

CABINET AGENDA



Monday 31st July, 2006

at 9:00 a.m.

in Committee Room B

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Hargreaves, Hill, Jackson, Payne, Tumilty and R Waller

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To receive the Record of Decision in respect of the meeting held on 20th July 2006 (to be circulated)

4. BUDGET AND POLICY FRAMEWORK

No items

5. KEY DECISIONS

- 5.1 Asset Management Plan / Capital Strategy 2006/7 – *Head of Procurement and Property Services and Chief Financial Officer*
- 5.2 Briarfields House and Associated Land, Elwick Road – *Head of Procurement and Property Services*

6. OTHER ITEMS REQUIRING DECISION

No items

7. ITEMS FOR DISCUSSION / INFORMATION

- 7.1 Revision to Local Development Scheme 2006 – *Director of Regeneration and Planning Services*

8 REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

CABINET

31st July 2006



Report of: Head of Procurement and Property Services and
Chief Financial Officer

Subject: ASSET MANAGEMENT PLAN / CAPITAL
STRATEGY 2006/7

SUMMARY

1.0 PURPOSE OF REPORT

To seek Cabinet's approval to the Corporate Asset Management Plan / Capital Strategy document 2006/7 and to consider future prioritisation for asset management programmes.

2.0 SUMMARY OF CONTENTS

The report outlines the background to the requirements for the Council to produce a Corporate Asset Management Plan and Capital Strategy, summarises the contents of the document and highlights future requirements to manage the Council's asset base.

3.0 RELEVANCE TO CABINET

Asset Management Planning and the Capital Strategy forms part of the Council's corporate business strategy in use of resources.

4.0 TYPE OF DECISION

Key Decision Test (i) and (ii) applies

5.0 DECISION MAKING ROUTE

To Cabinet

6.0 DECISION(S) REQUIRED

- i) That Cabinet approves the Asset Management Plan / Capital Strategy document 2006/7.
- ii) That Cabinet's views are sought on future prioritisation for asset management programmes.

Report of: Head of Procurement and Property Services and
Chief Financial Officer

Subject: ASSET MANAGEMENT PLAN / CAPITAL
STRATEGY 2006/7

1. PURPOSE OF REPORT

- 1.1 To seek Cabinet's approval to the Corporate Asset Management Plan / Capital Strategy document 2006/7 and to consider future prioritisation for asset management programmes.

2. BACKGROUND

- 2.1 The Corporate Asset Management Plan (AMP) has been produced since 2002 in accordance with the Single Capital Pot requirements and has been used in conjunction with the Capital Strategy in order to secure additional Government funding.
- 2.2 Whilst not a requirement for recent years due to the Council's "excellent" status the Asset Management Plan has been revised annually to highlight the value and importance of strategic asset management planning and to incorporate the latest guidelines and best practice from Office of Deputy Prime Minister / Royal Institute of Chartered Surveyors / Chartered Institute of Public Finance and Accountancy.
- 2.3 Asset Management has an important role to play in achieving the Council's and the Community Strategy objectives:-
- Better public services through better assets – the right assets in the right place can make the difference.
 - Sustainable Communities – the contribution of land and property to regeneration.
 - Property and investment planning is a key part of the Council's overall budget framework – contributing to the efficiency strategy and effective use of resources.
 - Sharing public sector property assets – in the future integration and alignment of services.
- 2.4 The 2002/03 AMP Plan was categorised as "Good" by the Government Office for the North East which meant an additional capital allocation for 2003/4 of

£100k (one year only). The plan was delivered alongside the Council's 3 year Capital Strategy.

2.5 The aims of the AMP remain the same:

- To integrate property decision making into the corporate planning process.
- To establish a corporate framework and context within which to address Council property issues.

and the Council's property aim is:

"to optimise the utilisation of assets in terms of service benefits, accessibility and financial return" – to the benefit of the people of Hartlepool.

The document is very much a tool to ensure the Council is approaching asset management in a structured and inclusive way

2.6 The AMP is a comprehensive document looking at existing and future arrangements, sets out relevant priorities and provides a framework for the appraisal and selection of the capital and annual planned maintenance programmes. The AMP has again been reviewed for 2006/7 but significantly it is now integrated with an updated Capital Strategy linking corporate objectives and the capital programme to the Council's financial strategy.

2.7 The integrated document will strengthen the Council's approach to managing its asset base and address the relevant key lines of enquiry within the Use of Resources judgement of the CPA.

2.8 To ensure delivery of the priorities within the AMP / Capital Strategy a Strategic Capital Resource and Asset Programme Team of officers (Assistant Director Level) chaired by the Director of Neighbourhood Services is in place. A more operational asset management group deals with the delivery of the plan.

3. THE ASSET MANAGEMENT PLAN AND THE CAPITAL STRATEGY (APPENDIX 1 refers)

Asset Management Plan

3.1 Briefly, the Corporate Asset Management Plan section of the document covers:

- Organisational Arrangements for Corporate Asset Management and Corporate Asset Policy making the links between the process and the Council's and Community Strategy's aims and objectives.
- Changes in the External Environment and their implication for Property
- Service Delivery and Accommodation needs
- Likely Future requirements
- The Existing Portfolio and its Current Performance
- Review and Challenge of our assets

- Consultation – Methods of consultation, who is consulted and how the information is used to influence the asset management process.
- Data Management – How the Council's corporate system and the property information it holds is being developed and how it will assist in the asset management process.
- Programme and Plan Development and Implementation – How the consultation, performance and property data feed into developing the capital and other programmes, and how programmes are managed and monitored including option appraisal.

