

# REGENERATION, ECONOMIC DEVELOPMENT AND SKILLS PORTFOLIO

## DECISION SCHEDULE



Friday 16<sup>th</sup> December 2011

At 9.00 am

In Committee Room A, Civic Centre, Hartlepool

Councillor Jackson, Cabinet Member responsible for Regeneration, Economic Development and Skills will consider the following items.

### 1. KEY DECISIONS

No items

### 2. OTHER ITEMS REQUIRING DECISION

- 2.1 Economic Regeneration Strategy – *Assistant Director (Planning & Regeneration)*
- 2.2 Adult Education Service Plan 2011-2012 – *Director of Child and Adult Services*

### 3. ITEMS FOR INFORMATION

- 3.1 Update on the current enrolments of the Adult Education Service – *Director of Child and Adult Services*
- 3.2 Ofsted Monitoring Visit of the Adult Education Service – *Director of Child and Adult Services*

## **REGENERATION & ECONOMIC DEVELOPMENT & SKILLS PORTFOLIO**

Report To Portfolio Holder

Date 16<sup>th</sup> December 2011



**Report of:** Assistant Director [Planning and Regeneration]

**Subject:** ECONOMIC REGENERATION STRATEGY

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### SUMMARY

#### **1. PURPOSE OF REPORT**

To report to the Portfolio Holder on the development of the first draft of the new Hartlepool Economic Regeneration Strategy (ERS) and Action Plan and seek comments, as part of the consultation process.

#### **2. SUMMARY OF CONTENTS**

This report provides a brief outline of the Economic Regeneration Strategy and Action Plan, an update on the consultation process and sustainability appraisal.

#### **3. RELEVANCE TO PORTFOLIO MEMBER**

The development of an Economic Regeneration Strategy falls within the Regeneration and Economic Development and Skills Portfolio.

#### **4. TYPE OF DECISION**

Non Key Decision

#### **5. DECISION MAKING ROUTE**

To be considered by the Regeneration and Economic Development and Skills Portfolio Holder on 16<sup>th</sup> December 2011.

**6. DECISION(S) REQUIRED**

That the Portfolio Holder provide any comments on the first draft of the Economic Regeneration Strategy and Action Plan, prior to the submission of the final draft to Portfolio in February 2012.

**Report of:** Assistant Director [Planning and Regeneration]

**Subject:** ECONOMIC REGENERATION STRATEGY

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**1. PURPOSE OF REPORT**

- 1.1 To report to the Portfolio Holder on the development of the first draft of the new Hartlepool Economic Regeneration Strategy (ERS) and Action Plan and seek comments, as part of the consultation process.

**2. BACKGROUND**

- 2.1 The *Local Democracy, Economic Development and Construction Bill (2009)* originally placed a statutory duty with relevant local authorities to complete an Economic Assessment by April 2011. In September 2010, the Government advised that Local Authorities should determine how they take forward their own assessments and the Government would not monitor or evaluate individual documents. This announcement provided Local Authorities with the freedom to develop their own assessment which would reflect the local priorities, economic vitality and conditions of their particular area.
- 2.2 The Hartlepool Economic Assessment for 2010/11 was completed and endorsed by the Council in March 2011. The assessment is a comprehensive document which provides a detailed needs analysis of the key drivers that directly, and indirectly, impact on the Borough's economic capacity. The assessment is split between three main sections, **Business, People and Place** and provides a wide range of information, data and statistical evidence relating to key social, economic and environmental issues. This included business infrastructure, a breakdown of businesses by industry, future growth sectors, productivity levels within the workplace, demographic change, worklessness and barriers to employment, skills levels and skills gaps, regeneration sites, housing priorities, sustainable transport systems, the night-time economy and climate change.
- 2.3 The completion of this assessment provided the Council and its partners with the evidence base for the development of the first draft of the Hartlepool ERS and Action Plan (**See Appendix 1 and 2 respectively**).

### 3. ECONOMIC REGENERATION STRATEGY AND ACTION PLAN

- 3.1 The development of the ERS commenced in June 2011 and was undertaken by an internal Steering Group comprising senior officers, with support from external partners.
- 3.2 In line with the Economic Assessment, the ERS has also been split between the three main sections of ***Business, People and Place***. The ERS covers the period 2011-2021 and provides a very clear framework for the future direction and delivery of the Council and relevant partner's services, aimed at maximising economic growth for the Borough. The ERS takes into account available resource and where this should be targeted to gain the maximum added value for the future prosperity of the area.
- 3.3 The scope of the strategy has proposed that business development/support including business infrastructure, tourism, regeneration, physical housing and employability and skills form the main themes and that issues such as financial inclusion and child poverty are incorporated into the key relevant themes.
- 3.4 The strategy provides a broad overview of how partners will work in collaboration to improve the economic vitality and landscape of the Borough through key activities. This will include attracting new investment to regenerate Hartlepool, encouraging new businesses to locate to the area and create jobs through the Enterprise Zones (EZ) and Regional Growth Fund (RGF) initiatives. In addition, it identifies local interventions such as those to improve the stock of affordable and attractive housing to encourage residents to remain living in the area and increase adult skill levels to ensure that residents can access future jobs and those created in new industries, such as renewables.
- 3.5 The ERS complements and adds value to the core objectives of the Tees Valley Local Enterprise Partnerships (LEP)/Tees Valley Unlimited (TVU) Business Plan – Statement of Ambition and the key local strategies such as the Hartlepool Sustainable Community Strategy, Core Strategy, Housing Strategy and the Early Intervention Strategy.
- 3.6 Alongside the ERS is a three year Action Plan which will provide focused key strategic actions that will contribute to the employment, skills, enterprise, business support and regeneration agenda. Actions will be linked to the relevant five objectives outlined in paragraph 4.3 and each action will directly or indirectly contribute to a range of performance indicators (PI) that have a stated 2014 target.
- 3.7 The implementation of the ERS and Action Plan will be overseen by the new Economic Regeneration Forum who will monitor the progress of its performance. The Forum will also take a proactive role in developing new ideas to encourage economic growth and where appropriate take

direct action to ensure the development and implementation of new interventions to support the local economy.

#### **4. VISION, AIM AND OBJECTIVES OF THE ERS**

4.1 The ERS describes a ten year vision from 2011-2021 which is that:

‘Hartlepool will achieve its ambition of sustained, economic prosperity through major regeneration, driving business growth, increasing innovation, developing entrepreneurship and skills to make the area an attractive location to live, invest, work and visit’.

4.2 The ERS will adopt the existing aim outlined within the ‘Hartlepool’s Ambition, Sustained Community Strategy’ for 2008 – 2020 which is to:

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

4.3 The five high level strategic objectives of the ERS are:

1. To improve business growth and business infrastructure and enhance a culture of entrepreneurship.
2. To attract new investment and develop major programmes to regenerate the area and improve connectivity.
3. To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy.
4. To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty.
5. To boost the visitor economy.

#### **5. KEY PERFORMANCE INDICATORS – MEASURING SUCCESS**

5.1 As well as the 2014 targets shown within the Action Plan, the success of the ERS will be measured on whether it achieves a wide range of key PI targets by 2021, such as those shown below.

- Increase in business stock to 2,400
- Increase in the new business registration rate – The proportion of new business registration per 10,000 (aged 16+) to 45.
- Increase in the employment rate to 70%
- Increase in the number of 16-24 year olds in employment to 55%
- Reduce the unemployment rate to 2.5%
- Reduce the youth unemployment rate to 10%

- Reduce the number of young people not in education, employment or training (NEET) to 5%
- Increase in apprenticeship framework success rates to 80%
- Increase in the number of adults with an NVQ Level 4 to 30%
- Target major regeneration investment of £30 million in the town centre
- Reduce vacant business units by 30%, as a proportion of businesses in town centre

5.2 As part of the consultation process, partners will be invited to consider if the above targets are appropriate, achievable and stretching and where necessary they will be revised or new targets developed.

## 6. CONSULTATION PROCESS

6.1 Hartlepool's ERS has been developed in consultation with key partners from the public, private and third sector. In June 2011, the following three workshops were delivered:

- Housing and Spatial Regeneration
- Employability and Skills and
- Business & Tourism.

6.2 Representatives from a wide range of organisations attended including business and community leaders, elected members and experts from relevant specialist areas. The workshops were facilitated by Durham University Business School (DUBS) and key topics were debated including factors that will impact in the short, medium to long term of the social, economic and environmental development of the town.

6.3 Comments and feedback received within these workshops and through wider consultation have been used to formulate this draft strategy.

6.4 The first draft of the strategy was forwarded to partners and elected members on Friday 18<sup>th</sup> November 2011 with a request for comments to be returned by no later than Monday 12<sup>th</sup> December 2011. Details of the comments submitted by partners will be made available for the Portfolio Holder at the meeting on Friday 16<sup>th</sup> December 2011.

6.5 In addition, the inaugural Economic Regeneration Forum meeting on Monday 12<sup>th</sup> December 2011 will be dedicated to reviewing the ERS and Action Plan and will enable members to offer any further comments.

6.6 After the Portfolio Holder meeting, the document will be revised where appropriate and will be re-submitted to the Portfolio Holder in February 2012 to seek approval for the revised document to become the final draft, prior to publication.

## **7. SUSTAINABILITY APPRAISAL**

- 7.1 Council Officers are currently undertaking a sustainability appraisal of the ERS and Action Plan and this will be completed in line with the consultation deadline date. The purpose of this exercise is to assess how well the Action Plan will contribute to sustainable development. The content of the action plan is assessed against the Council's sustainability appraisal objectives; the objectives were drafted, consulted upon and agreed during the review of the Community Strategy in 2007. The sustainability appraisal objectives are wide ranging, reflecting the nature of sustainability.
- 7.2 The process for undertaking a sustainability appraisal is an agreed methodology providing consistency in approach. The outputs from the appraisals are collated in a brief sustainability appraisal report. This report summarises how the Action Plan is anticipated to contribute to sustainable development and will include recommendations for making the action plan stronger in the future.
- 7.3 The sustainability appraisal report will be publicly available once completed.

## **8. CONCLUSION**

- 8.1 The first draft of the ERS and Action Plan has been designed following extensive consultation with representatives from the public, private and third sector. The strategy will drive forward the agenda for sustainable, economic growth over the next decade and will assist in improving key measures such as attracting new investment to regenerate Hartlepool, improve business infrastructure and support for companies, increasing skill levels and creating jobs for the future.
- 8.2 The new Economic Regeneration Forum will be responsible for overseeing the implementation of the ERS and Action Plan and will monitor its progress. The Forum will also take a proactive role in developing new ideas to encourage economic growth and where appropriate take direct action to ensure the development and implementation of new interventions to support the local economy.

## **9. RECOMMENDATIONS**

- 9.1 For the Portfolio Holder to provide any comments on the first draft of the ERS and Action Plan, prior to the submission of the final draft to Portfolio in February 2012.



## **10. BACKGROUND PAPERS**

- 10.1 **Appendix 1** – Hartlepool Economic Regeneration Strategy 2011-2021
- 10.2 **Appendix 2** – Hartlepool ERS Action Plan 2011-2014
- 10.3 Hartlepool Economic Assessment 2010-11 –  
<http://www.investinhartlepool.com/publications-and-forms/strategies>

## **11. CONTACT OFFICERS**

Damien Wilson  
Assistant Director (Regeneration & Planning)  
Level 3  
Civic Centre  
Hartlepool  
TS24 8AY

Tel; 01429 423400  
Email: [damien.wilson@hartlepool.gov.uk](mailto:damien.wilson@hartlepool.gov.uk)



## Economic Regeneration Strategy (2011-2021)

First Draft November 2011



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## Economic Regeneration Forum - Foreword and Introduction

As members of the Economic Regeneration Forum, we are very proud to introduce Hartlepool's Economic Regeneration Strategy (ERS) for the period 2011-2021 which we believe sets out a vision of how we can achieve a shared ambition of moving the Borough towards a more inclusive, prosperous, resilient and sustainable economy.

If this vision is to be achieved, we must continue to enhance the unique partnership arrangements that already exist, maximise new opportunities and capitalise on emerging growth sectors. Undoubtedly, major regeneration initiatives and structural improvements to key community, business and educational sites have already made great strides in improving business growth, helping to empower local people to achieve their aspirational goals and become economically active, improve community cohesion and support a culture of entrepreneurship.

These improvements can be measured when considering that Hartlepool now has key flagship sites including Queens Meadow Business Park and Hartlepool College of Further Education's (HCFE) £50million new build; increased educational attainment rates at age 16 and 19 years; excellent rates of 16-18 year olds accessing education, employment or training; improved productivity and a higher skilled and qualified workforce than ever before.

To continue this success, Hartlepool Borough Council and its partners will provide the right conditions to attract new investment to regenerate the Borough, improve business support services and business infrastructure, develop a culture of innovation and entrepreneurship, increase employment and skills levels; which will ultimately tackle wider social disparities.

The new ERS is split between the key priority areas of **Business, People and Place** and also underpins and complements the longer term vision of the Community Strategy – Hartlepool's Ambition, particularly the Jobs and the Economy and Lifelong Learning and Skills themes. Alongside the ERS is a three year Action Plan which will provide focused key strategic actions that will significantly contribute to the employment, skills, enterprise, business support and regeneration agenda.

As members of the Economic Regeneration Forum, we welcome this strategy and look forward to reviewing the progress of the set measures outlined within this document and the Action Plan. We believe that the successful implementation of these actions will ensure economic development, skills and regeneration remains at the heart of all partners' policies and strategic decisions and that the broader collaborative working between the public, private and third sector will provide a long term legacy for Hartlepool and critically, meet the demands of residents, the local community and businesses.



**Mr Ray Priestman**  
Chair, Economic Regeneration Forum



**Councillor Peter Jackson**  
Regeneration & Economic Development and Skills Portfolio Holder



**Councillor Chris Simmons**  
Children's Services Portfolio Holder

## 1. New Arrangements for the Hartlepool Partnership

Hartlepool's ERS has been developed in conjunction with the new structural arrangements for the Hartlepool Partnership. This will see the new Strategic Partners Group (SPG) replacing the Local Strategic Partnership (LSP) Board and the SPG will be chaired by the Mayor. The SPG will be responsible for co-ordinating the strategic direction for the Borough by working alongside the Council to develop agreed priorities (at present this is the Community Strategy & Neighbourhood Renewal Strategy).

The new Hartlepool Partnership structure will include four themed groups, which is a reduction from the nine themed partnerships that previously operated. This incorporates the statutory Safer Hartlepool Partnership and the Shadow Health & Wellbeing Board which is expected to become statutory in 2013. The two other themed groups are the Economic Regeneration Forum and the Housing Partnership. These groups were identified as key themes for the future improvement of Hartlepool and the delivery of the Community Strategy vision.

The Economic Regeneration Forum will meet four times per year and will maintain a focus on attracting new investment, regenerating the area, providing solutions for employers, particularly with regards to supporting business growth, improving business infrastructure, increasing the overall employment rate, increasing skills levels of adults to meet employer's demands and workforce development. The group will also oversee the implementation of the ERS and the delivery of the action plan.



