essential canopy replacement and electrical w orks to enhance facility. £15,000	In response to a query regarding the potential of a contribution from the Trust that ow ns the Camp, it w as clarified that there w as to be a contribution from the Trust. Members w ere also advised that the Trust can access funding sources w hich local authorities cannot access. The £15,000 show n represented the Councils allocation / contribution.
Category A – Warren Road Boiler Replacement (PCT contribution – 50% included) Renew al of Boilers and associated Heating systems to upgrade and increase energy efficiency. £35,000 (part PCT funded)	It w as confirmed that the £35,000 show n reflected the Councils contribution. In light of this, concern w as expressed that an overall figure of £70,000 appeared to be very high. Whilst it w as explained that multiple boilers w ere to be replaced, Members felt that they needed a clearer understanding of w hat w as included before a full view could be expressed on the allocation. **Members requested the provision of further detail of the scheme.** Member queried if given the w ork of the independent living centre, and the funding allocated for that, there w ould be the need for Warren Road in the future or in deed if w e w ould be able to afford to continue it.

Category A – Disabled Facilities Grants (DFG's) The Authority has a mandatory responsibility to provide DFGs and adaptations to those households who qualify for this assistance. The authority does not give discretionary grants .The funding which is provided by central government grant only finances 50 to 60 percent of the annual requirements in the Town. This funding increases the number of grants and reduces waiting lists. £200,000	Members queried how much funding was received from the government and were advised a similar amount (virtually match funding) was received. **Full details of the level of government funding were to be provided to Members.**
Category B – Stranton Nursery Lodge / Café development Major refurbishments and improvement that extends the life and value of Stranton Lodge asset. Associated remodelling of Lodge to make it fit-for-purpose as an income generating Cafe facility with a key role within the overall Stranton Nursery site remodelling exercise. £25k (£50k 2010 / 11 – 1st phase)	Members were of the view that 50K over 2 years was considerable and that this was difficult to justify when Community Centres and libraries are under threat. It was explained to the Committee that the investment would bring in greater income in the future and that the business case had provided and indication of the timescale of the investment to be recouped.

SCRUTINY CO-ORDINATING COMMITTEE'S VIEW/DECISION:- i) The Committee noted and accepted the majority of Cabinets proposals for the allocation of the resources under each of the three Categories identified; ii) The Committee expressed views / suggestions in relation to a number of specific proposals (as outlined above); iii) Requested the circulation of additional information as outlined above; and iv) Requested that SCRAPT fund be renamed 'The Council's Special Capital Fund'.	

FORMULA GRANT ADJUSTED BASELINE

General Comments

Attention was drawn to the monies transferred either from specific grants to the area based grant to the formula grant. Officers explained that the government had implemented a significant reduction in these grants and the appendix to the report set out Cabinets proposals for dealing with these reductions.

SCRUTINY CO-ORDINATING COMMITTEE'S VIEW/DECISION:-

i) The Committee noted Cabinets proposals.

EARLY INTERVENTION GRANT	
General Comments	
Attention was drawn to the monies transferred either from specific grants to the area based grant to the new Early Intervention grant. Officers explained that the government had implemented a significant reduction in these grants and the appendix to the report set out Cabinets proposals for dealing with these reductions	
Cabinet Proposals	**Scrutiny Comments/Views**
Children's Fund	Concerns expressed at the Scrutiny Co-ordinating Committee meeting on the 14 January were reiterated regarding the mainstreaming of Children's Fund funding (as outlined in Appendix A).

Connexions	Members queried the level and quality of outcomes from the Connexions service and reiterated the need for an evaluation to be undertaken. In light of this, it was suggested that consideration should be given to an increased cut in Connexions funding and that the monies identified could then be redirected/redistributed. Members were extremely concern regarding potential long term implications of cuts in funding for early intervention and prevention services (especially in services for children and young people) and felt that the redirected resources should be focused into these areas. In response to this, it was noted that as part of previous discussions Members had identified the need to look more corporately at the provision of advice services. It was accepted that there are a range of different things that need to be looked at in relation to this and this was to be undertaken over the next, in preparation for next year's budget. **The Committee welcomed and reiterated the importance of:** - **A thorough 'mapping' exercise of ALL information services to young people as part of the process; and** - **The need for the Connexions service to look at other ways of working (including outreach work).** The Committee welcomed support from the Portfolio Holder for Regeneration and Economic Development in relation to the importance of intervention and prevention services (particularity for children and young people in providing them with the best start and opportunities in life). **The Committee welcomed, and supported, the Portfolio Holders suggestion that the allocation of area based grants in relation to intervention and prevention services needed to be looked at again by Cabinet.** To assist in these further discussions, **the Portfolio Holder for Regeneration and Economic Development also requested confirmation / clarification of the position in terms of the mainstreaming, or not, of the Children's Fund funding**.