Capital Strategy

3.2 Briefly the Capital Strategy section of the document covers:-

- Links with Community strategy and vision for Hartlepool
- Our priorities for Capital Expenditure
- The Council's approach to Funding Capital Investment
- The Framework for Managing and Monitoring the Capital Programme
- Capital Spending Proposals
- Links to Partners
- Links to Other Strategies and Plans
- Performance Measurement and Innovation
- Disposal Strategy

4. CAPITAL AND ASSET STREAMS

- 4.1 **Land and Property** – the delivery of the Council's 3 – 5 year disposal strategy, the accommodation strategy coming out of the Council's Way Forward Change Management Programme, a maintenance strategy that must include the issues around the Council's vacant land and buildings, and environmental sustainability / energy consumption and cost.
- 4.2 **Highways and Transportation** – the preparation of a Highways Asset Management Plan, the Local Transport Plan and Maintenance Strategy.
- 4.3 **Other Major Infrastructure** – including for example the Council's responsibility for car parks, coast protection structures (linking to our Coastal Strategy and Shoreline Management Plan) and war memorials.
- 4.4 **Vehicles, plant and equipment** – procurement and leasing arrangements linking with the vehicle and plant, tool and equipment strategies approved by the Performance Management Portfolio Holder.
- 4.5 **Housing** – investment within the Council's strategic housing function
- 4.6 **Regeneration** – investment in schemes through a variety of initiatives across the Borough.

- 4.7 **Childrens Services to Schools** – linking with the Children and Young Peoples Plan, the Childrens Services Asset Management Plan and future investment in Building Schools For the Future and Primary Capital Programme.

5. OPTION APPRAISAL

- 5.1 The Council currently requires all capital programme bids to be appraised in line with the budget framework and corporate priorities with an emphasis on whole life costing to ensure sustainability of a project (**Appendix 2** refers)
- 5.2 The current Capital Strategy has been driven largely by Government allocations to specific schemes which undergo project appraisals.
- 5.3 The Council's planned maintenance programmes for property and highways are appraised and selected using a range of criteria. As an example **Appendix 3** indicates the criteria for the public buildings planned maintenance programme which is considered scheme-by-scheme by the Corporate Asset Management Group.
- 5.4 The option appraisal scheme for capital bids has been reviewed considering our current arrangements and those of other local authorities. including Beacon Councils. Option appraisals are an integral part of the AMP / Capital Strategy document particularly in terms of prioritisation of capital bids.
- 5.5 The option appraisal scheme will also supplement the Council's 3 – 5 year disposal strategy (Approved by Cabinet on 6.9.2004) and Accommodation Strategy in making assessments of land and property disposals and acquisitions.

6. MAINTENANCE BACKLOG AND FUTURE STRATEGY

- 6.1 Maintenance Backlog is customarily represented by a single monetary figure, usually large, and in the case of Hartlepool Borough Council, for the Corporate Estate excluding schools, is now assessed as being £7,226,810. This figure is made up as follows :-
- **Priority 1. £309,880.** Urgent work that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of occupants and/or remedy a serious breach of legislation.
 - **Priority 2. £3,919,188.** Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of occupants and/or remedy a less serious breach of legislation.
 - **Priority 3. £2,997,742.** Desirable work required within three to five years that will prevent deterioration of the fabric or services and/or

address a low risk to the health and safety of occupants and/or remedy a minor breach of legislation.

- 6.2 Priority 4 works outside the 5 year planning period are of a long term nature and include such items as the continuing need to service plant and equipment and to undertake redecoration and undertake lift and boiler replacements. Such items will, as time passes, fall eventually within the 5 year period and could then be planned for.
- 6.3 In previous years we have reported backlog maintenance as a total of the 4 priority categories. i.e. £11.25 million in 2005. These figures need to be considered in the context of a five year planning period and the way to consider this information is that the **Backlog Maintenance** that is outstanding comprises only the **Priority 1** items totalling **£309,880**. There will, of course, always be a backlog of maintenance.
- 6.4 The **Priority 2 and 3** items being considered as **Required Maintenance** (i.e. required with two to five years) totalling **£6,916,930**.
- 6.5 Since the current system of Condition Assessment and Priority Grading was introduced in 2002 the Backlog Maintenance in Priority 1 has been reduced from £707,725 to the current £309,880 whilst the Required Maintenance shows a slight rise from £6,916,930 to £6,918,285.
- 6.6 The requirement would be for each year to have sufficient Annual Maintenance Budget to deal with all the identified Priority 1 items together with a planned maintenance budget to tackle the Required Maintenance (over 5 years).
- 6.7 Analysis of the historical Condition Assessment data that has been collected over the past five years shows that an annual Planned and Cyclical Maintenance Budget of £1,400,000 is currently required to deal with the required maintenance of the Corporate Estate (i.e. £6,916,930 divided by 5)
- 6.8 Current annual reactive, cyclical and planned maintenance for 2006/7 (excluding schools) £710,000
- | | |
|---|--|
| Identified annual requirements to improve buildings and reduce backlog / required maintenance | £310,000 (Backlog maintenance) |
| | <u>£1,400,000</u> (Required Maintenance) |
| | £1,710,000 |

Shortfall = £1,000,000 p.a

If an annual investment of £1 million for each year over 5 years was made as part of our maintenance strategy then the asset management programme could remove the Backlog of Maintenance and deal with the Required Maintenance over the next 5 years whilst at the same time ensuring that all cyclical and appropriate reactive maintenance is carried out.

- 6.9 Funding of our maintenance strategy may come from a number of sources such as prudential borrowing, invest-to-save or property rationalisation / efficiencies. Funding options will require consideration within the 2007/8 budget process.
- 6.10 Over the next 3 months the maintenance strategy will be further developed.

7. MAJOR BARRIERS TO ACCESS – CAPITAL ALLOCATION

- 7.1 The programme for the removal of identified Major Physical Barriers to access to buildings open to the public has been on going since 2001. A budget totalling £300,000 has been provided to date and the improvements to a number of properties have included the provision of level access and unisex accessible toilets amongst many other things.
- 7.2 2005/06 saw the completion of a further phase of this programme combined with works to remove the shortcomings to Best Value Performance Indicator 156 Accessibility of Buildings, which is regarded as a corporate priority
- 7.3 Capital funding of £50,000 per year is to be provided through to 2008/9 and this will enable the completion of the programme of identified major barriers providing reasonable access to all buildings open to the public. It will also facilitate the raising of the percentage of buildings in which all the public areas are suitable for and accessible to the public in accord with the requirements of Best Value Performance Indicator 156 from 16.7% in 2004/5 to around 30% at the end of 2008/9. It is expected that service departments contribute to works from their own maintenance budgets or other funds that may become available.
- 7.4 There is no other funding identified specifically for access works and as the Council progresses towards level 3 of the Equality Standard and continues to address the access needs of staff and the public there will certainly be a budget pressure. Members may wish to consider this as part of the 2007/8 budget considerations.