New Strategic Partners Group Structure





## 2. The Vision, Aim and Objectives of the Economic, Regeneration Strategy

The Economic, Regeneration Strategy describes a ten year vision from 2011-2021 which is that:

Hartlepool will achieve its ambition of sustained, economic prosperity through major regeneration, driving business growth, increasing innovation, developing entrepreneurship and skills to make the area an attractive location to live, invest, work and visit

**Our Vision**

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

**Our Aim**

1. To improve business growth and business infrastructure and enhance a culture of entrepreneurship
2. To attract new investment and develop major programmes to regenerate the area and improve connectivity
3. To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy
4. To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty
5. To boost the visitor economy

**Our Objectives**

**Priority Actions**  
(See Action Plan)

**Our Actions**  
2011-2014

### 3. Hartlepool in Context

For many years, Hartlepool prospered as an industrial centre until the decline in heavy industries such as ship building, steel fabrication and manufacturing in the 1960s and 1970s. Within this period, the Borough's economic landscape dramatically changed with major job losses in these key industrial sectors. As a consequence, in 1985, unemployment peaked at 25%, an all-time high for the Borough with 10,000 adults claiming unemployment benefits.

However, Hartlepool has a long history of rising in the face of such adversity and in the past twenty years, the Borough has been transformed through public and private investment in regeneration including housing renewal areas and specific employment land sites. Today, Hartlepool Marina, Wynyard Business Park and Queens Meadow Business Park are widely acknowledged as flagship initiatives. Furthermore, the Borough continues to maintain a high profile that was significantly increased with the successful Tall Ships Race 2010, which witnessed 970,000 people visiting the Borough and provided over £20 million in revenue for the local economy.

The continued development of key employment sites such as the Southern Business Zone and improved business infrastructure activity across Hartlepool, has significantly contributed to attracting investment, encouraging growth in indigenous companies and increasing the number of new start up businesses. There have also been major enhancements to start-up accommodation for new businesses and there are now excellent office facilities and business support services at venues including the UK Steel Enterprise (UKSE) Innovation Centre and the redeveloped Hartlepool Enterprise Centre. Added to this, the emerging Innovation Skills Quarter (ISQ) including the proposed new business incubation facility for digital and creative industries on the Crown House site will offer additional office facilities to support a culture of entrepreneurship.

Over the past two decades, there has been a significant shift from large scale employers to small to medium sized companies. There are approximately 2,500 businesses in the Borough of which only ten companies employ more than 250 people, the lowest in the past fifty years. Of these ten companies, five employ over 500 employees.

Hartlepool has a strong economic base in key fields including service, manufacturing, high value engineering and the petrochemicals sector, with leading companies forming part of one of the largest clusters of petrochemical companies in the world and expansions into international markets continue to occur which will benefit the wider economy.

The economic base is further balanced by an increase in the number of diverse, innovative and technologically advanced specialist businesses. Although the global economic downturn has been very challenging for Hartlepool, many companies have continued to prove their economic resilience and are building on their strengths to position themselves to take full advantage of new and exciting opportunities. These include the eventual decommissioning and potential new build of the Nuclear Power Station, Renewable sectors, Oil and Gas and Chemical Industries. The allocation of EZ status to the Port, Queens Meadow and Oakesway offers an enhanced opportunity to attract companies within these targeted growth sectors. These are major opportunities which will provide the key drivers to longer term economic prosperity; creating the jobs for the future and enabling a new chapter in the economic growth of the Borough.

### 4. Hartlepool's Economic Assessment

Hartlepool's Economic Assessment provided the necessary evidence base to increase knowledge and to better understand local economic conditions and the resilience of the area.

The assessment included a robust and comprehensive review which provided an insight of:

- **Nuclear**
- **Offshore Oil and Gas**
- **Low Carbon Economy/Offshore Wind**
- **High Value Added Engineering**
- **Knowledge Intensive Business Services**
- **Process and Chemicals**
- **Hospitality and Tourism**
- **Retail**
- **Health and Social**
- **Construction**
- Skills gaps in these growth sectors;
- The current factors which will impact on the social, economic and environmental development of the Borough; and;
- Funding opportunities.

The Economic Assessment also includes substantial up to date statistical information relating to areas such as business start up rates, enterprise activity, employment and skills levels. Importantly, the assessment identifies the key national, regional, sub-regional and local policies and strategies which have informed the development of Hartlepool's ERS.

The Assessment and the ERS have been produced with support from Durham University Business School and in consultation with key partners. To access Hartlepool's Economic Assessment 2010-2011 please visit:

<http://www.investinhartlepool.com/publications-and-forms/strategies>





## How will we measure success?

The success of this ERS will be measured on whether it achieves a wide range of key performance indicators (PI) by 2021 as shown within the ERS Action Plan. Although the targets are ambitious, it is anticipated that within the right economic conditions they are achievable. However, external political, social, economic and environmental factors may impact on targets being reached and this will need to be monitored with any underperformance reported to the Economic Regeneration Forum. Examples of some of these PI are shown right

- **Increase in business stock to 2,400**
- **Increase in the new business registration rate – The proportion of new business registration per 10,000 (aged 16+) to 45.**
- **Increase in the employment rate to 70%**
- **Increase in the number of 16-24 year olds in employment to 55%**
- **Reduce the unemployment rate to 2.5%**
- **Reduce the youth unemployment rate to 10%**
- **Reduce the number of young people not in education, employment or training (NEET) to 5%**
- **Increase in apprenticeship framework success rates to 80%**
- **Increase in the number of adults with an NVQ Level 4 to 30%**
- **Target major regeneration investment of £30 million in the town centre**
- **Reduce vacant business units by 30%, as a proportion of businesses in town centre**



# Theme One - Business







## 5. Improving Business Infrastructure

Hartlepool has witnessed major public and private sector investment over recent years to improve its business infrastructure and provide the right accommodation and environment for a variety of business uses. Improvement projects have included:

**Queens Meadow** - The first phase delivered the UK Steel Enterprise (UKSE) Innovation Centre and a subsequent extension as well as speculative units built by Rivergreen Developments.

**Hartlepool Enterprise Centre** - A major redevelopment and enhancement scheme providing improved facilities for business incubation.

**Longhill & Sandgate** - A major regeneration programme that has uplifted some of the older estates in the Borough, including enhancements to Newburn Bridge Industrial Estate.

**Town Centre Improvements** - Building and public realm improvements to improve the appearance along key routes including the new HCFE, Cleveland College of Art and Design (CCAD) expansion and a programme to bring empty buildings back into use, including Park Towers and Titan House.

**Wynyard** - The incorporation of the former Samsung complex now offers over 700 acres of prime business site.

**Hartlepool Marina** - Consolidation as Hartlepool's premier development for commercial, retail and leisure uses.

Looking to the future, the following key development areas have been identified to further improve the business infrastructure of the Borough and take advantage of forthcoming opportunities.

**Hartlepool Enterprise Zone (EZ)** - Part of the 5-year Tees Valley wide EZ announced in 2011. Three sites have been identified across Hartlepool that will target specific markets:

1. Hartlepool Docks - an enhanced capital allowance scheme targeted at renewable energy and advanced engineering sectors.
2. Queens Meadow Business Park – business rates discount for chemical and advanced engineering businesses.
3. Oakesway Business Parks - business rates discount particularly targeted at the renewable energy and advanced engineering sectors

**Southern Business Zone** - Infrastructure improvements in the main employment area of the Borough.

**Innovation and Skills Quarter (ISQ)** - An area of the Town Centre encapsulating both CCAD and HCFE.

**Hartlepool Incubation Strategy** - Development of a further incubation facility, proposed to be the former Crown House site within the ISQ.

**Strategic Sites** - In addition sites have been identified for the emerging offshore wind market, including Able Seaton Port.

The priority is to develop and deliver the Hartlepool EZ working in conjunction with Tees Valley Unlimited (TVU), the private sector led Local Enterprise Partnership (LEP) and the landlords of the three identified EZ sites.

To capitalise on the EZ sites as well as the identified key growth sectors, there will be an emphasis to market Hartlepool as a business investment location to the region, the rest of the UK and an international market. Focus will be needed to ensure that the stock of commercial property available in the Borough is suitable for current and future demands of business. This will need to take into account the availability of premises on the EZ sites as well as the requirements of the identified key growth sectors.

There is also a need to improve the environment of Industrial Estates and Business Parks to ensure that they are suitable for current and future demands. This will involve working with landlords of and tenants of premises, with a particular emphasis given to identifying potential capital funding sources.

## 6. Supporting Business Growth

In line with the rest of the region, Hartlepool benefitted from a considerable amount of business growth schemes run through ONE North East. This included initiatives to offer direct financial support, strategic business relationships with large scale employers and sector specific projects. In addition, core funding was made available for the regional Business Link service to provide brokerage and solutions for growing businesses.

Hartlepool has a tradition of securing funding from a variety of sources, which enabled solutions to be developed specifically to meet the needs of Hartlepool businesses. However, the majority of these funding regimes ceased in 2011.

The introduction of the LEP will have an impact on business growth, through its lead on strategic planning for economic renewal in the sub-region. However unlike the defunct Regional Development Agencies, there is limited direct funding available to support the objectives of the LEP.

As a consequence, there is a need to engage and support businesses at a local level and coordinate assistance from the various business support organisations to ensure the growth of indigenous businesses in all sectors. In particular, the emphasis will be to assist Hartlepool businesses in taking advantage of the EZ and to maximise opportunities relating to the identified growth sectors. This will facilitate business growth across the whole of the Borough through supply chain development and provision of services to both incoming and expanding businesses.

Also, there will be a programme of targeted business support interventions rolled out to all businesses in Hartlepool in order to support individual business growth plans and to identify those companies with the potential for real growth in key sectors.

In order to remove barriers that may prevent indigenous business growth, there will be a requirement to use public sector resources and influence to benefit the Hartlepool businesses which will ultimately assist the growth of the local economy.

There is already a cohesive business community within Hartlepool and this will be further enhanced by utilising existing business network groups and a variety of media in order to maximise business development and local procurement opportunities.

In the short to medium term, there will be a requirement to move local businesses away from a culture of direct support from government, such as financial assistance and focus on alternative forms of assistance to assist business growth, such as private sector investment.

## 7. Developing an Enterprising Culture

Increasing the level of entrepreneurship and private enterprise has been one of the major drivers of economic development across the region. Previous public sector investment supported interventions through a number of projects centred on attracting individuals to enterprise and in addition the regional Business Link service offered brokerage solutions funding for businesses at a start-up stage.

In turn, Hartlepool embarked on rolling out the findings of a long term Business Incubation Strategy which incorporated a wide range of enterprise activities. The main aim of this initiative is to lay the foundations for a strategic framework for the development of the local small business sector. The strategy not only promoted physical developments such as the UKSE Innovation Centre at Queens Meadow Business Park but also the implementation of an overarching support mechanism that would incubate both start up and small businesses.

Although steadily improving, the rate of new business creation in Hartlepool is consistently lower than the national average. Whilst the physical incubation developments are critical to achieving this diversification, there is still a need for additional incubation facilities, linked to the overarching business support mechanism to ensure that robust new businesses are created.

The priority for Hartlepool is to continue to develop the physical incubation facilities that not only include the Hartlepool Enterprise Centre and the UKSE Innovation Centre but also the Creative

Lodge located at the CCAD and the proposed development on the Crown House site in the ISQ which will support creative and digital sectors, working in partnership with HCFE and CCAD. Alongside this, there will be a continuation of pre-start and start up incubation support services to local residents of Hartlepool who are considering self employment as a career option.

Work will continue to help embed national and sub-regional start up programmes to make self employment and business start up an attractive alternative to unemployment and inactivity and wider promotion and awareness of enterprise activities will be undertaken through targeted marketing, including potential future entrepreneurs in schools and colleges.

To drive forward the development of enterprise and to ensure that new businesses survive for the long term, emphasis will be given to ensure that they become integrated into the wider business community through involvement with local business networking groups and associations.

## 8. Visitor Economy

Despite being a peripheral location, Hartlepool has evolved into a location which has an appeal for people to live, work and visit. Its successes include:





- **A multi-million pound 500 berth marina with a wealth of visitor facilities, including Hartlepool's largest visitor attraction, the Maritime Experience.**
- **A visitor economy valued at £118m, supporting nearly 2000 jobs and attracting over 3 million visitors in 2009.**
- **A comprehensive range of eating establishments, predominantly situated in Hartlepool Marina – developing a night time economy.**
- **A range of traditional seaside facilities at Seaton Carew, enhanced by the heritage attractions of the Headland. The Tall Ships Races which helped raised the profile of Hartlepool.**
- **An accommodation provision within Hartlepool which has increased in its range, mix and volume.**

Over the last ten years, tourism and cultural activities have been supported both financially and promotionally by a variety of agencies including ONE NorthEast, visitTeesvalley, and the Arts Council. During this time, the tourism business base has increased, with the sector being made up predominantly of small enterprises. This has led to challenges arising in the level of business support required and issues relating to workforce development. With the closure of many of these agencies and changes in support, Hartlepool's visitor economy has challenges and opportunities to focus on in the near future.

The Tall Ships Races successfully provided an opportunity to raise the profile of Hartlepool and brought new visitors to the Borough. It is imperative that this success is built upon so that Hartlepool can continue to compete with other locations and increase visitor numbers. The priority will be to develop and implement a marketing plan to continue to raise the profile and positive image of Hartlepool on a local, regional and national level.

Part of the success in keeping visitors coming to the Borough is the visitor experience. Businesses will need to be encouraged to work together collaboratively in order to continually improve this and increase repeat visits to the Borough. There will need to be an emphasis on improving communication and engagement with

key stakeholders in the visitor economy to ensure ongoing development of the sector as a whole.

Good customer service is key to a positive visitor experience. The challenges facing the industry include the often negative perceptions of the tourist industry as a lifetime career. Improving the quality of the labour supply for the overall sector is essential for enhancing successful visitor experiences.

Despite reductions in physical and regeneration projects, it is important to strengthen, grow and support future tourism developments. With the loss of funding opportunities available, there may be fewer developments in the near future. Therefore, it will be important to focus on the strengths of current infrastructure and help to improve and create new visitor experiences within current locations. Improving the connectivity of the Borough to link the major visitor locations together, will help to provide a greater and lengthier visitor stay.

## 9. Supporting the Third Sector

There are over 600 third sector groups in Hartlepool who contribute to the local economy. These groups provide a network of support and offer specialist provision for local residents and the wider community. As a sector, it assists the recovery of deprived wards in Hartlepool and provides much needed services to some of the most vulnerable people in society.

The key strengths of the third sector includes a dedicated and highly motivated workforce (which consists of paid workers and volunteers). There is also an established Hartlepool Voluntary Development Agency (HVDA) which works very effectively with partners to respond to the demands of the local community and offer early interventions to specific social and economic challenges.

For the third sector, the ongoing move towards public/private/third sector partnerships could offer favourable business opportunities in the longer term. It will be necessary for community leaders to work together and in collaboration with the public and private sector to capitalise on any new major funding opportunities and to work as part of a consortium. This consortium approach will enable

organisations to be more effective in bidding for large scale contracts or to become a subcontractor of a national 'prime provider'. Third sector groups have a significant track record of securing funding in their own right and should continue to source funding that will enable them to deliver services that tackle the causes and consequences of wider social and economic disparities.

To ensure that third sector organisations continue to develop and thrive will require a continuation of business support so that they may diversify into new areas and maximise new opportunities. This support will include offering trainers to advise on future funding opportunities, provide additional capacity building to upskill the workforce and enable organisations to become business orientated, and financially viable in the longer term.





# Theme Two - People







## 10. Improving Employment & Skill Levels

Employment and skills are intrinsically linked. To improve the economic resilience of the Borough and to re-balance the local economy requires continued investment in skills, increases in the number of higher skilled workers and initiatives that will allow the right conditions to create new jobs. Currently within Hartlepool, there are 58,100 working age adults, of which 36,800 (61.6%) are in employment. Prior to the economic downturn, Hartlepool's employment rate peaked to 66.5% in 2007/08. Over the past decade, there has been a marked shift in occupational composition with demand moving away from low skilled roles to higher skilled managerial, technical and professional occupations. This trend is likely to continue in the longer term as the economy demands fewer unskilled or lower skilled jobs and moves towards roles that require intermediate or higher skills. This will be particularly evident in higher skilled areas including high value engineering and the process industries.