January Guarantee	It was confirmed that the January Guarantee is a service provided through the Connexions Service. Members queried why £12.000 of funding was given in addition to the other funding allocations and indicated that if these resources were spent in Children's Centre, on early intervention, they would save significantly more in the longer term. It was confirmed that the January Guarantee had been an additional requirement from government; hence the allocation of the additional funding to covers its implementation. Members were mixed in their views as to whether: - The funding should be allocated separately for this work or the costs covered by the original funding; or - The 'guarantee' process was really needed twice a year.
Youth Crime Action Plan	Given the massive cuts being implemented across all sectors, concern was expressed regarding the potential knock on effect in terms of increased crime and the impact of reduced funding for the provision of Community Safety services. Emphasis was again placed upon the vital importance of preventative services.

General Comments	

i) Members reiterated their concerns regarding the potential long term implications of cuts in funding for early intervention and prevention services (especially in services for children and young people). This included the work being carried out through the youth service;

ii) Members were exceptionally concerned regarding:

- The impact of the removal of the Education Maintenance allowance on the opportunities for young people in Hartlepool; and
- The impact of government cuts on the most vulnerable sections of the community, both nationally and locally.

iii) Members emphasised the need to bring the impact of cuts and their emphasis on the most vulnerable members of communities (as outlined in (i) and (ii) above) to the attention of the Government and hoped that conservative and liberal democrat colleagues would join in supporting this.

SCRUTINY CO-ORDINATING COMMITTEE'S VIEW/DECISION:- The Committee:- i) Noted Cabinets proposals and expressed view s / suggestions in relation to a number of specific proposals (as outlined above); ii) Requested the circulation of additional information as outlined above; and iii) Recommended that: - If the intention w as to look at information / advice / guidance services and see how they could be rationalise (including the Connexions services for young people) the Council may w ish as part of next years budget process to redirect the money identified; and - That funding potentially identified through the rationalisation of information / advice / guidance services should be targeted on those in need and not absorbed in to departmental budgets.	

CABINET RESPONESE TO EARLIER SCRUTINY VIEWS / SUGGESTIONS (submitted as part of the first stage of the budget consultation process)	
Cabinet Proposals	**Scrutiny Comments/Views**
Democratic Services and Scrutiny Members were advised that Cabinet reaffirmed its original proposals.	**The Committee reaffirmed its view that it could not support the proposed cut in funding for these service areas.** It was again indicated that given the other reductions being proposed in processes to facilitate face to face interaction between this authority and public scrutiny, one of main remaining interfaces would be Scrutiny. It was also reiterated that the following year would be a more appropriate time to look at reductions in this area given the reduction in the number of Councillors that was to occur. In discussing this issue, the need for a cut in Cabinet size was also raised.
Community Pool Members were advised that Cabinet reaffirmed its original proposals.	Concerns were reiterated regarding the unfairness of targeting those groups through the reduction in funding for the community pool, and emphasised the impact of this in combination with the other cuts facing the sector. The Committee was assured that this was not the case and that the pool was not target to specific groups. In addition to this, there were opportunities for the sector with the Council's move to the commissioning of services, although it was recognised that this would require a real change / review in how they operate. Members retained the view that the proposal was unfair.

General Comments	
i) Concern was expressed regarding the implications of shared arrangements and the potential of this Authority to have to pick up a larger slice of proportional costs. It was suggested that the use of own buildings needed to be rationalised to ensure as many services as possible delivered from our own premises. Potentially, partners to be invited into our premises.	