8. VACANT COUNCIL LAND AND BUILDINGS

- 8.1 The problem of untidy/vacant land and buildings in the Borough have recently been highlighted together with the associated financial implications for the Council
- 8.2 Whilst the properties currently targeted with some success are privately owned, there is clearly a need for the Council to address its own problem sites. Currently however there is no dedicated budget for this purpose and efforts to address any such problems have to seek ad hoc solutions using whatever available funding streams to serve the particular purpose. Possible ad hoc solutions could be the Portfolio Initiatives provision or the potential (but unconfirmed) capital receipt from an eventual disposal for redevelopment.

Such an approach is inefficient, uncertain and can take a long time to effect solutions.

- 8.3 Any consideration of establishing a dedicated fund to address such problems with non operational Council-owned properties, however, needs to be considered alongside the continuing need to address the needs for repair and maintenance of operational Council property within the asset management strategy and capital strategy. The requirements for non-operational property maintenance could be considered as part of the 2007/8 budget process.

9. HIGHWAYS ASSET MANAGEMENT

- 9.1 The Tees Valley Authorities are collaborating in the production of Highway Asset Management Plans for each of the Authorities.
- 9.2 The Highways Asset Management Plan should be ready for implementation by April 2007 and will be further developed into a Transport Asset Management Plan (TAMP) during 2007 (this adds transportation elements to the plan).
- 9.3 In the interim the Cabinet and Council have approved the first stage of a short term maintenance strategy for 2006/7. The second stage will be considered in a report to Cabinet in August.

10. CONCLUSIONS

- 10.1 The AMP / Capital Strategy document is a key element in demonstrating that the Council:-
- Has a policy led budget
 - Link budgets and the capital programme to its priorities
 - Effectively manages its asset base
 - Has effective arrangements for reporting and monitoring performances against budgets
- 10.2 Comments from Members are welcomed on the draft plan attached prior to its finalisation.

11. RECOMMENDATIONS

- i) That Cabinet approves the Asset Management Plan / Capital Strategy document 2006.
- ii) That Cabinet's views are sought on future prioritisation for asset management programmes.

**Asset Management Plan/
Capital Strategy**

2006/07



HARTLEPOOL
BOROUGH COUNCIL

An Excellent Authority

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- Appendix B Service Asset Management Plans Outline Guidance 2006
- Appendix C Maintenance Strategy 2006
- Appendix D Service Property Asset Management Outcomes

Capital Strategy

2006/07

HARTLEPOOL BOROUGH COUNCIL CAPITAL STRATEGY 2006/07

1 Introduction

The Council has a pivotal role in the future development of the town. We recognise the importance of working in partnership with a wide range of public, private and voluntary sector organisations to achieve this objective. A Local Strategic Partnership (the Hartlepool Partnership) has been created to bring the major partners together. The Partnership has agreed a long-term vision for Hartlepool, which is:

“a prosperous, caring, confident and outward looking community, realising its potential in an attractive environment”.

This vision is underpinned by seven Community Strategy themes, which the partners, including the Council, have adopted to forward plan and prioritise their actions, as follows:

- **Jobs and the Economy**

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

- **Lifelong Learning and Skills**

Help all individuals, groups and organisations realise their full potential, ensure the highest quality opportunities in education, lifelong learning and training and raise standards of attainment.

- **Health and Care**

Ensure access to the highest quality health, social care and support services and improve the health, life expectancy and wellbeing of the community.

- **Community Safety**

Make Hartlepool a safer place by reducing crime, disorder and fear of crime.

- **Environment and Housing**

Secure a more attractive and sustainable environment that is safe, clean and tidy; a good infrastructure; and access to good quality and affordable housing.

- **Culture and Leisure**

Ensure a wide range of good quality, affordable and accessible leisure and cultural opportunities.

- Strengthening Communities

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

The Council has adopted these Community Strategy themes as our own priorities, to help us develop detailed strategies and achieve our overall Council aim, which is:

“To take direct action and work in partnership with others, to continue the revitalisation of Hartlepool life and secure a better future for Hartlepool people”.

The Capital Strategy Plan outlines how our capital investment will contribute towards the achievement of this objective. In addition Council has capital spending needs in relation to the condition of its assets. These requirements are set out in the Asset Management Plan which when linked to the Capital Strategy forms an integrated tool for investment and management of the Council's assets.

The effective management of capital assets is key to the delivery of the Council's priorities and this document sets out how capital resources are allocated to meet Council priorities.

2 History – Where have we started from?

The Capital Strategy outlines the Council's vision for the future, which needs to build upon the work which has already been completed. During the 1990's the Council, together with its various partners, implemented major capital investment to improve the quality of life for Hartlepool residents, to create a sustainable economic base for Hartlepool and to transform the image of Hartlepool. This investment included:

- The development of Hartlepool Marina
- the refurbishment of the Town Centre, including the redevelopment of the main Shopping Centre following its sale by the Council to a private developer;
- major private sector housing development, following the sale of surplus Council land;
- the refurbishment of residential homes for older people following their transfer to a not for profit organisation.

Hartlepool has been successfully revitalised as a result of this significant investment via the public and private sector. It now has a vibrant environment which is attractive to those who live, work and visit the town.

This strategy outlines how the Council, in conjunction with its partners, will continue the development of the town.