At the present time, Hartlepool, like the rest of the sub-region still remains heavily dependent on public sector jobs. However, it is estimated that over the next ten years, Hartlepool will enter into a new phase where there will be a resurgence of new private sector

jobs created to provide future opportunities for local residents. The major job creation opportunities include:

- **Approximately 3000 new jobs through the EZ and Regional Growth Fund programme with £300 million of public and private investment.**
- **350 new jobs from the decommissioning of the Hartlepool Nuclear Power Station and up to 3000 from the construction of a new facility over a five year period.**
- **The new Nuclear Power Station requiring up to 750 employees.**

Around 67% of employed residents work in Hartlepool, with 33% (12,600 adults) commuting out to work, mainly within the neighbouring sub-regional local authority areas. To support residents to take full advantage of vacancies outside of the Borough, key partners will work together to improve individuals skill levels and provide improved connectivity links to jobs across the region.

There will also be a need for continued investment in education and learning to improve the skill levels of young people and working age adults, not just at Level 3 or above. Ongoing investment in foundation level qualifications will provide many local residents with a pathway onto higher skilled training programmes.

Tees Valley Unlimited has developed the Employment, Learning and Skills Framework (ELSF) which sets out the Tees Valley's priorities across 14-19 learning, higher education, adult skills and employment support. TVU commissions the established Employment, Learning and Skills Advisory Group (ELSAG) as the key multi-stakeholder group to take forward the agenda set out in this framework. Hartlepool Borough Council will be represented on the ELSAG to ensure that the objectives and actions highlighted within the ELSF are implemented. By influencing at the Tees Valley level, Hartlepool's representatives can raise key strategic matters that will ultimately contribute to local actions to improve employment and skills levels being achieved.



## 11. Improving 11-19 Skill Levels

Partners across Hartlepool view improving the education and skills levels of young people as a key challenge. The established 11-19 Partnership aims to improve the life chances and economic wellbeing of all young people by fully supporting the reforming of educational systems, modernising education facilities, offering good quality careers advice and guidance and advancing high-level technical skills. The Partnership remains at the forefront of ever-faster technological change by providing high quality vocational education which will be central to meeting the demands of the business community and improving the skill levels of the future workforce.

Despite high levels of social deprivation in Hartlepool, the 11-19 educational standards have consistently improved year on year, such as the percentage of young people achieving 5 GCSEs A\*-C including English and Mathematics which is currently at 56.9% in 2011. To support the skills agenda, there is now increased flexibility for local educational institutions including schools, colleges and universities to be directly responsive to labour market changes.

Partners are working together to develop and deliver local strategic interventions which will leave a maximum impact on improving the skill base of young people, will raise the standard of educational achievement at GCSE 5 A\* - C, with an emphasis on English and Mathematics, development of the post 16 further and higher education core offer.

There is also still capacity to expand the number of apprenticeships offered to young people and to achieve this requires increased engagement with employers to promote the benefits of the programme. Particular focus will be on targeting relevant employers to support them to employ their first apprentice, that will include HR and employment legislation advice and in-work support mentors. Apprenticeship programmes and new apprenticeship frameworks will continue to be established to support emerging industries and growth sectors that will be responsive to employer's demands.



Partners will also continue to work with 11-19 providers to commission education and training provision which will improve educational standards and influence providers delivery to ensure the curriculum offer meets young people's needs. A key priority is to narrow the educational attainment gap for those young people who are from disadvantaged backgrounds and increase the economic well-being of all young people.

The Partnership has an existing 11-19 Strategic and Operational Plan which provides a robust framework for partners to work within. Furthermore, the Partnership will increase the dialogue between existing networks and industry professionals who will

inform of future skills needs, particularly in growth sector areas and emerging industries. It is recognised that there is further research work required to fully understand future skills requirements and the balance between the supply and demand of labour. This exercise will also be relevant to the identification of adult skills gaps.



## 12. Developing a Competitive Workforce (Adult Skills)

Skill levels within Hartlepool's working age population have steadily increased in the past decade, with the number of adults achieving NVQ Level 3 and 4 currently at 44% (25,600) and 22% (12,800) respectively. The Borough now has a much improved skills base with which to attract investors and enable its workforce to take full advantage of future employment opportunities within growth sector areas.

The benefits of a skilled workforce for an area are widely researched with evidence of improved employment rates, increased economic resilience and enhanced productivity within the workplace. For the individual worker, being qualified to a higher level provides greater security in the workplace, higher median earnings and increased options for career development, than those with low or no qualifications.

To make this happen, providers have greater flexibilities to deliver a mix of learning and training that meets the needs of learners and employers. The Skills Funding Agency (SFA) will now have a much more focused role in providing the strategic direction for improving skills levels and will no longer manage providers in effectively developing programmes for each local area. Instead, there is now an expectation that education and training providers will work directly with LEPs, local authorities and employers.

The Economic Regeneration Forum will lead on this role and will seek to influence the delivery of post-16 provision so that it is responsive to the needs of the future labour market and ensure that Hartlepool's workforce and businesses remain globally competitive. This will mean working closely with key adult skills providers who can accelerate an increase in the number of apprenticeships, internships and improve workforce development.

Improved partnerships will enhance the formal learning steps for local residents that will enable them to naturally progress through the stages from foundation to advanced higher level qualifications. It is clear that post-16 providers will need to work more collaboratively to ensure that there is greater emphasis on matching bespoke training programmes to employer's demands.

This will be achieved by pooling specialist training provision and expertise to develop joint-targeted interventions according to need.

The Forum will facilitate this and ensure that any future joint working will include enhancing the vital intermediate technical skills that are increasingly important, as jobs become more highly skilled and technological change accelerates. Key providers in the post-16 sector are English Martyrs School and Sixth Form College and Hartlepool Sixth Form College (HSFC) who predominantly deliver A-Levels. CCAD who offer specialist Further and Higher Education programmes in Art and Design and HCFE who are the main provider of vocational and technical programmes for students aged 16-18 years and 19 plus. All of these providers have benefitted from substantial investment to improve and re-develop their educational facilities. This has included nearly £30 million for a re-build at HSFC and HCFE who have opened a new £50 million state of the art facility which includes the North East Regional National Skills Academy for Environmental Technologies. CCAD has also benefitted from a significant re-development of their Higher Education facilities within the Church Square area.

These colleges continue to have a major role to play in developing the future skills needs of adults and shaping its provision to coincide and complement other post-16 learning and training provision including Hartlepool Borough Council's Adult Education which provides support with apprenticeships, formal first steps and Adult Safeguarded Learning (ASL) which predominantly relates to personal and community development learning.







### 13. Increasing Aspiration & Social Mobility

Partners view improving social mobility as a principle social policy goal. To achieve this requires the full backing of parents and carers, schools, post-16 providers, higher education institutions, statutory agencies and employers to ensure that young people can take full advantage of opportunities at every stage in their life from foundation years through to the world of work.

Significant progress has already been made on improving social mobility for this generation including the implementation of Hartlepool's Not in Education, Employment or Training (NEET) Reduction Strategy which has facilitated a fall in the percentage of young people who are NEET by almost 25% since 2004 and improved the number of young people accessing Higher Education by 32.6% between 2003-2009, the largest increase in the Tees Valley.

Young people remain particularly disadvantaged within the labour market and require additional support to enable them to effectively compete for future jobs. To support the next generation, there will be a clear and concise focus on targeting

provision at young people through the implementation of the Raising the Participation Age (RPA) Strategy and enhancement of NEET Reduction programmes, particularly targeting those young people identified as 'high risk' of becoming NEET.

The 11-19 Partnership and Economic Regeneration Forum have directed the existing Youth Working Group to develop new approaches to increasing the number of 16-25 year olds participation in learning and employment. This includes early interventions for young people who are identified as at risk of not achieving their full educational potential and securing additional funding for NEET reduction activity. To continue to raise the aspirations of young people, there will be renewed attention on improving routeways to provision including high quality careers guidance, internships, advanced apprenticeships and higher education courses. There will also be dedicated support to raise awareness and help facilitate an increase in the number of young people who apply to the country's top universities (particularly those individuals from the most deprived wards).



## 14. Tackling Worklessness, Economic Inactivity and Benefit Dependency

Hartlepool has been particularly challenged by the effects of the decline in major industries in the 1970s and 1980s and has not as yet fully recovered from this. The causal effect of the reduction in large scale employers within the Borough has led to a third and fourth generation of workless households dependent on welfare benefits.

To tackle economic inactivity and to prevent a new generation of young people from being disadvantaged from the labour market, there is already an established Hartlepool Works Employment & Skills Consortium which has a membership of over 40 providers. The partners work within a set strategic framework which ensures that they develop collaborative and targeted interventions, with a specific focus on priority groups or unemployment 'hotspot areas'. In the longer term, consortium members will continue to design employability programmes for local residents that will include literacy and numeracy courses, intensive Information, Advice and Guidance (IAG) services, volunteering, work trials, sector specific training, in-work mentoring and self-employment advice. These activities will be critical in assisting residents, particularly those with limited or no work experience, to develop the necessary skills base that employers demand. As part of this strategy, this consortium approach will be enhanced so that it adds value to major worklessness programmes and new flexibilities as shown below.

**The Work Programme:** This is the most radical welfare to work reform since its inception in 1945 and The Work Programme will replace all other Department for Work and Pensions (DWP) funded programmes. This will be the main welfare funded programme over the next 5-7 years and prime providers will be given up to two years to work with customers and greater freedom to decide the appropriate support for them. In Hartlepool, it is anticipated that up to 2000 customers will start on the



programme each year and should have a major impact on reducing worklessness rates. The Council will continue to engage closely with the prime providers to strategically direct them towards targeting the most vulnerable workless adults.

**New Flexibilities within Jobcentre Plus:** Job Centre Plus (JCP) is now empowered to decide when and how to support customers and have the autonomy to make decisions locally. This includes offering customers a range of support from day one of their new benefit claim. JCP has a fundamental role to play in Hartlepool to support unemployed customers back to work and will continue to work together with local community partners, service providers, Registered Social Housing Providers, Council and employers of all sizes - to find new and innovative ways to support people back to work.

To continue to reduce worklessness rates further, the Economic Regeneration Forum will facilitate engagement with local companies to improve the links between the supply of labour and

the demand of employers. Integral to any consultation with employers will be understanding future skills needs that allow an improved match of labour to the relevant sectoral vacancies. In addition, employment advisors will need to have an increased understanding of the future labour market so that they can assist claimants to re-focus their job search to complement the needs of the wider labour market. In future, higher level careers advice will need to be provided to all working age adults in areas including specialist sector specific training and career paths into new growth sector areas.



## 15. Reducing the Causes and Consequences of Child Poverty & Financial Exclusion

In Hartlepool in 2011, almost 1 in 3 children were classified as living in poverty. In some of the poorest performing wards such as Owton, this increased to almost 50%. The Borough has the 3rd highest rate of child poverty in the North East of England and sits in the top 25% in the UK.

The introduction of the Child Poverty Bill in 2009 enshrined in legislation the previous Government's promise to eradicate child poverty by 2020. The Child Poverty Act 2010 placed a duty on local authorities and their partners to ensure that this happens. Within Hartlepool, child poverty is measured by the 'proportion of children living in workless households'. The causes and consequences of poverty are more than just a lack of family income and relate to wider social, economic and environmental issues such as low educational attainment; low skills levels and inter-generational worklessness.

The Council and its partners have produced and implemented a Child Poverty Needs Assessment and Strategy for 2011 – 14 and key partners from the public, private and third sector have signed up to a 'Child Poverty Pledge' that commits organisations to work in new and unique ways to tackle poverty. The Child Poverty Strategy sets out six objectives which cut across the eight Community Strategy themes including Health and Wellbeing and Jobs and the Economy. The two key objectives that are specifically relevant to the ERS are to: - increase the parental employment rate and improve adult skill levels.

Being in work is the best way out of poverty and a Child Poverty Working Group has already been established with focus on the above two objectives. Although it will be extremely unlikely

within the current and longer-term economic climate to eradicate child poverty fully; this ERS will significantly contribute to ameliorating child poverty rates by implementing new actions to increase the number of families, parents and carers to access employment and training programmes and financial inclusion services.

Hartlepool still has particular issues in relation to indebtedness and currently, 47% of households in the Borough have a poor credit rating and five out of nine households fall into groups described as 'on the breadline' or 'credit hungry'. The established and committed Financial Inclusion Partnership will be the multi-agency group which will provide the strategic direction for this agenda. Pivotal to supporting local communities, particularly within the most deprived wards, will be for key partners to increase access to banking; affordable credit and face to face money advice. Supporting the financial inclusion agenda will lead to longer term economic and social benefits for the local community. For instance, HM Revenues and Customs (HMRC) reported in 2009 that 3,715 families in Hartlepool with dependent children aged under 16 years were not claiming the tax credits they were entitled to (which equated to £500,000 of benefits).







# Theme Three - Places







## 16. Regenerating Key Sites

Regeneration is at the heart of all partners' approaches to delivering real benefits through supporting economic growth, securing investment and making the Borough a modern and attractive place. Recent regeneration activity has resulted in major physical change, helping to create high quality places, improve the image of the Borough and support the diversification of the local economy. This has included the development and regeneration of key sites which led to the creation of the marina (including the Hartlepool Maritime Experience), the Wynyard Business Park and Queens Meadow Business Park.

Building on the successful implementation of key strategies, which have provided the rationale for regeneration, there continues to be major initiatives to improve the area including the completion of the new HCFE, the expansion of CCAD, the opening of One Life walk-in health facility, the establishment of the integrated transport interchange and the extension to the UKSE Innovation Centre. To complement this activity, new and innovative ways of delivering regeneration are being explored, which include the use of Council assets plus partnering and joint ventures with public agencies and the private sector.

**Regeneration Priorities:** The Town Centre and Marina areas provide a key focus in creating a vibrant and successful central area that supports economic investment and growth. The main regeneration priorities include the development of the Innovation



and Skills Quarter, which is to the south of Church Street and east of Middleton Grange Shopping Centre and builds on the investment in the Colleges. Projects will create a campus style environment around Church Square; develop business incubation space for creative industries, which will support the growth of new and small businesses; drive forward the acquisition/redevelopment of vacant buildings; and facilitate mixed use development opportunities around Lynn Street offered by the former Focus site and the potential relocation of the Council's depot site. The strategy for the central area also aims to encourage development and investment in the shopping centre to help improve the town centre retail offer, secure investment in the key development sites at Jackson's Landing and Trincomalee Wharf and other sites including the Mill House area. Investment will also aim to address other key vacant buildings and improve physical links between areas of the town centre including the shopping centre, Church Street, the transport interchange and the marina.

The Council has a sustainable master plan for the regeneration of Seaton Carew, which will further enhance the overall Hartlepool visitor offer and create a key visitor destination within the north east. The plan includes the remodelling of the sea front including public realm improvements, which link in with the upgrade of sea defences, the removal of a key derelict building, securing



investment in new visitor related commercial space, and provision of new housing and improved community facilities.

Opportunities will also be explored to improve access to the natural coastal assets at Seaton Dunes and Common and improve links with Saltholme International Nature Reserve. Attracting economic investment to key employment sites including the port area at Hartlepool Docks and Seaton Channel, Wynyard Business Park, Queens Meadow Business Park, Oakesway Industrial Estate and the Southern Business Zone will also continue. Helping to meet the property requirements of businesses through a range of initiatives such as business grants and loans, to improve the appearance and efficiency of buildings and premises, alongside the provision of appropriate access and infrastructure, will assist in facilitating economic growth. Such support will be responsive to investment by businesses and funding opportunities as they arise.