3 Vision – Our Priorities for Capital Expenditure

There are a number of key priorities for capital expenditure within the Authority, namely:

School Buildings – Education is acknowledged as a high priority for the Council. The Council has successfully replaced one of its six secondary schools through a partnership with the Church of England. The Education Asset Management Plan estimates that the Council's needs to invest £16m into school buildings to address backlog maintenance. To fully improve and address the suitability, sufficiency and sustainability of the school estate the Council will need to secure funding from the Government's Building Schools for the Future programme of in the region of £80m. This is a national programme which seeks to refurbish all secondary schools. Funding is allocated on a priority basis and the Council hopes to be included in wave four or five. In the meantime, the Council will use existing Education capital allocations to ensure schools remain operational. Investment will also be needed in the primary school sector and the Council is preparing to seek funds from the Government's Primary Capital Programme initiative for this investment.

Adult Social Services – The Council has entered into long-term service agreements with the private and voluntary sectors for the provision of Adult Social Services. Under these arrangements the Council's Social Services property portfolio has transferred to the private or voluntary sector who have then funded investment to improve existing facilities.

The Council recognises that demand for Adult Social Services will continue to increase. Therefore, we have entered into an innovative partnership with the Joseph Rowntree Housing Trust, Hartlepool Primary Care Trust and North Tees and Hartlepool NHS Trust to develop a retirement village. The scheme will provide supported living for approximately 400 residents, which will provide people with a better quality of life and avoid more expensive residential placements. The £34m scheme will feature 240 apartments and bungalows that will be for rent, shared ownership and sale. The development will also include a Healthy Living suite, shop, activity room, hairdressing salon and lounges for residents.

Housing – The Council has successfully facilitated the diversification of private sector housing within the town and addressed the demand for more 'executive' type housing. These developments helped stabilise the town's population and economic sustainability. The Council recognises that these benefits have not been shared by all of the town's residents and there are significant housing problems in relation to traditional town centre terraced housing in some areas. The Council is targeting its available housing resources to address this issue to ensure that intervention is effective in dealing with poor housing conditions and the regeneration of deprived communities. This intervention will involve a package of measures including improvements of existing houses, the development of community/neighbourhood parks, the demolition of existing houses and the development of new private sector housing; where necessary the Council is using compulsory purchase powers in this regard.

The Council previously completed a detailed appraisal of the options for improving the Authority's own housing stock. As a result of this review the Council determined to transfer its housing stock in April, 2004 to Housing Hartlepool, a new Registered Social Landlord.

Over the next 5 years Housing Hartlepool will be making a significant invest £98m to improve former Council houses to ensure the Government's decent home standards are achieved. The Council will work closely with Housing Hartlepool to help regenerate communities and to ensure that intervention in specific neighbourhoods, where there is a mixture of private and Housing Hartlepool properties is co-ordinated.

Transport – The Council has recently completed and submitted its second Local Transport Plan which describes how it and its partners intend to build a high quality, integrated and safe transport system that supports Hartlepool's continued economic growth and regeneration over the next five years. During this period the Council will work in partnership with other organisations and agencies to deliver a wide range of local transport schemes and policy measures to address the identified problems. These improvements represent a step-change in the delivery of a long-term transport strategy that will contribute towards delivering the shared central-local government priorities and achieving the long-term vision for Hartlepool. In delivering our first LTP a wide range of schemes and initiatives have been delivered to achieve targets, contribute towards the aims and objectives and address the identified problems. These successes have built a strong foundation on which the Council's new long term transport strategy and second LTP have been built.

The Council are currently in the process of developing a Highway Asset Management Plan (HAMP) which will set out how we will maintain the highway network to satisfy the demands placed on it. The plan will be used to develop long-term programmes of preventative maintenance and replacement and to determine the correct levels of budget required for each highway asset each year, ensuring that the network asset is maintained in the best condition that the available funding allows.

Leisure – The Council recognise that the provision of good quality, affordable and accessible leisure facilities has an important part to play in achieving a number of Community Strategy themes, including Culture and Leisure, Lifelong Learning and Skills and Health and Care. The town's main swimming pool is nearing the end of its operational life. Therefore, the Council has taken action in exploring the development of an "H2O centre", within the Victoria Harbour development. The Council has set aside £3m towards this development and is working to attract private developers to take this project forward.

Jobs and the Economy – Hartlepool's largest-ever physical regeneration project is the remodelling of Victoria Harbour, a 133 ha dockland site. The Council is working with the landowners, PD Ports and with Tees Valley Regeneration to bring forward proposals for a mixed use development, including 57,000 sq. m. office/industrial floorspace, 3,500 dwellings, shops, leisure and community facilities, expected to extend over the next 20 years. The proposals, which have been granted outline planning permission subject to a

legal agreement, includes sites for the H2O Centre (referred to previously) and a primary school, with a pedestrian/cycle bridge over the harbour entrance linking the site to the Headland.

The Council has also been addressing workspace supply issues for small businesses, within the development of a comprehensive business incubation system. The Brougham Enterprise Centre, Council-owned managed workspace, is currently being refurbished whilst the Council has also worked closely with UK Steel Enterprise to secure funding for the development of UKSE's Innovation Centre at Queens Meadow, completed in December 2005 and providing purpose-designed office and workshop accommodation and support facilities. The Council has also undertaken improvements to enhance the lettable of the Newburn Bridge Industrial units, which provide valuable move-on accommodation.

Transformational Services and New Ways of Working – We understand the national and local context of integrated and shared service provision across the public sector and increased neighbourhood working. We are transforming our own services to provide an effective and efficient framework to meet these demands. The Council is committed to improving customer services and is investing resources to develop a corporate contact centre. In addition, the Council is investing in mobile technology to enable services to be delivered in people's own homes or other locations away from the main administrative offices.

Property Portfolio – The Council has produced a “vision” for future accommodation requirements taking into account new ways of working and this forms part of the Asset Management Plan.

The Council is developing a “working from home” strategy which will be a further driver to rationalise office accommodation and achieve efficiencies.

This approach links into our maintenance strategy and the Council has allocated £3 million to address backlog of repairs and maintenance within the Civic Centre funded from prudential borrowing.

4 The Council's Approach to Funding Capital Investment

The Council will fund its capital investment from a variety of sources.

The availability of funding from these different sources has a major impact on which projects are implemented as a very large proportion of funding is provided for specific schemes. In the majority of cases these resources fund projects which are high Council priorities. However, this means that local projects are given a lower priority as funding is not available for such items, although innovative approaches are used e.g. £150k is allocated to Neighbourhood Forums to address local priorities.

External Grants and Contributions – a significant number of capital projects are financed from external grants and contributions which are provided for the specific project and cannot be used for other purposes. For example, grants from Central Government, National Lottery funds and the European Union.

This is a valuable source of funding and has enabled the Council to undertake a number of developments that would not otherwise have been progressed. Carnegie Building – the revitalisation of a former library. Grayfields Sports Pavillion – new build facilities. Brougham Enterprise Centre – accommodation for small businesses. Coast protection Works – via DEFRA funding. The Council has previously been very active in pursuing such funding. However, given the increasing pressure on the revenue budget the Council is becoming more selective in the capital grant regimes it pursues. This will ensure developments are affordable in the medium term and make a specific contribution to the achievement of the Community Strategy themes.

Borrowing – a large proportion of the Council's capital investment is funded from Government supported borrowing. This funding is provided by Government departments on the basis of services bids submitted by the Council, for example Housing Bids, Local Transport Plan and Education Asset Management Plan. Where a Government department agree to provide supported borrowing for the Council's bid this will usually be provided as a Single Capital Pot allocation. In theory the Council is free to use this allocation to support its own priorities. However, the individual Government departments expect the Council to achieve relevant targets and priorities for which the resources are provided. Therefore, it is the Council's practice to passport these resources to meet the needs identified in the relevant service bids and to hopefully ensure future bids are successful.

The Council can also take on unsupported borrowing, that is borrowing which does not attract Government support. This borrowing needs to be prudent and affordable as the repayment costs must be funded from the Council's revenue budget. This freedom gives the Council an opportunity to use borrowing to fund local priorities which are not eligible for national support. The Council has taken a prudent approach to using this freedom.

A business case approach for each proposal to use this source of funding has been adopted. This source of funding has therefore been restricted to fund investments which will either:-

- lever in significant external grant funding, for example the development of Grayfields sports facility and redevelopment of Headland Town Square; or
- produce a revenue saving greater than the loan repayment costs, for example investment in IT; or
- address a backlog of repairs and maintenance, for example, repairs to the Civic Centre; or

- address minor local priorities which address Community Strategy themes and could not otherwise be funded, for example, Community Safety initiatives and Disabled Access adaptations; or
- enable the Council to address a particular policy priority, for example the extension of recycling initiatives through the implementation of new refuse collection arrangements

Leasing Arrangements

The Council continues, where appropriate, to use leasing arrangements to acquire vehicles and equipment for the provision of key services such as refuse collection and grounds maintenance. The decision to use leasing arrangements is based on a detailed financial appraisal to determine the most cost effective option for financing the replacement of operational equipment. The Council uses an external consultant to assist with this financial evaluation and to provide market intelligence on available leasing options.

Capital Receipts and Revenue Funding Sources – the Council has The Council has an agreed 3 – 5 years land and property disposal strategy and significant capital resources have been generated through the sale of surplus land and buildings. These resources have been used to fund new capital projects. The Council now has limited surplus assets which can be disposed of. Therefore, this source of funding is limited. Future capital receipts will be dependent upon the rationalisation of the Council's property portfolio. The Council undertook a study into the potential latent value of its property in 2004. This was undertaken by Consultant DTZ. One of The Council's remaining valuable assets is its minority interest in the Shopping Centre, which currently provides a significant income stream for the Council. The Council has considered disposing of this interest, however, the capital receipt would not be sufficient to replace the existing income stream. Therefore, it is not currently in the Council's interest to pursue this option. A similar exercise has been undertaken on the Council's interest in the Victoria Park Football Ground.

The Council can also use revenue resources to fund capital projects e.g. use of car parking income. However, as revenue budgets are under increasing pressure the Council's ability to make revenue contributions to capital is restricted. There are no proposals to make significant revenue contributions in the corporate budget strategy, although individual service departments may make small contribution for specific priorities.

"The Future of Transport" White Paper (July 2004) sets out the Government's intention to establish a Transport Innovation Fund (TIF) to give incentives to develop and deploy smarter, innovative, local and regional transport strategies. The fund will support the costs of smarter, innovative local transport packages that combine demand management measures such as road pricing with modal shift and better bus services. It will also support innovative mechanisms which raise new funds locally and the funding of regional and local schemes that are beneficial to national productivity. The paper sets out the approach to taking forward the first of the objectives, including the criteria

intended to be used to provide pump-priming funding in support of scheme development. The Council are working with their partners in the Tees Valley region, through the Joint Strategy Unit, towards developing a bid for this funding.

Other Sources of Capital Funding – The Council recognises that the above sources of funding are not suitable for all capital projects. Therefore, the Council will continue to examine the potential for resolving the shortfall in available capital funding through the use of alternative funding sources. Initiatives already taken include the transfer of the Council's housing stock to a registered social landlord and outsourcing of services to enable the private sector to fund capital investment.

The Council is working with the Hartlepool Primary Care Trust on the relocation of Health and Social Services into accommodation to be provided under the NHS LIFT partnership. In Education, the Building Schools for the Future initiative may lead to a partnership with the private sector to deliver the refurbishment of the whole of the Secondary Schools estates.

5 The Framework for Managing and Monitoring the Capital Programme

Project Prioritisation and Option Appraisals

It is inevitable that demands for capital investment will exceed resources available to the Council. It is therefore essential that the Council has robust criteria for allocating resources. These procedures need to reflect the Council's overall priorities, recognise the requirements of external funders and maximise the sustainability of Government funding allocated through the Single Capital Pot. The Council has determined that the best way to achieve these objectives is to passport Single Capital Pot resources to meet the relevant service bids. The downside to this policy is that it reduces the resources which the Council can allocate to its own local priorities. However, the policy does ensure resources are targeted at issues which have a high priority to both the Government and the Council. The policy also maximises the resources which the Council will secure for future capital investment.