## 17. Housing

Over the past ten years, there has been substantial investment in housing regeneration and improvements which have helped to improve the housing offer and encourage people to want to live and work in the area. This has included an extensive New Deal for Communities project, Housing Market Renewal (HMR) and Decent Homes Programme which have improved the physical housing environment and improved the housing offer within Hartlepool.

A key objective for all housing regeneration activity is to contribute to developing a positive environment to support business growth and investment and economic development by improving the attractiveness and the vitality of the housing market in central Hartlepool.

To achieve this, the Hartlepool Housing Strategy, alongside the Local Plan (Core Strategy) sets out the framework for new housing delivery, improvement of existing housing and housing related services for the next 15 years. The focus of these strategies is to balance housing supply and demand; support housing growth; provide affordable accommodation; improve housing quality and design and tackle empty properties. As part of the wider economic development



agenda, these strategies also take into account the need to provide all property types and tenures that will meet future housing demands including executive homes that will encourage skilled workers to live in the Borough. This latter element of the strategy will be vital when considering the new wave of higher skilled jobs that will be created through business growth activity such as the decommissioning of the power station and potential new build, new enterprise zones and emerging new industries.

**Future Housing Regeneration Priorities:** Despite considerable levels of investment, there are still major challenges within Hartlepool's housing market including an excess of obsolete Victorian terraced housing; some 579 properties empty and some social housing estates which no longer meet the housing needs and aspirations of residents. There continues to be a considerable need to maintain the momentum of regeneration and to provide a range of affordable housing.

**Housing Regeneration:** The Council has successfully delivered the Trinity Square, Trinity Court and Headway schemes which has resulted in a significant improvement in housing provision in these areas and encouraged families and economically active residents to move into the town centre locality. Within the central area, the housing market is still suffering significant signs of decline with growing numbers of empty properties. The continuation of the HMR

programme is essential to address the problems with the imbalance of supply and demand and abandonment in the private sector. Work is already underway to deliver the current HMR priorities including the Raby Road Corridor scheme, Belle Vue and Carr/Hopps regeneration scheme. However, there is a gap in current funding that prevents full completion of the programme, but, new opportunities will continue to be explored to improve adjacent areas.

**Empty Homes:** The Council has an adopted Empty Property Strategy which aims to bring empty homes back into use through an incentive and enforcement approach which will prevent the blight associated with a poorly maintained property and prevent areas from declining. This will be coupled with tighter management of the private rented sector through landlord accreditation and selective licensing which will improve neighbourhoods.

**Affordable Housing:** The Local Plan (Core Strategy) will incorporate policies that require a minimum of 10% affordable housing on new housing sites of over 15 dwellings. The Council has agreed a strategy for the disposal of its (limited) land holding where suitable, for affordable housing at below market value, to support provision of additional units. Close partnership working is taking place with both the private sector and local Registered Providers to explore alternative ways of delivering affordable dwellings including a range of types and tenures to meet needs of local people.





## 18. Improving Connectivity

An efficient and effective transport infrastructure system will help attract new investors, developers and businesses to the Borough; but will also improve access to employment and training for local residents across the region.

As a traditional industrial centre, Hartlepool's freight movement demands have always been well catered for through rail, the port and the A19. The A19 acts gives access for personal, business and freight movement to National, European and International destinations.

However, whilst the current road network in Hartlepool is effective, transport flows have increased to the point where the network is near to capacity and forecasts indicate increasing congestion in the longer term. In addition, due to its location, Hartlepool has relatively poor public transport connectivity to other labour market opportunities in the Tees Valley and this can act as a deterrent to people who may wish to commute in and out of the Borough. If not effectively tackled through a more strategic

and sustainable approach, this may impact on the economic growth of the area and prevent local residents and businesses achieving their full potential.

Longer term challenges to Hartlepool's transport infrastructure have been identified including:

- **Network capacity constraints on the A19 around Wynyard which could impact on access to key business sites including Seal Sands.**
- **Poor connectivity with adjacent city regions by public transport;**
- **Potential for additional congestion with new employment sites; and**
- **A number of key employment sites are not currently adequately served by public transport**

To counter-act these longer term challenges, the main focus of transport enhancements is the Tees Valley Metro project which will deliver a frequent rail service between Hartlepool and prime locations including Durham Tees Valley Airport, Teesside Park, Middlehaven and James Cook University Hospital. This will increase the number of residents who commute in and out of the Borough by improving access to businesses in key growth sector areas.

The Tees Valley Economic and Regeneration Investment Plan has also set out an ambitious but realistic programme of public sector investment which recognises the significant reductions in public spending whilst building a strong economic case for investment in transport improvements which will unlock the barriers to private sector growth.

To further improve transport infrastructure and connectivity the Council will develop interventions to: -

- **Increase car sharing**
- **Expand public transport usage**
- **Increase participation in walking and cycling to work**
- **Improve and extend cycle paths to increase participation**



## 19. Sustainability Appraisal

Council Officers are currently undertaking a sustainability appraisal of the Economic Regeneration Strategy Action Plan. The purpose of this exercise is to assess how well the action plan will contribute to sustainable development. The content of the action plan is assessed against the Council's sustainability appraisal objectives; the objectives were drafted, consulted upon and agreed during the review of the Community Strategy in 2007. The sustainability appraisal objectives are wide ranging, reflecting the nature of sustainability, and are listed below:

economy; education and skills; health; safety and security; housing; transport; built and natural environment; biodiversity and geodiversity; water, air and soil pollution; liveability and place; equity, diversity, equality and participation; energy efficiency and natural resources: waste; climate change; and futurity.

The process for undertaking a sustainability appraisal is an agreed methodology providing consistency in approach. The outputs from the appraisals are collated in a brief sustainability appraisal report. This report summarises how the action plan is anticipated to contribute to sustainable development and will include recommendations for making the action plan stronger in future.

The sustainability appraisal report will be publicly available once completed and contact details of how to access this document will be available shortly.

## 20. Consultation

Comments and contributions on this first draft are welcome and should be emailed to [scott.campbell@hartlepool.gov.uk](mailto:scott.campbell@hartlepool.gov.uk) by no later than Monday 12th December 2011.

This strategy is available to read on-line at:

[www.investmentinhartlepool.com](http://www.investmentinhartlepool.com)

Following the feedback received from the consultation, a final draft of the Strategy will be published. It is anticipated that this will be available in early 2012 and will be available on the above website address.

If you would like to discuss the first draft of the ERS in more detail, then please do not hesitate to contact the Economic Development Team before the deadline date on: Telephone: 01429 284482.

## Disclosure

Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In view of this, it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances.







Economic Development  
Hartlepool Borough Council  
Bryan Hanson House  
Hanson Square  
Hartlepool  
TS24 7BT  
Tel: 01429 523503  
[enterprisecentre@hartlepool.gov.uk](mailto:enterprisecentre@hartlepool.gov.uk)  
[www.investinhartlepool.com](http://www.investinhartlepool.com)



## Economic Regeneration Strategy



## Action Plan 2011 - 2014

# OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

## OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2014 Target
Number of new businesses on Enterprise Zone sites	Database, Hartlepool Borough Council (HBC)	Annually	N/A	10
Percentage occupancy levels of Hartlepool business units	Database, HBC	Annually	82.8% (2011)	85%
Business stock (number of VAT/PAYE businesses in Hartlepool)	Annual Business Register / NOMIS, HBC	Annually	2,030 (2009)	2,120
Value of Regional Growth Fund Investment	Department for Business, Innovation and Skills (BIS), HBC	N/A	N/A	£20 Million 1500 Jobs
Value of inward investment	Database, HBC	Annually	N/A	Monitor only
Percentage of newly born enterprises surviving one year	Annual Business Register / NOMIS, HBC	Annually	94.2% (2008)	96%
Percentage of newly born enterprises surviving two years	Annual Business Register / NOMIS, HBC	Annually	78.6% (2008)	80%
New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	Annual Business Register / NOMIS, HBC	Annually	32 (2009)	40
Number of jobs created	Database, HBC	Annually	344 (2010-11)	2000



# OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Lead on the development and coordination of the Hartlepool Enterprise Zone sites with key stakeholders.	Stakeholder meetings 4 per annum (March 2012) Implement 3 marketing campaigns (April 2012)	Number of jobs created, new business registration rates and new businesses on EZ	March 2014	Mick Emerson
Implement Local Development Orders (LDO) for Enterprise Zones.	Public Consultation (November 2011) Submit report to full council (March 2012)	New businesses on EZ	April 2012	Andrew Carter
Undertake audit of existing commercial premises and business infrastructure in context of growth sectors and produce report for commercial premises and business parks.	Complete audit (March 2012)	Percentage occupancy levels of Hartlepool business units	September 2012	Mick Emerson
Engage with existing and potential landlords, agents and developers to respond to issues raised in the property audit.	Draw up terms of reference for group (April 2012) Compile database of stakeholders (June 2012)	Percentage occupancy levels of Hartlepool business units	March 2014	Mick Emerson
Undertake study of vacant properties/sites to proactively identify potential end use for businesses and implement 4 marketing campaigns to promote sites.	Study of vacant properties/sites completed (August 2012) First marketing campaign completed (September 2012)	Percentage occupancy levels of Hartlepool business units	March 2014	Mick Emerson

# OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Form a group of business ambassadors to market the Borough to their business networks (including internationally) to stimulate potential new investment.	Review best practice elsewhere (May 2012) Identify potential partners and produce marketing pack (August 2012)	Indirect contribution to value of inward investment	March 2013	Mick Emerson
Examine the supply chain requirements of identified growth sectors and Enterprise Zone businesses and match to existing business stock, identifying potential gaps in supply chain and opportunities for development of existing businesses.	Undertake needs analysis and production of report (January 2012)	Indirect contribution to percentage of newly born enterprises surviving one year	March 2012	Mick Emerson
Deliver Business Advice and Brokerage – programme of targeted account management with key businesses. Develop and maintain relationships with individual businesses	Develop diagnostic pack for account management (April 2012) 100 business meetings per annum (March 2013)	Increase percentage of newly born enterprises surviving one year and new business registration rates Number of VAT/PAYE Job Created Business Stock	March 2014	Mick Emerson

# OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Increase the awareness of opportunities for businesses to become involved in providing products and services to HBC and the wider public sector	Source regional, sub regional and local public sector procurers (March 2012)  Hold a minimum of 1 event per annum (March 2013)	Indirect contribution to percentage of newly born enterprises surviving one year and new business registration rates	March 2014	Mick Emerson
Improve business community cohesion utilising various groups and networks and social media by creating an interactive communication platform.	Create communication platform for business community (December 2012) Support 3 business groups (March 2013?)	Indirect contribution to percentage of newly born enterprises surviving one year and new business registration rates	March 2014	Mick Emerson
Develop relationships with key partner organisations/providers in the public and private sector to increase awareness of wider business support and share information on the business support offer including financial assistance vehicles and disseminate through business engagement events.	Develop database of key providers (March 2012) Undertake 6 meetings per annum (March 2013)  Develop database of finance providers (April 2012) 2 Events/engagement with NE Finance and other providers per annum	Indirect contribution to percentage of newly born enterprises surviving one year and new business registration rates	March 2014	Mick Emerson



# OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Continued provision of Incubation support service including mentoring, pre-start support (Enterprise Coaching), financial assistance, brokerage and other initiatives.	Secure Coaching provision (April 2013) Coach 100 people per annum (March 2013)	Indirect contribution to business survival and new business registration rates Number of VAT/PAYE Job Created Business Stock	March 2014	Mick Emerson
Engage with schools and colleges to increase awareness of self-employment and entrepreneurship by undertaking visits by businesses to schools and visa versa.	Seek suitable partners from local businesses (April 2012) Undertake 2 events per annum (March 2013)	Indirect contribution to new business registration rates	March 2014	Mick Emerson
Undertake "Get Serious" awareness raising activities including marketing campaigns and events.	Continue development of "Get Serious" brand(June 2012) Undertake 2 marketing campaigns per annum (March 2013)	Indirect contribution to new business registration rates	March 2014	Mick Emerson
Engage with DWP Providers to offer unemployed individuals a wider package of support where appropriate to enter into self-employment.	Review existing support and amend to complement new programmes (Jun 2012) Undertake 2 meetings per annum (March 2013)	Indirect contribution to new business registration rates	March 2014	Mick Emerson

# OBJECTIVE 1

To improve business growth and business infrastructure and enhance a culture of entrepreneurship

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Continue to develop the 'Buy Local' initiative to include targeted business to business activities.	Joint development of the initiative with additional partners (March 2012) Undertake 2 initiatives per annum (March 2013)	Percentage of newly born enterprises surviving one year and new business registration rates	March 2014	Mick Emerson
Refresh the Voluntary & Community Sector (VCS) Strategy and combine with the Compact.	Consultation with external partners (April 2012) Promotion/raising awareness event (July 2012)	Indirect contribution to business survival rates	March 2013	Karen Oliver
Research EU funding opportunities relating to business infrastructure, business support, employment and skills activity	Review of European Structural Funding with partners (September 2012)	Indirect contribution to percentage of newly born enterprises surviving one year, new business registration rates, number of VAT/PAYE, jobs created and business stock	March 2013	Patrick Wilson

# OBJECTIVE 2

To attract new investment and develop major programmes to regenerate the area and improve connectivity

## OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2014 Target
Value of investment in key regeneration sites	Database, Hartlepool Borough Council (HBC)	Annually	N/A	£6.75m
Value of income from external funding sources	Database, HBC	Annually	N/A	£100,000
Affordable homes delivered (gross)	Housing Monitoring System HBC	Annually	181 (2010-11)	240
Number of new homes built on regeneration schemes	Housing Monitoring System HBC	Annually	N/A	Monitoring Only
Business stock (number of VAT/PAYE businesses in Hartlepool)	Annual Business Register / NOMIS, HBC	Annually	2,030 (2009)	2,120
New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	Annual Business Register / NOMIS, HBC	Annually	32 (2009)	40
Percentage of newly born enterprises surviving one year	Annual Business Register / NOMIS, HBC	Annually	94.2% (2008)	96%
Percentage of newly born enterprises surviving two years	Annual Business Register / NOMIS, HBC	Annually	78.6% (2008)	80%
Number of jobs created	Database, HBC	Annually	344 (2010-11)	2000
Number of long term (over 6 months) empty homes brought back into use	Authority Public Protection (APP) System and Council Tax data, HBC	Annually	579 Empty homes	57 long term (over 6 months) empty homes brought back into use 2010/11
Percentage per capita reduction in CO <sub>2</sub> emissions in the LA area	Department of Energy and Climate Change (DECC), HBC	Annual	N/A	12.4% reduction
Congestion – average journey time per mile during the morning peak	Department for Transport, HBC	Annual	1.86 minutes (2009-10)	maintain 1.86 minutes

# OBJECTIVE 2

To attract new investment and develop major programmes to regenerate the area and improve connectivity

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Develop a robust planning policy framework to facilitate the regeneration of key sites	Adoption of Local Plan (Core Strategy) (October 2012)	Indirect contribution to value of investment in key regeneration sites	March 2013	Derek Gouldburn
	Completion of Seaton Carew Supplementary Planning Document (December 2012)			
	Completion of Central Area Supplementary Planning Document (December 2012)			
	Completion of Wynyard Master Plan (March 2013)			
Research emerging funding opportunities and prepare bid submissions to secure financial resources	Prepare bid submissions e.g. to the forthcoming Coastal Communities Fund (March 2013)	Value of income from external funding sources	March 2014	Gemma Day