In practice, the above policy and the limited level of capital receipts and revenue contributions to capital, means the Council has limited uncommitted resources. Therefore, existing project prioritisation and option appraisal arrangements concentrate on the revenue implications of proposed capital projects.

The Council, like most local authorities, faces a challenging revenue budget position in the next few years. The Council's Cabinet has therefore determined to implement procedures for evaluating potential capital bids which include the establishment of the lifetime revenue implication of capital projects.

As part of the procedures projects will only be approved if it can be demonstrated that these costs can be funded, either:

- from savings which will arise from the investment; or

- the sponsoring department can identify alternative revenue savings/income, which do not have an adverse impact on the delivery of the Council's corporate priorities; or
- the Council's Cabinet determine to identify corporate savings as part of the overall revenue budget process.

As part of the development of the 2007/2008 budget the Council's Cabinet will consider whether to make provision in the revenue budget for unsupported borrowing to address local priorities. If Cabinet determines to make such a provision the existing option appraisal arrangements will be developed and will examine the business case for proposals, including whole life costing and alternative options to deliver proposed projects, which may include solutions which do not require capital investment.

Managing the Capital Programme

The Council will continue to maintain robust and comprehensive procedures to ensure the delivery of capital projects on time and to budget. These procedures are particularly critical given the dependency of the Capital Programme on external grants as the Council needs to ensure grant conditions are met. Regular capital monitoring reports are considered by the Corporate Management Team and Cabinet. The Council's Strategic Capital Resources and Asset Programme Team will co-ordinate the development of the Capital Programme.

Grant funded schemes, such as the New Deal for Communities Programme, are subject to the funders Specific Performance Monitoring regimes. In most cases these monitoring arrangements review progress on a quarterly and annual basis against agreed financial and non financial targets. Failure to deliver against these targets can result in the loss of future grant allocations, or in extreme cases the clawback of monies already provided. The Council has an excellent track record of delivering against these milestones.

Procurement

The Council has strengthened its approach to procurement over recent years by the formation of a Corporate Procurement Team to coordinate activity and to develop a procurement strategy in line with the National Procurement Strategy. The Council's Contract Procedure Rules have been amended to reflect a variety of options such as best price and quality / price tenders in addition to partnering arrangements. This allows capital projects to be delivered on a flexible manner to meet individual requirements.

The Council is an active participant in the Regional Centre of Excellence and its procurement projects e.g. Tees Valley Vehicle Procurement and Waste Management initiatives, potential for shared service provision, commodities etc. Subregionally collaboration between the Tees Valley Authorities has increased in the sharing of the commission role for procurement exercises to achieve efficiencies. We are also part of a purchasing consortium (NEPO) across all 25 North East Councils.

We have a strategic partnership in place to deliver corporate projects (including LEA funded schoolwork) up to a value of £100k. This commenced in 2002 and has proven successful in speedy delivery of schemes. It was reviewed and renewed in 2005.

A review of Construction, Property and Highways Professional Services has been undertaken and in 2006/7 a rationalisation of current framework agreements is being pursued which will enhance capacity and skills to deliver future programmes of work such as the redevelopment of primary schools.

6 Capital Spending Proposals

The Council's Capital Programme for the three years 2006/2007 to 2007/2008 was approved in February, 2006 and over this period the Council will invest over £55m. In addition, the Council's Asset Management Plan (AMP) has considered the long term investment needs of the Council's Property Portfolio is in place to consider. The requirements of the AMP will be considered as part of the development of the 2007/2008 budget. A breakdown of the 2006/2007 Capital Programme is detailed below:

	<u>£'000</u>
Children's Services – Education	3,214
Children's Services – Sure Start	1,025
Local Transport Plan	2,094
Extra Care Housing	6,650
Housing	3,095
New Deal for Communities	2,820
Asset Management and	3,400
Customer Services	
Other	<u>4,636</u>
	<u>26,934</u>

7 Links to Partners

The Council has a strong track record of partnership working to maximise the impact of the Council's own capital resources and the investment undertaken by partners. Recent examples of partnership working include:

- the Council is working in partnership with Hartlepool New Deal for Communities (NDC) on a range of regeneration projects within the NDC area. One of the key projects is the Housing Renewal programme, which aims to tackle significant housing market failures and associated social problems. Over the 10 year life on Hartlepool NDC the Council will contribute £7.5m towards this initiative;
- over the last seven years the Council has worked closely with the North Central Single Regeneration Programme partnership on a range of regeneration projects within the Headland area of the town. This programme is now in its final year and the Council is providing funding to enable two key projects to be completed -

£44,000 for the Restoration of the Headland War Memorial and £195,000 to the Headland Town Square Developmentscheme.

- the creation of a Church of England School in conjunction with Durham diocese to replace one of the town's sixsecondary schools;
- partnership between the Council, the Governors of another secondary school, the Sports Lottery and SRB to establish a specialist sports college.

As part of the Local Strategic Partnership the Council will continue to be involved in partnership projects across a range of service areas directly linked to the achievement of our corporate priorities, including:

Health – The Council will continue to work with Hartlepool Primary Care Trust to develop new facilities which incorporate Health and Social Care services on the same site. The main project is the development of a new Health and Care Centre in the town centre in which the Council is heavily involved in site assembly.

Education – The Council will work with Secondary Headteachers, Governing Bodies, parents and other Education stakeholders on the development on a vision for the Secondary Schools estate to be delivered through the Building Schools for the Future Programme. There will be a similar collaborative approach for the redevelopment of Primary Schools.

Transport – The Council will continue to work in partnership with the other four Tees Valley authorities on the development of a sustainable transport strategy for the Tees Valley. At a local level the Council's own Local Transport Plan will continue to be developed in consultation with the Hartlepool Transport Group.