# OBJECTIVE 2

To attract new investment and develop major programmes to regenerate the area and improve connectivity

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Develop the Innovation and Skills Quarter (ISQ) to assist with the regeneration of the town centre	<p>Cleveland College of Art and Design (CCAD) to complete its expansion scheme (March 2012)</p> <p>Completion of Hartlepool Managed Workspace Feasibility Study for former Crown House site and selection of preferred business model (August 2012)</p> <p>Hartlepool College of Further Education (HCFE) to complete the final phase of redevelopment (September 2012)</p> <p>Selection of a partner for delivery of scheme on former Crown House site (March 2014)</p> <p>Review opportunities for the delivery of the physical improvement scheme in Church Square (March 2013)</p> <p>Consider options and funding for the delivery of the Stockton Street connectivity improvements (March 2014)</p>	Indirect contribution to value of investment in key regeneration sites	March 2014	Rob Smith

# OBJECTIVE 2

To attract new investment and develop major programmes to regenerate the area and improve connectivity

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Develop the Mill House area of the town centre to encourage economic investment.	Report findings of Economic Impact Assessment of Hartlepool United Football Club and Market Interest Assessment for Mill House area to Cabinet (March 2012) Reassess funding opportunities for Mill House area (March 2014)	Indirect contribution to value of investment in key regeneration sites	March 2014	Rob Smith
Develop the tourism infrastructure and visitor offer through the delivery of the Seaton Carew Master Plan	Selection of preferred developer for Seaton Carew Master Plan (December 2011) Public consultation on Seaton Carew Master Plan commenced (March 2012) First planning application submitted for development site in Seaton Carew (March 2013) Derelict building demolished (December 2013)	Contribution to value of investment in key regeneration sites  New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+) and number of jobs created	March 2014	Andrew Golightly
Improve physical links between key regeneration sites and the town centre by developing a Connectivity Strategy for the Central Area.	Establish Connectivity Working Group for the Central Area (August 2012) First draft of the Connectivity Strategy for the Central Area prepared (March 2013) Deliver first scheme from the Connectivity Strategy (March 2014)	Indirect contribution to value of investment in key regeneration sites Indirect contribution to visitor numbers and value of visitor economy	March 2014	Gemma Day
Consultation with local employers; particularly from businesses within the Enterprise Zones, to identify skilled workers' future housing needs	Consultation with potential EZ employers (September 2012) Updated housing needs assessment produced (December 2013)	Indirect contribution to number of new homes built on regeneration schemes	March 2014	Nigel Johnson

# OBJECTIVE 2

To attract new investment and develop major programmes to regenerate the area and improve connectivity

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Implement Baden Street Improvement Scheme	Establish procedures for implementation of the Baden Street project (March 2012) Complete improvement works in partnership with landlords on 11 properties (December 2012)	Number of long term (over 6 months) empty homes brought back into use	December 2012	Gemma Day
Establish funding for the completion of the Housing Market Renewal (HMR) programme	Research opportunities for completion of the (HMR) programme (January 2012)	Affordable homes delivered (gross) and value of investment in key regeneration sites	March 2012	Damien Wilson
Implement the empty homes pilot scheme	Establish policies and procedures for the Empty Homes project in partnership with Housing Hartlepool (March 2012) 15 landlords participate in scheme and sign lease agreement (March 2012) Improvement works completed property occupied (August 2012)	Number of long term (over 6 months) empty homes brought back into use	August 2012	Amy Waller
Liaise early with Registered Providers on affordable housing proposals on new residential schemes to deliver an appropriate mix of affordable housing	Stakeholder meeting with Registered Providers (December 2011)	Affordable homes delivered (gross)	March 2012	Nigel Johnson

## OBJECTIVE 2

To attract new investment and develop major programmes to regenerate the area and improve connectivity

### ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Seek funding for highway improvements in the A689/ Wynyard area, particularly through developer contributions.	Community Infrastructure Levy contributions to be pursued for new development likely to increase traffic volumes in the area (September 2012)	Congestion – average journey time per mile during the morning peak and the percentage change in the number of people killed or seriously injured in road traffic accidents during the calendar year compared to the average of the previous 3 years	March 2014	Mike Blair
Development of the Urban Traffic Management Control system, in conjunction with the other Tees Valley authorities.	Introduction of Tees Valley UTMC common database (December 2011)	Congestion – average journey time per mile during the morning peak	March 2013	Peter Frost



# OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

## OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2014 Target
Overall employment rate (proportion of people of working age population who are in employment)	Annual Population Survey, NOMIS/ Hartlepool Borough Council (HBC)	Annual	61.4% (March 11)	65%
Unemployment rate (Hartlepool) - The proportion of economically active people who are unemployed	NOMIS/HBC	Annual	7.3% (Sept 11)	6%
Self-employment rate	NOMIS/HBC	Annual	8.4% (2009/10)	9%
Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	NOMIS/HBC	Annual	44.5% (March 11)	47%
Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	DCSF/HBC	Annual	7.3% (Nov 11)	6.5%
Youth unemployment rate (Hartlepool) - The proportion of economically active 18 to 24 year olds who are unemployed	Office for National Statistics (ONS)/HBC	Annual	17.4% (Sept 11)	15%
Number of jobs created	Database, HBC	Annually	344 (2010-11)	2000
Percentage of newly born enterprises surviving one year	Annual Business Register / NOMIS, HBC	Annually	94.2% (2008)	96%
Percentage of newly born enterprises surviving two years	Annual Business Register / NOMIS, HBC	Annually	78.6% (2008)	80%

# OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

## ACTIONS

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2014 Target
Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4	Department for Children, Schools and Families (DCSF), HBC	Annual	30% (2010-11)	20%
Achievements are in line with national average for GCSE 5 A*-C and UCAS average score.	NOMIS, HBC	Annual	707.4 77.1%	739 84%
Care leavers in education, employment or training	DCSF, HBC	Annual	66.7% (2010-11)	78.5%
Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	Department for Business, Innovation and Skills (BIS), HBC	Annual	22% (2010)	25%
Number of Apprentice Framework Completions	Skills Funding Agency (SFA)	Annual	277 (2010-11)	388

# OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Implement new training opportunities at level 3 to allow progression to level 4 qualifications.	Three additional learning programmes developed (April 2012)	Indirect contribution to proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	July 2012	Maggie Heaps
Development of a single point of contact for employers across the Tees Valley sub-region	Establishment of a Tees Valley wide Employer facing website to direct enquiries to the most appropriate point and give essential information (March 2012)	Employment rate	July 2013	Sue Hannan (TVU)
Raise awareness of Targeted Recruitment and Training (TRT) clauses	Participate in 'meet the buyer' events to promote procurement opportunities to SME's (March 2013)	Indirect to percentage of newly born enterprises surviving one year	December 2013	Diane Martin
Submit bid for Flexible Support Fund (FSF)	Market opportunity to Hartlepool Works and employers (December 2011)	Percentage of newly born enterprises surviving 1 year, employment rate, youth employment rate & unemployment rate & number of jobs created	June 2012	Diane Martin
Full implementation of the Raising the Participation Age (RPA) strategy.	Promotion of post-16 opportunities (September 2013)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	March 2014	Mark Smith / Tom Argument
Support services offered to schools with high numbers of pupils on free school meals (FSM) to narrow the education gap	Identification of schools with high numbers of pupils on FSM (July 2012).	Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4	March 2014	Tom Argument



# OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Develop the 14-19 curriculum pathways in conjunction with employers from new industries and identified growth sector areas	11-19 team to work with schools and colleges to increase students access to STEM subjects (July 2012)	Uptake of STEM subjects at Key Stage 4 & 5	March 2014	Tom Argument
Fully implement the 11-19 Operational Plan to raise education standards at key stage 4 and 5.	6 yearly meetings of the Raising Achievement Group (October 2012)	Improvement in achievement of GCSE 5 A*-C and higher UCAS average score	March 2014	Tom Argument
Further develop progression pathways for vulnerable young people including teenage parents, Looked After Children (LAC) and Care Leavers.	Implementation of LAC programme (September 2011) Continuation of Teenage Parents Programme (September 2011)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	March 2014	Kelly Armstrong / Tom Argument
Implement the new NHS Sector Academy	Protocol developed between JCP, HCFE and NHS and wider care sector (June 2012)	Overall employment rate	March 2013	Christina Blaney (JCP)
Develop the 'Work Together' /volunteering activity	Market programme to local residents (June 2012)	Overall employment rate	March 2013	Christina Blaney (JCP)

# OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Develop a fully operational website for access to the latest informative data on Employment Learning and Skills intelligence across the Tees Valley	Launch of LMI system, <a href="http://www.skillsteesvalley.co.uk">www.skillsteesvalley.co.uk</a> (March 2012)	Overall employment rate	December 2012	Sue Hannan (TVU)
Develop partnership agreements with Work Programme prime providers.	First quarterly update report submitted by Work Programme providers (June 2012)	Unemployment rate	March 2013	Diane Martin
Complete mapping exercise to identify what post 16 employment and training provision is available within Hartlepool	Employment & training providers engaged in mapping exercise (September 2012)	Indirect to employment rate and unemployment rate	December 2012	Patrick Wilson
Development of Hartlepool Works consortium to target local residents to access employment and training opportunities	Hold employer event to promote live vacancies (April 2012) Hold employer event to promote live vacancies (September 2012)	Unemployment rate	December 2012	Caron Auckland
Ensure all housing developments over 20 units are linked to job opportunities and training by engaging with developers where applicable to promote Targeted Recruitment and Training (TRT) clauses	Promotion to developers on TRT clauses (March 2013)	Overall employment rate	March 2014	Diane Martin
Implementation of National Careers Service	National Careers Service in place (April 2012)	Overall employment rate	April 2012	Petrina Lynn

# OBJECTIVE 3

To increase employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Complete research into skills gaps in Hartlepool	Engagement with businesses, providers and key partners (December 2012)	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	March 2014	Patrick Wilson
Implement 3 new Apprenticeship Frameworks for adults including renewables	Marketing campaign to promote apprenticeships to employers (January 2012)	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	September 2012	Andy Steel
Design and secure approval for new Higher Education courses to increase the numbers of HE students in Hartlepool	Commence design of 3 Foundation Degrees with Teesside University (December 2011)	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	September 2012	Andy Steel
Create a Renewables Centre to deliver job specific training to employees and support job opportunities in this sector	Centre to be constructed in the Skills Academy at HCFE (September 2011)	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	April 2012	Andy Steel
Develop new pathways for adults to access the labour market in conjunction with Job Centre Plus	Design Work Academy programme in partnership with JCP (November 2011) Service Level Agreements signed between HCFE and JCP (April 2012)	Overall Employment rate	December 2012	Andy Steel
Work with the Federation of Small Businesses to design bespoke training courses to encourage upskilling and to increase the number of self employment start ups	New programmes to be on offer to small businesses by (September 2012)	Self-employment Rate	September 2012	Andy Steel



# OBJECTIVE 4

To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty

## OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2014 Target
Overall employment rate (proportion of people of working age population who are in employment)	Annual Population Survey, NOMIS/Hartlepool Borough Council (HBC)	Annual	61.4% (March 11)	65%
Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	Department for Children, Schools and Families (DCSF)/HBC	Annual	7.3% (Nov 11)	6.5%
Employment rate (16-24) - proportion of 16 to 24 year olds who are in employment	NOMIS/HBC	Annual	44.5% (March 11)	47%
Youth Unemployment rate (Hartlepool) The proportion of economically active 18 to 24 year olds who are unemployed	Office for National Statistics (ONS)/HBC	Annual	17.4% (Sept 11)	15%
Percentage gap reduction between those young people from low income backgrounds and those that are not progressing into higher education	School census (HBC) Department for Innovation, Universities and Skills (DIUS)	Annual	16% (Aug 11)	22%
Proportion of children in poverty	Department for Work and Pensions (DWP), HM Revenues and Customs (HMRC)	Annual	31.3% (May 2010)	28%
Number of Credit Union Savings Accounts opened by residents	Hartlepool Credit Union, HBC	Annual	123 (April – Sept 11)	400

# OBJECTIVE 4

To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty

ACTIONS				
Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Implement the Early Intervention Strategy	Cabinet approval of the Early Intervention Strategy (June 2012) Develop and commission services to deliver Early Intervention Strategy (August 2012)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) and proportion of children in poverty	March 2014	Mark Smith
Submit bid for the new 'Innovation Fund' to help address youth unemployment.	Research & identify social investor (January 2012)	Youth unemployment and employment rate (Hartlepool)	September 2012	Diane Martin
Implement support programme aimed at increasing the number of young people from deprived wards who apply to the top universities	Student visits to Oxford and Cambridge (July 2012)	Percentage gap reduction between those young people from low income backgrounds and those that are not progressing to higher education	March 2014	Tom Argument
Implement the Going Forward Together model to target young people classified as the most 'high risk' of becoming NEET.	Agree protocol with Through Care Team (April 12) Develop protocol with Team Around the Secondary School (July 12)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	March 2014	Patrick Wilson
Support the implementation of the National Citizen Service Pilot.	Hold marketing event (March 2012) First cohort recruited on programme (April 2012)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	September 2012	Mark Smith
Develop and introduce a Teenage Parents 'Pathway to Employment programme'	Marketing of programme to statutory agencies and post-16 providers (March 2012)	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	April 2012	Mark Smith

# OBJECTIVE 4

To increase the economic inclusion of adults, tackle financial exclusion and reduce the proportion of children in poverty

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Implement the European Social Fund (ESF) Families with Multiple Problems programme	Integrate Employment Advisors within multi-agency Teams Around the Schools (TAS) (February 2012) Hartlepool Council to secure subcontracting arrangements with the Wise Group (January 2012)	Overall Employment rate	January 2014	John Robinson
Submission of Big Lottery Fund Financial Inclusion bid	Engage with stakeholders to develop consortium bid (December 2011)	Number of Credit Union Current Accounts / Saving Accounts opened by residents	May 2012	John Morton
Develop referral channels for adults to access combined financial help and employment advice services	Financial Inclusion Partnership to consider referral channels (August 2012)	Number of Credit Union Current Accounts / Saving Accounts opened by residents	March 2013	John Morton



# OBJECTIVE 5

To boost the visitor economy

## OUTCOMES

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Current Value	2014 Target
Visitor numbers	Scarborough Tourism Economic Activity Monitor (STEAM), Hartlepool Borough Council (HBC)	Annual	3.16million (2009)	3,47million
Value of visitor economy	STEAM, HBC	Annual	£117million (2009)	£129million
Number of unique visitors to destination Hartlepool website	Google Analytics, HBC	Quarterly	18,269 (2010-11)	30,000 unique visits per annum
Number of social media followers	Twitter / Facebook, HBC	Quarterly	twitter 350 facebook 113	1000 500
Overall Employment rate (proportion of people of working age population who are in employment)	Annual Population Survey, NOMIS/HBC	Annual	61.4% (March 11)	65%

# OBJECTIVE 5

To boost the visitor economy

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Develop and implement a 2 year marketing and communication plan to raise the profile as a place to invest and visit, utilising appropriate research data.	Complete Marketing & Communications Plan (March 2012) Review annual STEAM report (March 2012)	Visitor numbers and value of visitor economy	March 2014	Jo Cole
Review and improve visitor information links between visitor locations to improve connectivity in Hartlepool.	Visitor information points created or improved (March 2013)	Visitor numbers and value of visitor economy	March 2014	Jo Cole
Develop Destination Hartlepool / Invest in Hartlepool websites and social media activity.	Complete website and engage businesses / visitors / investors to utilise the site (March 2012) Undertake 25 e-Marketing campaigns per annum (March 2013)	Number of unique visitors to destination Hartlepool website and number of social media followers	March 2014	Jo Cole/ Michelle Duraut
Develop and deliver bespoke training courses, including the 'Discover Hartlepool' and 'My Hartlepool' projects.	Increase awareness of the tourism product in Hartlepool and Tees Valley through bespoke training. (March 2014) Hold 4 courses per annum (March 2013)	Indirect contribution to visitor numbers	March 2014	Jo Cole
Undertake business events to support the visitor economy.	Deliver Network Partnership Activity (March 2013) 10 events/meetings per annum (March 2013)	Indirect contribution to visitor numbers	March 2014	Jo Cole

# OBJECTIVE 5

To boost the visitor economy

## ACTIONS

Actions	Milestone(s)	Contribution to Performance Indicator	Due Date	Lead Officer
Undertake programme of targeted account management with key tourism businesses to provide business advice.	Engage with key tourism businesses to improve communications and networks delivery (September 2012) 30 business meetings per annum (March 2013)	Indirect contribution to visitor numbers	March 2014	Jo Cole
Undertake a joint marketing campaign with partners and key stakeholders across the region.	2 marketing campaigns per annum with key stakeholders to raise profile of Hartlepool. (March 2013)	Visitor numbers and value of visitor economy	March 2014	Jo Cole
Engage with schools and colleges to raise the profile of the visitor economy to the potential new workforce through bespoke awareness raising events.	To improve the perception of sector through 2 bespoke events per annum (March 2013)	Overall employment rate	March 2014	Jo Cole
Deliver the Diamond Festival in Hartlepool	Event delivered (June 2012)	Visitor numbers and value of visitor economy	October 2012	Michelle Duraut



## **REGENERATION, ECONOMIC DEVELOPMENT AND SKILLS PORTFOLIO**

Report to Portfolio Holder  
16<sup>th</sup> December 2011



**Report of:** Director of Child and Adult Services

**Subject:** ADULT EDUCATION SERVICE PLAN 2011-2012

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### **SUMMARY**

#### **1.0 PURPOSE OF REPORT**

- 1.1 To update the portfolio holder on the annual plan for the Adult Education service for the current Academic year.

#### **2.0 SUMMARY OF CONTENTS**

- 2.1 The report outlines the main priorities for the service for the next academic year.

#### **3.0 RELEVANCE TO PORTFOLIO MEMBER**

- 3.1 The report relates directly to the provision for Adult Education.

#### **4.0 TYPE OF DECISION**

- 4.1 This decision is a non-key decision.

#### **5.0 DECISION MAKING ROUTE**

- 5.1 The decision will be made by the portfolio holder.

#### **6.0 DECISION(S) REQUIRED**

- 6.1 To receive the report.

**Report of:** Director of Child and Adult Services

**Subject:** ADULT EDUCATION SERVICE PLAN 2011-12

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**1. PURPOSE OF REPORT**

- 1.1 To update the portfolio holder on the priorities for the Adult Education service for the next academic year.

**2. BACKGROUND**

- 2.1 The Adult Education service is funded totally through grants from the Skills Funding Agency. As part of this grant process the service is expected to produce a service plan detailing its priorities for the coming academic year. This plan forms the basis of the discussion with the SFA.
- 2.2 The Skills Funding Agency has provided some guidance on the content of the plan and this has been incorporated into the current plan.
- 2.3 The service plan also complements the Departmental Child and Adult service's plan and the council's corporate plan.
- 2.4 The priorities for the service for the coming year have been identified after taking into account consultation through a range of meetings.
- 2.5 Discussions have been undertaken with the SFA as to what their priorities for funding are for the coming year. As the main funding body The service priorities need to align closely with their priorities.
- 2.6 There have also been discussions with a range of agencies such as VCS partners and NAP forums as to the type of provision which may be required to suit local need.
- 2.7 The plan also takes into account the result of the annual self assessment report and includes actions to improve the quality of the service in line with National Standards.
- 2.8 A detailed action plan is produced from the service plan which gives clear direction to staff as to their personal and service objectives for the year.

### **3. CONCLUSIONS**

3.1 The main priorities identified for the academic year 2011-2012 are:

- Improving the basic skills of local residents by providing opportunities for adults to achieve qualifications in Literacy and Numeracy at Entry Level, Level 1 and Level 2;
- Increasing opportunities for adults to achieve full Level 2 and full Level 3 qualifications in key areas;
- Improving the skills of unemployed adults and those in low skilled employment by providing access to first step training in vocational areas;
- Increasing the range of activities provided for intergenerational learning;
- Ensuring access to a range of Personal and Community Development Learning;
- Increasing opportunities for residents to become active Citizens and participate in volunteering opportunities;
- Increasing the engagement of employers in workforce development;
- Increasing the support and IAG provided to unemployed adults to enable them to gain job search skills to enhance employment opportunities;
- Maintaining a range of partnerships to enhance provision.
- Increase provision in disadvantaged areas to narrow the gap in achievements.
- Further develop the provision of Apprenticeships.

3.2 A copy of the full plan is attached in **Appendix 1**

### **4. FINANCIAL IMPLICATIONS**

4.1 The plan is based on the grant funding allocation provided by the SFA. Providing the service reaches the agreed targets then there are no implications for a shortfall in income. If the targets are not reached in the Skills budget then there could be claw back from the SFA. This would be covered from the existing service budget so there are financial implications for the council.

### **5. RECOMMENDATIONS**

5.1 It is recommended that the portfolio holder note the report and accepts the Adult Education service plan for 2011-2012.

6. **CONTACT OFFICER** – Maggie Heaps, Adult Education Co-ordinator.

7. **BACKGROUND PAPERS** - None



# HARTLEPOOL ADULT EDUCATION



## SERVICE PLAN 2011 – 2012

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## **SECTION 1: STRATEGIC SUMMARY**

### **a) Introduction**

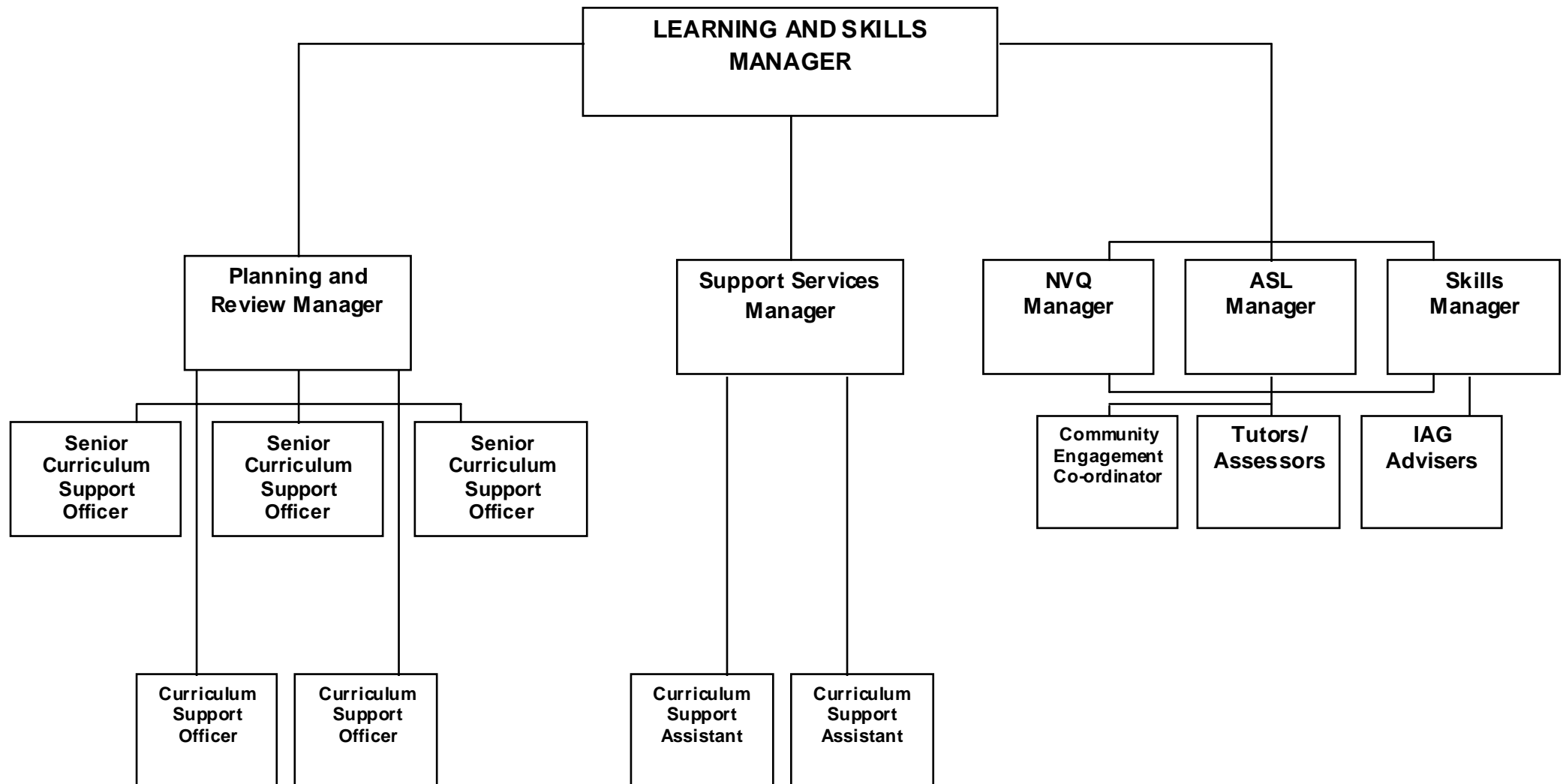
This document is the Adult Education Service Plan for 2011/12. It forms part of Hartlepool Council's overall Service Planning arrangements and contains details of all service activities. The plan details the key priorities and issues facing the Adult Education service over the next year, and includes a detailed action plan showing how these priorities will be delivered.

The plan details how the Service will meet Hartlepool Council's key priorities as well as those of the Skills Funding Agency.

This approach ensures that all plans are linked in a coherent framework.



## b) Adult Education Service Structure



## c) Service Activities



The Adult Education Service is committed to providing a range of easily accessible opportunities for any adult wishing to participate in learning. The Service works in partnership with a range of agencies to ensure that all adults have access to learning which is locally available, of a high standard, and in a range of topics.

There are very good partnerships in place with a range of local organisations to make sure that the learning opportunities contribute to local, regional and national priorities.

Approx 50% of our courses provide access to an accreditation. This includes opportunities to gain a range of vocational qualifications up to level 4. There are also a range of opportunities that are designed to encourage participation in learning for pleasure. All these courses cover a wide range of topics.

The service also provides access to support for unemployed adults who wish to gain vital skills to assist them to re enter the labour market. This support is varied and includes access to such things as C V writing and interview skills.

The Service is credited to the Matrix standard to provide Information Advice and Guidance to adults on learning and work opportunities,

The Service receives the majority of its funding from the Skills Funding Agency; with a total SFA grant for 2011-2012 of approximately £900,000. Additional funding is received from other funding agencies such as the European Social Fund.

The service employs approx 70 staff, including tutors, development staff and curriculum support teams. These ensure that all adults are catered for and that under represented priority groups are not disadvantaged from accessing provision and achieving their chosen aim.

This plan is seen as a key document in which to draw together all the activities of the service to ensure there is a comprehensive and high quality programme of learning opportunities for Hartlepool residents.

The activities of the service fall into 7 main areas:

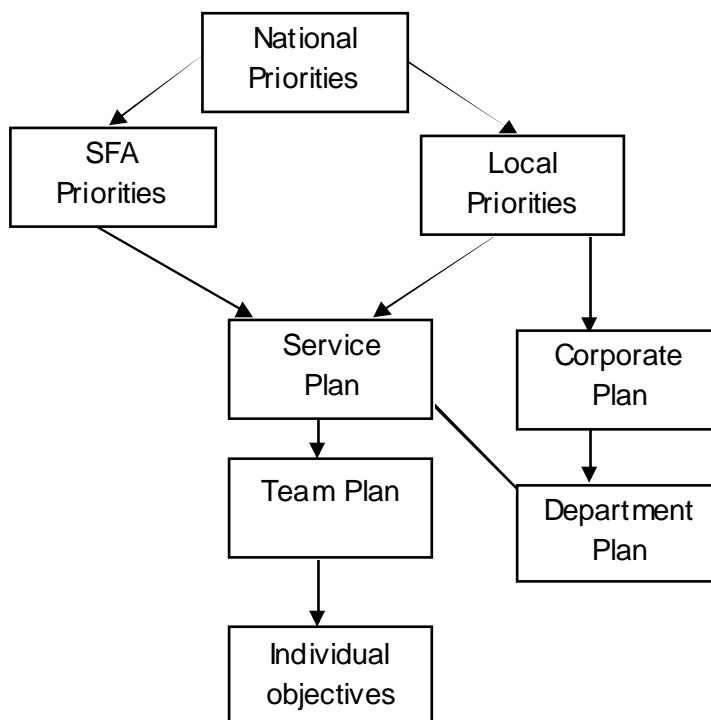
1. Skills based learning which delivers a range of vocational and skill based provision to individuals and employers at all levels
2. Personal and Community Development Learning which provides leisure type activities in a range of subjects;
3. Family Learning, which delivers a range of Family Literacy, Learning and Numeracy courses as well as wider family learning and parenting provision;
4. Targeted provision, which includes a range of activities designed to widen participation in specific areas or groups.
5. Fully costed provision which identifies the needs of employers and provides bespoke training packages.
6. A range of activities to provide IAG and support for adults to improve their job search and employability skills.
7. Delivery of training for apprentices within local employers.



## d) Performance Management

In line with council procedures, the service has adopted a performance management framework to ensure that national and local targets are translated into service, team and individual objectives and targets.

The following diagram illustrates how this framework cascades the national and local targets throughout the organisation.



Our challenge is to be more explicit about what we intend to do and ensure everyone within the service understands their roles and responsibilities and have identified how what they do contributes to the overall strategic objectives.

The service has developed a comprehensive Quality Improvement process which ensures that's its performance is continually monitored and matches learners requirements.

The service is subject to rigorous external performance management from the Council, the Skills Funding Agency, as well as Ofsted.



- **Monitoring and Reporting**

The service has prepared an annual action plan detailing how it will meet its main objectives and targets for the forthcoming year. This will be monitored on a quarterly basis by the senior management team. Incorporated within this plan is a quality improvement plan arising from the annual self assessment report.

- **Review**

- All plans of the service are reviewed on an annual basis. This review takes into account the feedback received during the year from all stakeholders

- **Communication**

- An electronic copy of the service plan is available to all staff.
- All staff members are involved in developing the plan and managing its progress
- Progress is discussed by the whole service as part of the self assessment process.

## **e) Needs and Priorities**

The strategic direction of the activities in this plan has been determined after consultation with the local Skills Funding Agency and Hartlepool Borough Council. The SFA has had useful dialogue in the past with elected members as to the nature and type of provision which should be provided. This dialogue was the starting point for a common understanding of SFA priorities and how these could be integrated with local council priorities.

The following activities have been identified as key priorities for the service for the coming year.

- Improving the basic skills of local residents by providing opportunities for adults to achieve qualifications in Literacy and Numeracy at Entry Level, Level 1 and Level 2;
- Increasing opportunities for adults to achieve full Level 2 and full Level 3 qualifications in key areas;
- Improving the skills of unemployed adults and those in low skilled employment by providing access to first step training in vocational areas;
- Increasing the range of activities provided for intergenerational learning;
- Ensuring access to a range of Personal and Community Development Learning;
- Increasing opportunities for residents to become active Citizens and participate in volunteering opportunities;
- Increasing the engagement of employers in workforce development;
- Increasing the support and IAG provided to unemployed adults to enable them to gain job search skills to enhance employment opportunities;
- Maintaining a range of partnerships to enhance provision.
- Increase provision in disadvantaged areas to narrow the gap in achievements.
- Further develop the provision of Apprenticeships

## **f) Management of Resources**

### **i Property Strategy**

The service has always had a priority to site its learning opportunities in venues in the local community. This ensures that potential learners can overcome any barriers caused by having to travel to participate in learning.