Housing – The Council is no longer a direct provider of rented housing. However, the Council still has strategic housing responsibilities and will work in partnership with others to ensure everyone has access to good quality and affordable housing. Over the next few years the major housing issue facing the Council is to address housing market failure within the traditional town centre terraced market. To address these issues the Council will work in partnership with a range of public sector organisations, including the New Deal for Communities partnership, English Partnerships, the Housing Corporation and Housing Hartlepool, as well as private sector developers. This broad coalition will seek to regenerate these areas through a combination of refurbishing and demolishing existing houses, the development of new housing by the private sector and the development of new public open spaces.

Community Safety – The Council works in partnership with Cleveland Police and other members of Hartlepool Community Safety Panel in the delivery of the town's Community Safety Strategy. Over the next three years the Council will provide £0.45m of capital funding for Community Safety initiatives. In addition, the Council has agreed that the Local Public Service Agreement reward grant earned from reducing domestic burglary will be ring fenced for further Community Safety issues. This capital element of this recent grant is £106,000 and Hartlepool Community Safety Panel will determine which projects are funded using this money.

8 Links to Other Strategies and Plans

The Council is a key member of Hartlepool Partnership and we have adopted the Partnership's long-term visions for Hartlepool. The Council's Corporate Plan sets out how the Authority intends to deliver its part of this strategy. The Corporate Plan provides the overall focus for the Council's activities and is supported by a variety of service specific plans, including the Capital Strategy and Asset Management Plan.

9 Performance Measurement and Innovation

As recommended by the ODPM the property performance indicators published by the COPROP Performance Management Initiative will now be used in preference to the former ODPM Indicators as it is recognised that these definitions will improve reliability of data and the validity of inter-authority comparisons.

Property Performance is reported to the Performance Management Portfolio Holder annually and reported quarterly as a requirement of Corporate and Departmental Service Plans.

Egan Report

The Council has successfully implemented the Principles of Egan's "Rethinking Construction" by building "quality" into tender consideration. More significantly the extensive use of partnering arrangements to deliver key projects is well embedded in the procurement approach of the Council. There is also a strategic partnering arrangement in place for the provision of maintenance and other works up to a value of £100k. The partners include 2 private sector contractors and the Council's in-house team. Benefits include value engineering gained from early involvement of contractors e.g. Carlton Outdoor Centre and LEA Condition Works, Planned Maintenance Works and Minor Building Works and the realisation of savings being re-invested in projects.

10 Disposal Strategy

As indicated earlier, the Council has previously generated significant capital resources from the sale of land and buildings. These resources have been used to fund new capital projects and to provide building land for private sector development. Over the past five years the Council generated usable capital receipts of [£12.1m](#). However, owing to the success of previous capital receipt programmes, the Council has limited potential to generate capital receipts. The remaining disposals will be difficult to achieve and will therefore not be included in the Council's Capital Programme until the receipts are certain to be received. This prudent approach will ensure the Council does not over commit itself.

To encourage service departments to manage their land and property assets effectively, they are entitled to retain 25% of the capital receipt generated from the sale of

operational assets. This money can then be invested in their remaining property assets. The remaining 75% is allocated on a corporate basis.

Efficiency Strategy

Asset Management is an important strand of the Council's Efficiency Strategy and the key ingredients will be:-

- Development of the accommodation strategy
- Rationalisation of property
- Minimising running costs e.g. energy efficiency
- Improving procurement arrangements e.g. vehicles
- Addressing environmental issues and climate change e.g. green energy.

11 Summary

The Council will continue to prioritise its capital resources in line with its corporate objectives and seek alternative funding sources to achieve these objectives. It is recognised that bids for external funding need to be closely aligned to these objectives and affordable in the medium term.

It is also recognised that the continued regeneration and revitalisation of Hartlepool will only be achieved through existing and new partnerships with other public sector organisations and the private sector. The Council has a good track record in working with such bodies and has already achieved significant improvements. These developments will continue to be a major influence in the coming years and the major initiative includes the development of the retirement village and Victoria Harbour.

The Council will review its capital expenditure plans on a regular basis to reflect changing circumstances, including:

- The results of Service Reviews and Inspections (including service specific inspections and the Comprehensive Performance Assessment);
- The level and type of Central Government support for the Council's capital investment;
- Pressures and priorities set out in the Council's Medium Term Budget Strategy (including the level of Council Tax increases).

Asset Management Plan

2006/07

HARTLEPOOL BOROUGH COUNCIL ASSET MANAGEMENT PLAN 2006/07

1 Introduction and Context

This document outlines Hartlepool Borough Council's approach to asset management and highlights the considerable progress it has made since the publication of its first Asset Management Plan in 2001.

Detailed in this plan is the Council's approach to asset management at both corporate and at a departmental/service level which looks at operational and non-operational property.

This is both a reference work and a working document for a multitude of audiences.

Hartlepool's Corporate Plan (Best Value Performance Plan) sets out as its overall aim:

'To take direct action and work in partnership with others, to continue the revitalisation of Hartlepool life and secure a better future for Hartlepool people'
The Council has also adopted the Community Strategy themes and aims:

- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Care
- Community Safety
- Environment and Housing
- Culture and Leisure
- Strengthening Communities

The corporate objectives and key themes direct the Departmental Service Plans. Property support to delivery of services is crucial and the process to identify implications and requirements is set out in more detail later in this document.

The authority has adopted an overall aim in respect of its property.

'To optimise the utilisation of assets in terms of service benefits, accessibility and financial return'.

Flowing from this aim and developed from the key themes identified in the Corporate Plan, the authority has established five corporate property objectives, together with strategies to achieve these objectives:

- Contribute to achieving the Council's core objectives of: Jobs and the Economy; Lifelong Learning and Skills; Health and Care; Community Safety; Environment and Housing; Culture and Leisure; Strengthening Communities.
- Ensure property solutions appropriate to service needs.

- Maximise financial return from property.
- Minimise cost in use of property.
- Enhance quality, sustainability and accessibility.