The service has developed excellent working relationships with a wide range of agencies to ensure continued use of venues.

Each venue is inspected on a regular basis and a programme of improvement is made to ensure the above principles are met. Funding is allocated to each venue to ensure work is carried out if needed.

A continuing priority for the next 3 years is to ensure that there are sufficient ILT resources in each venue to support learning. This includes the installation of PowerPoint projectors, whiteboard and Internet connections. This will improve the teaching and learning and other self-study for learners.

Further work will be carried out to ensure all venues conform to DDA requirements and that they are of a high quality and fit for purpose.

### **ii Financial Strategy**

The service is small and therefore could be susceptible to a number of financial risks. In setting and managing the budgets it is planned that there is an element set aside annually as a capital replacement reserve. This will enable a rolling programme of replacement of large items such as PCs, laptops and sewing machines. The service continues to seek funding from a range of sources to ensure financial risk is minimised.

### **iii Fee Income**

The service has always targeted those adults who are from disadvantaged areas and therefore fee income from learners is small. The fee policy for the service is renewed annually and set by the council.

The service also works with employers and other agencies to deliver training on a full cost basis. This is seen as an increasing part of the service

### **iv Workforce Development**

The service considers Workforce development as a key driver to improve quality and therefore improve success rates. The service has a Workforce Development Strategy which details its actions for the coming year.

The upgrading of staff skills is a key method of improving the success rates and achievement of learners.

The service has had in place minimum qualification requirements for its teaching staff. This is set at NVQ Level 3 for all staff

Any existing staff who do not hold a Certificate in Education are actively encouraged and supported to enrol on the next available course. The service has the same minimum standard for all staff irrespective of whether they teach a vocational or non-vocational programme

All staff will continue to be supported to achieve the minimum CPD requirements.



## g) Management of Risk

### i Risk Management

The service has carried out a comprehensive Risk Analysis as part of the Council Risk Management strategy. The following risks were identified:-

RISK	ACTIONS
1. Changing local, regional and national priorities leading to significant changes in service provision	<ul style="list-style-type: none"> <li>• Review current services in the light of government guidelines</li> <li>• Review ways to maintain current programme opportunities</li> </ul>
2. Changes to funding methodology from the SFA could lead to shortfall in income.	<ul style="list-style-type: none"> <li>• Investigate additional income sources</li> <li>• Investigate changes to services to maximise income.</li> </ul>
3. Inability to secure sufficient high quality venues and equipment which conform to DDA and Health and Safety requirements.	<ul style="list-style-type: none"> <li>• Review all venues on an annual basis and carry out improvements to meet DDA requirements.</li> <li>• Regular renewal of capital equipment.</li> <li>• Maintain and develop good partnership working arrangements.</li> </ul>
4. Inadequacy of networks to provide continuing access to learning and the provision of statistical returns.	<ul style="list-style-type: none"> <li>• Regular review of maintenance contract for ICT.</li> <li>• Regular review and update of systems to deal with increased requirements</li> </ul>
5. Reconfiguration of staff to fulfil new qualification guidelines and to deliver Government priorities.	<ul style="list-style-type: none"> <li>• Ensure staffing flexibility is built into the structure</li> <li>• Ensure workforce development opportunities are in place.</li> </ul>
6. Failure of local partnerships could lead to inability to deliver planned activities.	<ul style="list-style-type: none"> <li>• Ensure regular meetings with other local providers.</li> <li>• Ensure regular meetings with local partners</li> <li>• Ensure regular discussions with local SFA.</li> </ul>

## **ii Health, Safety and Safeguarding**

Hartlepool's Adult Education Service conforms to the Hartlepool Borough Council's Health and Safety Policy which relates to staff and members of the public. In addition the service has Health, Safety and Safeguarding policies relating to the safeguarding of learners. Within these policies there is a Strategy and Action Plan to ensure that the policies are fully implemented. They are reviewed on an annual basis

The service ensures that learning takes place in a safe healthy and supportive environment. This is achieved through our health and safety management system, and risk assessment processes. The service has a health and safety culture of empowerment and participation. In particular we have in place:-

- A Health and Safety Working Group which produces an annual health and safety action plan detailing the main priorities for Health and Safety;
- A strong commitment from the senior staff with a designated member taking the lead. This provides for policies and procedures which are based on best practice and the principle of risk reduction;
- Systems to implement policies and processes to turn plans and policies into action.
- Systems to identify and control any safeguarding issues;
- Regular and rigorous monitoring of standards;
- Procedures to assess sub-contractors approach to health and safety, and the systems they have in place, to ensure a safe and healthy and supportive learning environment for the learner.
- Procedures to investigate learner accidents, incidents, ill-health and near misses with reports to the service management team;
- A Health and Safety Officer who has the appropriate qualifications.
- A system to ensure that health and safety issues are communicated to all relevant parties through various means including reviews, meetings and notice boards.

We ensure learners themselves are responsible for health and safety in what they do and where they do it through:-

- Raising Health and Safety awareness of learners through induction;
- Participation of learners in risk assessment;
- Monitoring and evaluation of learners understanding of Health and Safety.

## SECTION 2: PERFORMANCE INDICATORS

### Service Targets

Performance Indicator	Target
	11/12
Total number of adults participating in learning	2500
% of learners from BME background	6%
% of learners who are unemployed	25%
% of learners who have a disability	14%
% of learners from disadvantaged areas	30%
% of learners who are male	28%
% of learners aged 55+	22%
% Overall success rate	78%
% of learner retention	92%
% Overall attendance	82%
Number participating in employability skills	250
Number receiving Information, Advice and Guidance	200
Number receiving Learner Support and Additional Learner Support	30



# Adult Education

## Service Plan 2011 - 2012

## Adult Education Service Plan 2010/11

Outcome		Departmental Plan	Service Plan		Date for completion	Responsible Officer
2.	People have greater access to employment and skills opportunities		1.	Increase access to support for employability skills	July 2012	Maggie Heaps
6.	Provision of high quality learning and skills opportunities that drive economic competitiveness which increases participation and builds social justice	Ensure access to high quality learning opportunities that increase the skills and qualifications of local residents via implementing the Adult Education Service Plan	2.	Increase the number of adults who have achieved a nationally recognised qualification	July 2012	Maggie Heaps
22.	People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places they live and strengthen communities	Ensure a wide range of learning opportunities are available which encourage participation in Lifelong learning via implementation of the Adult Education Service Plan	3.	Increase participation in learning	July 2012	Maggie Heaps
		Ensure a range of learning opportunities are available which encourage community involvement via implementation of the Adult Education Service Plan	4.	Further develop participation in Volunteering programmes	July 2012	Maggie Heaps
24.	People are involved with the community and society	Target and support the Voluntary sector through the provision of grant funding and development of initiatives to raise standards	5.	Support capacity building in the voluntary sector	July 2012	Maggie Heaps

Outcome		Departmental Plan	Service Plan		Date for completion	Responsible Officer
			6.	Improve the consistency of effectiveness of the QI process		
			7.	Ensure a robust SAR process		
			8.	Improve the effective use and analysis of data	July 2012	Maggie Heaps
			9.	Ensure the effective and efficient management of service resources	July 2012	Maggie Heaps
			10.	Improve learner achievement through the management of the learner journey	July 2012	Maggie Heaps



Outcome		Departmental Plan	Service Plan		Date for completion	Responsible Officer
			11.	Ensure consultation with a range of agencies	July 2012	Maggie Heaps
			12.	Ensure equality of opportunity is actively promoted across the service	July 2012	Maggie Heaps
			13.	Participate in local/regional and national networks	July 2012	Maggie Heaps
			14.	Increase access to support and guidance	July 2012	Maggie Heaps
			15.	Improve the range and quality of information available	July 2012	Maggie Heaps

Outcome		Departmental Plan	Service Plan		Date for completion	Responsible Officer
			16.	Ensure all venues and services are fully accessible	July 2012	Maggie Heaps
			17.	Ensure an effective staff development programme is in place	July 2012	Maggie Heaps
			18.	Ensure effective communication throughout the service	July 2012	Maggie Heaps

# Adult Education Service

## Action Plan 2011 – 2012



## Hartlepool Adult Education Action Plan 2011-12

Service Action		Service Activity	Resp	Timescale	Target/Output	Progress
1.	Increase access to support for employability skills.	1.1. Develop stronger links with the Job-centres. 1.2. Offer Drop-ins in a wide range of areas across the town. 1.3. Incorporate employability skills into teaching programmes.	TL	July 12	Embedded employability skills	
2.	Increase the number of adults who have achieved a nationally recognised qualification	2.1. Investigate charging non-vocational courses to accredited courses 2.2. Review current learning programmes to widen participation. 2.3. Review current qualifications on offer	SMT	July 12	Increase participation by 10 %.	
3.	Increase participation in learning	3.1. Carry out development work with targeted agencies 3.2. Develop more programmes that are blended (via Moodle, etc). 3.3. Increase and develop partnerships. 3.4. Celebrate achievement and success	SMT	July 12	Increase participation by 10 %.	
4.	Further develop participation in Volunteering programmes	4.1. Build volunteering opportunities into courses. 4.2. Specifically target organisations who will take on placements or volunteers. 4.3. Work in partnership with HVDA and other agencies	MH	July 12	Increase participation by 10 %.	

5.	Support capacity building in the voluntary sector	<p>5.1. Support VCS organisations to build capacities</p> <p>5.2. Offer training to VCS organisations</p> <p>5.3. Carry out a survey on voluntary sector needs which we could support.</p>	MH	Dec 11	Build capacity for quality in VCS	
6.	Improve the consistency of effectiveness of the QI process	<p>6.1. Provide flowcharts (large size) in office to show process and who responsible.</p> <p>6.2. Develop quality timetables so that all staff are aware of what is required when.</p> <p>6.3. Implement to QIP</p>	MH	Dec 11	Improve QI	
7.	Ensure a robust SAR process	<p>7.1. Ensure tutor self-assessment process reflects information needed for the SAR.</p> <p>7.2. Ensure data is available in a timely and appropriate format.</p> <p>7.3. Ensure processes include feedback for all stakeholders</p> <p>7.4. Complete a robust H&amp;S SAR</p>	<p>SMT</p> <p>CT</p> <p>MH</p>	Dec 10	Robust SAR based on all data and all provision.	
8.	Improve the effective use and analysis of data	<p>8.1. Ensure the analysis of data is cascaded to all staff</p> <p>8.2. Provide staff training to understand how to use data and what it means.</p> <p>8.3. Build a timetable of data reports and how it is to be used.</p> <p>8.4. Improve easy access to data.</p> <p>8.5. Use data to inform curriculum planning</p> <p>8.6. Develop the use of the TMD</p> <p>8.7. Develop the use of the Progression database</p> <p>8.8. Ensure targets are set and monitored regularly</p>	<p>CT</p> <p>SMT</p>	July 12	<p>Accurate data available to all to support planning.</p> <p>Consistent monitoring of performance against targets</p>	



12.	Ensure equality of opportunity is actively promoted across the service	<p>12.1.Design programmes to attract priority groups</p> <p>12.2.Develop regular events to celebrate different cultures.</p> <p>12.3.Develop a wider range and spread of programmes.</p> <p>12.4.Ensure all resources and learning materials are accessible.</p> <p>12.5.Improve the readability of all documents</p> <p>12.6.Ensure E&amp;D data is analysed regularly</p>	<p>SMT</p> <p>DG</p>	<p>July 12</p>	<p>Increase programme on offer.</p> <p>Increase participation from target groups</p> <p>Wider access to all</p> <p>Better targeting of support</p>	
13.	Participate in local/regional and national networks	<p>13.1.Ensure staff are available to attend Regional Networks.</p> <p>13.2.Develop networking with other providers.</p> <p>13.3.Participate in internet user groups</p> <p>13.4.Participate in PRD</p>	SMT	July 12	Sharing of good practice between providers	
14.	Increase access to support and guidance	<p>14.1.Ensure the availability of student support is in place before courses begin, eg crèche.</p> <p>14.2.Improve the use of learner support when student/s appear to be making slow progress.</p> <p>14.3.Ensure all learners who enrol online can access support.</p> <p>14.4.Provide training for tutors on what support is available.</p> <p>14.5.Develop resources on Moodle for student absences.</p> <p>14.6.Ensure staff know how to use available aids</p> <p>14.7.Ensure support is effective</p>	SMT	July 12	Increase achievement and retention by 2%.	



15.	Improve range and quality of information available	<p>15.1. Produce good quality flyers.</p> <p>15.2. Produce eye-catching displayboards.</p> <p>15.3. Improve course information available on the website.</p> <p>15.4. Provide more road shows in the shopping centre.</p> <p>15.5. Provide interest lists at partner venues which can feed into our planning.</p> <p>15.6. Increase 'Brand' awareness and visibility.</p> <p>15.7. Tutors to plan Exit IAG into Schemes of Work.</p> <p>15.8. Ensure all marketing materials are non-discriminatory</p> <p>15.9. Enhance the use of ILT in marketing and publicity opportunities</p>	TL/DG	Jan 12	Improve IAG info available.	
16.	Ensure all venues and services are fully accessible and safe	<p>16.1. Provide a list of all venues showing, disabled access, hearing loop, bus route, etc.</p> <p>16.2. Update venue handbooks.</p> <p>16.3. Carry out H&amp;S checks at venues</p>	CT	Dec 11 July 12	Good quality venues	
17.	Ensure an effective staff development programme is in place	<p>17.1. Produce a staff development plan</p> <p>17.2. Carry out skills checks</p> <p>17.3. Provide a series of ICT master classes</p> <p>17.4. Ensure all staff have required qualifications for their post</p> <p>17.5. Ensure staff are sufficiently trained and supported</p>	MH	July 12	Improved service delivery	
18.	Ensure effective communication throughout the service	18.1. Enhance communication between staff			Resources used efficiently.	

## **REGENERATION, ECONOMIC DEVELOPMENT AND SKILLS PORTFOLIO**

Report to Portfolio Holder  
16<sup>th</sup> December 2011



**Report of:** Director of Child and Adult Services

**Subject:** UPDATE ON THE CURRENT ENROLMENTS  
OF THE ADULT EDUCATION SERVICE

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### SUMMARY

#### **1.0 PURPOSE OF REPORT**

- 1.1 To update the portfolio holder on the current situation with enrolments for the current Academic year in the Adult Education service.

#### **2.0 SUMMARY OF CONTENTS**

- 2.1 The report outlines the current enrolments and compares it to those of the last 3 years.

#### **3.0 RELEVANCE TO PORTFOLIO MEMBER**

- 3.1 The report relates directly to the provision for Adult Education.

#### **4.0 TYPE OF DECISION**

- 4.1 This decision is a non-key decision.

#### **5.0 DECISION MAKING ROUTE**

- 5.1 The decision will be made by the portfolio holder.

#### **6.0 DECISION(S) REQUIRED**

- 6.1 To receive the report.

**Report of:** Director of Child and Adult Services

**Subject:** UPDATE ON THE CURRENT ENROLMENTS  
OF THE ADULT EDUCATION SERVICE

---

**1. PURPOSE OF REPORT**

- 1.1 To update the portfolio holder on the current take up of enrolments for Adult Education courses in the current academic year

**2. BACKGROUND**

- 2.1 The Adult Education service is funded totally through grants from the Skills Funding Agency. These grants are conditional upon the service reaching targets for the recruitment of learners and their subsequent success.
- 2.2 Whilst the SFA provides funding to deliver learning the provision is not 100 % free to learners. Learners are expected to pay tuition fees which contributes to the overall income. The recruitment of learners is therefore subject to setting a balance between the price that learners will pay and the income received from the SFA
- 2.3 The Skills Funding Agency provides guidance on the level of fee income which it assumes all providers will collect from learners. Currently providers are expected to collect 50% of the funding rate from the learners or employers.
- 2.4 The SFA also provides guidance on its fee remission policies. Any learner who falls within the listed fee remission category of the SFA is not expected to pay the 50 % fee.
- 2.5 The fee remission policy from the SFA was changed for the start of the academic year 2011-2012. This led to a number of learners who were originally in the fee remission category now falling outside this policy and thus eligible to pay the full fee. There was concern that this would have a detrimental effect on learner numbers.
- 2.6 In order to lessen this effect an interim measure was adopted by the Adult Education service to charge a 50% remission for those who would previously been eligible for 100% remission. This measure was to be monitored after the enrolment period to see if the new fee levels and remission policies had diminished the number of learners.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 If the service continues to recruit the number of learners required there will be no financial implications. It is difficult to predict at this stage of the academic year what the outcome will be by July 2012. However at present there have been significant enrolment onto courses in the Adult Skills funding stream which would suggest we are on target to reach the required level of income.

### **4. CONCLUSIONS**

- 4.1 **Appendix 1** shows comparative data for enrolments for the service for the last 3 years.
- 4.2 Table 1 shows that total enrolments have increase over the last 2 years.
- 4.3 As Table 2 shows this increase has been owing to an increase in the number of enrolments on Skills type courses. The number of enrolments on leisure type courses has remained static
- 4.4 Table 3 shows the enrolments to date in term 1 for the 2 different types of courses. This would seem to suggest that the current academic year will see a decrease in the number of enrolments on skills type courses. This is to be expected as the service now provides much longer and larger programmes such as apprenticeships. It also shows that at the current time enrolments on leisure type courses are down compared to the same time last year. The service is aware of this has put in place development strategies to increase the number of enrolments for the next 2 terms.
- 4.5 Table 4 shows the data regarding learners on fee remission. Owing to the changes in the data required it is difficult to get an accurate picture. However the overall figures show a decline in the number of total number of learners on fee remission over the last 3 years but an increase in those on Job Seekers Allowance. This is to be expected as the fee remission policies of the SFA have changed. The leisure type courses have been more affected than the Skills type courses.

### **5. RECOMMENDATIONS**

- 5.1 It is recommended that the portfolio holder note the report.

### **6. CONTACT OFFICER – Maggie Heaps, Learning and Skills Manager**

### **7. BACKGROUND PAPERS - None**



**Table 1 – Total Enrolments over 3 years**

	09/10	10/11	11/12 To date
Total Enrolments	2215	2274	886

**Table 2 – Total Enrolments by Type**

	09/10	10/11	11/12
	Year	Year	Term 1
Skills	1046	1111	522
Leisure	1169	1165	364

**Table 3 – Enrolment in Term 1 over 3 years**

	09/10		10/11		11/12
	Term 1	%	Term 1	%	Term 1 To Date
Skills	550	52.6%	609	54.8%	522
Leisure	434	36.7%	529	45.8%	446
Total	984		1138		968

**Table 4 – Fee Remission Data**

	09/10			10/11			11/12		
	Overall Fee Remission	JSA	Other Fee Remissions	Overall Fee Remission	JSA	Other Fee Remissions	Overall Fee Remission	JSA	Other Fee Remissions
Overall	70%	3%	67%	46%	6%	40%	26%	16%	11%

**REGENERATION, ECONOMIC DEVELOPMENT  
AND SKILLS PORTFOLIO**  
**Report To Portfolio Holder**  
16<sup>th</sup> December 2011



**Report of:** Director of Child and Adult Services

**Subject:** OFSTED MONITORING VISIT OF THE ADULT  
EDUCATION SERVICE

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## SUMMARY

### **1.0 PURPOSE OF REPORT**

- 1.1 To update the portfolio holder on the recent Ofsted monitoring visit of the Adult Education Service.

### **2.0 SUMMARY OF CONTENTS**

- 2.1 The report outlines the findings of the monitoring visit on the Adult Education Service.

### **3.0 RELEVANCE TO PORTFOLIO MEMBER**

- 3.1 The report relates directly to the provision for Adult Education.

### **4.0 TYPE OF DECISION**

- 4.1 This decision is a non-key decision.

### **5.0 DECISION MAKING ROUTE**

- 5.1 The decision will be made by the portfolio holder.

### **6.0 DECISION(S) REQUIRED**

- 6.1 It is recommended that the portfolio holder note the report.

**Report of:** Director of Child and Adult Services

**Subject:** OFSTED MONITORING VISIT OF THE ADULT  
EDUCATION SERVICE

---

## 1. PURPOSE OF REPORT

- 1.1 To update the portfolio holder on the Ofsted monitoring visit of the Adult Education service.

## 2. BACKGROUND

- 2.1 The Adult Education service is subject to inspection by Ofsted. The programme of inspections are linked to a four year cycle. Currently inspections are linked to an annual risk analysis of the providers with good providers being less likely to be inspected frequently. The service was last inspected by Ofsted in Dec 2007 and achieved a grade 2 which meant the service was categorised as a 'good' provider.

*'At the last inspection in 2007, the overall effectiveness of provision offered by HAES was judged to be good, as were capacity to improve, outcomes for learners, quality of provision, and leadership and management. Equality of opportunity was satisfactory as was the provision inspected in languages, literature and culture, and preparation for life and work. Provision in business, administration and law was judged to be good. This report focuses on the themes explored during the monitoring visit.'*

- 2.2 The monitoring visit took place on the 5<sup>th</sup> and 6<sup>th</sup> of October 2011 with two inspectors present for that time. The service was given three weeks notice of the visit. The purpose of the monitoring visit was to determine the improvements that have been made since the last inspection.
- 2.3 At the last inspection the two key areas for improvement were identified as:
- The sharing of good practice in teaching and learning
  - The use, analysis and understanding of data for quality improvement at operational level
- 2.4 The Monitoring visit concentrated on six themes identified by the Inspectors. Two of these themes are mandatory for all monitoring visits. The mandatory themes are Outcomes for learners and Self Assessment. The remaining four themes were chosen as they were aspects which were identified as areas for improvement at the last inspection or areas which were chosen for further review. The detailed list of themes is shown in **Appendix 1**.
- 2.5 Throughout the monitoring visit the inspectors spoke to a range of staff and learners and reviewed a wide range of documentation prepared for them.

- 2.6 The report on the monitoring visit categorises the progress made in each theme into one of three categories: Significant progress, Reasonable progress and insufficient progress. The full report is publicly available on the Ofsted website and is included in **Appendix 2**.
- 2.7 Overall the Service achieved Significant progress in 3 themes and reasonable progress in three themes. There were no themes where the service had made insufficient progress. Furthermore the support for learners which was described as good at the last inspection also achieved a rating of significant progress.

### 3. FINANCIAL IMPLICATIONS

- 3.1 As there has been reasonable progress in all themes then there is no risk at present to the funding which the service receives from the Skills Funding Agency

### 4. CONCLUSIONS

- 4.1 The Ofsted report is very positive with significant progress achieved. It is also worth pointing out the impact that the new premises in Tower Street has had, not only in the support for learners but a recognition of the value afforded by the Ofsted Inspectors the impact is referred to as:

*'The last inspection judged support for learners as good. HAES has made progress since then to improve this further. The new premises in central Hartlepool have played a significant role in this improvement. Highly accessible and visible, they provide a focal point dedicated to the service's provision as well as being close to key referral agencies such as Jobcentre Plus.'*

### 5. RECOMMENDATIONS

- 5.1 It is recommended that the portfolio holder note the report.

### 6. CONTACT OFFICER

- 6.1 Maggie Heaps, Adult Education Coordinator, Tower Street, Hartlepool, Tel: 01429 868616



## Appendix 1

**Themes identified****Ofsted Findings**

**1.What progress has been made to improve the self-assessment process to improve provision for learners?**

**Reasonable progress**

**2. What progress has been made to improve Outcomes for learners since the previous Inspection?**

**Reasonable progress**

**3.What progress has been made to improve the quality of teaching?**

**Significant progress**

**4.What progress has been made to further Improve the good support for learners?**

**Significant progress**

**5.What progress has been made to improve The use of individual learning plans across all areas of the provision to monitor and record the progress being made by learners?**

**Significant progress**

**6What progress has been made to improve The use of data to inform course planning?**

**Reasonable progress**

# Hartlepool Adult Education Service

## Focused monitoring visit report

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**Unique reference number:** 52137

**Name of lead inspector:** Tim Gardner HMI

**Last day of inspection:** 6 October 2011

**Type of provider:** Local Authority

**Address:** Adult Education Service  
Victoria Buildings  
6–8 Tower Street  
Hartlepool  
TS24 7HD

**Telephone number:** 01429 868616

## **Focused Monitoring Visit: Main Findings**

### **Context and focus of visit**

Hartlepool Adult Education Service (HAES) provides a range of adult learning opportunities, mainly targeted at key local and national priority groups, to raise skill levels and enhance employment opportunities. Core provision is delivered from well-positioned central premises. Other provision is delivered in local community venues. The Skills Funding Agency (SFA) funds HAES which also delivers programmes funded by other agencies, such as the European Social Fund, in partnership with other local providers.

At the last inspection in 2007, the overall effectiveness of provision offered by HAES was judged to be good, as were capacity to improve, outcomes for learners, quality of provision, and leadership and management. Equality of opportunity was satisfactory as was the provision inspected in languages, literature and culture, and preparation for life and work. Provision in business, administration and law was judged to be good. This report focuses on the themes explored during the monitoring visit.

### **Themes**

#### **Self-assessment and improvement planning**

**What progress has been made to improve the self-assessment process to improve provision for learners?**

**Reasonable progress**

The self-assessment process continues to be inclusive and consultative, covering all aspects of teaching and learning. The process has been effective in improving many aspects of the provision. The self-assessment report is self-critical and focuses appropriately on the service's impact on learners. Since the previous inspection, the service has developed new processes to seek learners' views, including questionnaires and formal and informal discussions which are used when completing self-assessment. The self-assessment report moderation process, which includes staff from other providers, assists HAES to examine and improve its provision effectively. Since the inspection, the use of data in the self-assessment process has improved. Tutors now assess their own teaching practices and use this information when evaluating subject areas. The improvement action plan is detailed, clearly identifying roles and responsibilities; it is an effective tool for further improvements. The service has identified that it needs to develop systematic processes to gather the views of employers and subcontractors, and to improve the quality of the tutors' self-assessments so that they are more evaluative and self-critical and that they clearly identify areas for improvement.

## **Outcomes for learners**

### **What progress has been made to improve outcomes for learners since the previous inspection?**

### **Reasonable progress**

The service is making reasonable progress to improve outcomes for the majority of its learners in both adult and community learning and work-based learning. Overall, the improvement trend has continued across both accredited and non-accredited provision. Retention and success rates of learners on non-accredited courses have improved and are high. Success rates for learners on accredited courses in health and social care; science and mathematics; retail and commercial enterprises; and arts, media and publishing have continuously improved and in 2010/11 were above the national averages. Success rates on accredited courses in languages, literature and culture; education and training; and business, administration and law have also improved and are at the national averages. Success rates of learners on information and communication technology, and preparation for life and work programmes improved, but then declined in 2010/11 to below the national averages. The service has recognised that learners on these courses left too early. In response to this, the service has introduced a more extensive pre-course advice and guidance system and an initial assessment process to ensure that learners are enrolled on courses which meet their needs and aspirations more accurately.

## **Quality of provision**

### **What progress has been made to improve the quality of teaching and learning?**

### **Significant progress**

At the previous inspection, the sharing of good practice to improve teaching and learning was an area for improvement. HAES has since instigated a wide range of good initiatives to address this. Since the inspection it has developed good partnership working, introduced a peer observation system and implemented extensive staff training and development to ensure a good pace of improvement in many aspects of its work. Peer observation focuses specifically on identifying the use of good practice to engage learners' interests. HAES successfully promotes good practice to tutors through useful staff booklets, guides and extensive training. HAES has encouraged the integration of good practice ideas and approaches in teaching and learning sessions. The service has implemented a new initial assessment process which includes learner interviews, learner self-assessment, literacy, numeracy and language assessment and a relevant vocational assessment. Tutors have received training on using software and the approaches to support learners with learning difficulties and/or disabilities. Assessment practices have improved with learners using personal diaries very effectively to inform tutors about their learning. The service's observation of teaching and learning record shows a consistent and significant increase in the proportion of teaching sessions which are good or better.



**What progress has been made to improve further the good support for learners?**

**Significant progress**

The last inspection judged support for learners as good. HAES has made significant progress since then to improve this further. The new premises in central Hartlepool have played a significant role in this improvement. Highly accessible and visible, they provide a focal point dedicated to the service's provision as well as being close to key referral agencies such as Jobcentre Plus. Since the last inspection, HAES has provided very good support for staff training. All staff who provide information, advice and guidance have achieved, or are working towards, national vocational qualifications at level 4. Specific training has been included in professional development events for staff. HAES has improved the enrolment process significantly. Many more enrolments now take place face-to-face because of the location of the service. These meetings are highly effective in identifying learner support needs earlier and they generate information that is shared with both the tutor and curriculum manager. HAES provides a detailed enrolment pack which informs applicants about the support available. The proportion of learners progressing from initial assessment to enrolment has improved from 51% last year to 98% this year. Information, advice and guidance sessions have also increased from 380 in 2009/10 to 809 in 2010/11.

**Leadership and management**

**What progress has been made to improve the use of individual learning plans across all areas of the provision to monitor and record the progress being made by learners?**

**Significant progress**

Since the last inspection in 2007, HAES has made significant progress to improve the use of individual learning plans in all parts of its provision. The last inspection identified that in some areas staff did not use learning plans to record learner progress. HAES now issues all staff with a comprehensive diary that includes guidance on both initial assessment and the completion of individual learning plans. HAES has delivered staff training in how to complete and use learning plans; robust systems are now in place both to audit their use and to monitor their quality. A revised observation of the teaching process now includes direct reference to individual learning plans and it records staff practice. Learners make good use of a learner's diary containing guidance on the completion and use of learning plans. HAES consulted widely with both staff and students on changes to the individual learning plan format and process. The service acknowledges learners' improved success rates relate to the changes it has made which have led to tutors and learners having an increased focus on learning.

**What progress has been made to improve the use of data to inform course planning?**

**Reasonable progress**

The previous inspection in 2007 identified that the analysis of data to inform course planning was insufficient. HAES has made reasonable progress to improve this. Curriculum managers now use a new data system installed in 2010/11, which produces a wide range of reports to help managers make decisions at monthly management meetings. Flags highlight areas of concern and success very effectively. Reports allow managers to compare funding streams, course levels and recruitment of priority target groups. Relevant financial information also shows both the cost and the income for each learner on courses, enabling managers to monitor and assess course viability. Managers used the available data to plan provision for the current year, 2011/12, taking account of successful recruitment of priority groups, success rates and changes in awarding bodies.

HAES provided course tutors with training at the annual staff training events, showing them how data can support them in their role. Tutors receive reports to help them complete course self-assessments; data reports are used more systematically at team and subject area meetings to analyse and monitor performance. Tutors also receive reports each half-term which allow them to monitor attendance and retention more effectively.

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