Hartlepool's Capital Strategy was similarly founded upon the Corporate Plan aims and objectives and integrates with the Corporate Asset Management Plan.

Asset Management therefore has an important role to play in achieving the Council's and the Community Strategy objectives:-

- Better public services through better assets – the right assets in the right place can make the difference.
- Sustainable Communities – the contribution of land and property to regeneration.
- Property and investment planning is a key part of the Council's overall budget framework – contributing to the efficiency strategy and effective use of resources.
- Sharing public sector property assets – in the future integration and alignment of services.

1.1 The Council

The Council's corporate business objective and service aspirations are derived from the Community Strategy and impact on all resources. Property is a key resource and property assets therefore play an important role in the Council's aims and objectives for front line service delivery

Hartlepool Borough Council's overall aim in terms of Asset Management is to ensure that it maximises the use of its land and property assets.

The Council has developed and fully implemented a cabinet style of local government and clear reporting lines for Asset management have been developed. The Executive (Cabinet) of the Council is the executive decision making body within the Council and is therefore responsible for the majority of key decisions. The Performance Management Executive member has the portfolio responsibility for Asset Management and is also the Council's Procurement Champion.

The importance of co-ordinating the managing all the Council's Assets is recognised and the following workstreams and links to other Strategic Plans are identified.

Land and Property – the delivery of the Council's 3 – 5 year disposal strategy, the accommodation strategy coming out of the Council's Way Forward Change Management Programme. Particular consideration is being given to the need to consider funding required for maintaining and enhancing its unused land and buildings where there is an impact on visual amenity.

Highways and Transportation – the preparation of a Highways Asset Management Plan, the Local Transport Plan and maintenance programmes.

Other Major Infrastructure – including the Council's responsibility for car parks, coast protection structures (linking with our Coastal Strategy and the Shoreline Management Plan).

Vehicles, plant and equipment – procurement and leasing arrangements linking with the Vehicle and Plant Tools and Equipment Strategies.

Housing – investment within the Council's strategic housing function

Regeneration – investment in schemes through a variety of initiatives across the Borough and linking to the Community Strategy.

Children's Services to Schools – linking with the Children and Young Peoples Plan, Children's Services Asset Management Plan, and future investment in Building Schools For the Future and the Primary Capital Programme.

1.2 Corporate Planning Framework

Research and extensive consultation undertaken by the Hartlepool Local Strategic Partnership in recent years with communities, business partners and other agencies has resulted in the Community Strategy. This strategy provides a planning framework for all services and outlines the long term vision for improving services and service delivery. The Council has adopted this strategy to enable it to identify the main aims and priorities of the people of Hartlepool.

1.3 Corporate Goals and Objectives

Having regard to this strategy and others such as the Tees Valley Structure Plan, the Local Transport Plan and New Deal for Communities the overall aim in respect of asset management and planning is 'to optimise the utilisation of property assets in terms of service benefits, accessibility and financial return'.

1.4 Organisational Framework

The Head of Procurement and Property Services, is the designated Corporate Property Officer and has responsibility for Asset Management and reports directly to the Executive Member for Performance Management who has portfolio responsibility for Asset Management and to the Cabinet as appropriate. Issues of relevance are also referred to the Hartlepool Partnership and its sub groups.

In the last year the management framework within which asset management issues can be progressed has been strengthened to ensure delivery of the priorities within the AMP/Capital Strategy.

The framework in essence comprises :-

- Strategic Capital Resource and Asset Programme Team
- Corporate Asset Management Group
- Asset and Property Management Group
- Departmental Service Asset Management Planning

Strategic Capital Resource and Asset Programme Team

- Assistant Director Level chaired by the Director of Neighbourhood Services
- Visioning of AMP
- Identify and prioritise use of resources
- Agree the Capital Programme based upon option appraisal/business case

Corporate Asset Management Group

- Senior Officer level covering capital and asset management streams
- Operational management
- Preparation of options
- Delivery of AMP/Capital Strategy priorities.

Procurement and Property Services Division

- Incorporating the key asset management functions within the Council. The Division includes the Property Management Section which incorporates the Estates and Asset Management Unit. The Section aims to deliver a seamless one-stop asset management service across the Council.
- Writes and implements the Council's Asset Management Plan
- Provides a wide range of expertise on asset management and property issues and provides advice to departments
- Undertakes a rolling programme of Condition surveys of Council properties
- Supports the delivery of capital schemes through best practice in project management
- Management of the Council's investment properties
- Co ordinate the Council's Procurement Strategy.

Departmental Service Asset Management Plans

- Departmental asset management plans will provide the basis for challenging and reviewing the asset holdings of individual service areas.
- Main property owning departments are being asked to produce their own Departmental Asset Management Plans as part of an on going Accommodation Review and these will cover such items as –
- Background to the Department including its aims and links between these aims and the Corporate Plan Objectives
- A summary of the departments property holdings and their condition, which identifies the key areas for investment
- An assessment of future pressures and opportunities that the department will face and the fit of existing properties to future need. This includes aspirations for

- growth to meet corporate objectives
- An overview of the options that are available to the department to resolve its asset management issues, including shared use of property with partners
- A statement of the preferred options that the department has identified
- The key milestones and timetables for change

Based upon the outcomes of Departmental Asset Management Plans the Asset and Property Management Group will be able to consider asset management on a corporate basis, identify cross cutting opportunities where appropriate and account for any resource implications.

Corporate Property Officer responsibilities are as follows:-

- Integrate property as a key resource with the business processes of the Council and address property implications of both corporate and service objectives and through effective asset management planning, help deliver these aims and objectives in a sustainable manner at the right time and within budget.
- Through the Strategic Capital Resource and Asset Programme Team and the Corporate Asset Management Group, identify the drivers for change and their impact on property and accommodation needs.
- Review Best Value plans and other corporate plans and determine the property implications.
- Through the Strategic Capital Resource and Asset Programme Team Corporate Asset Management Group, develop and report on national and local performance measures that are relevant to the Council's own requirements and priorities.
- In conjunction with the Chief Financial Officer and the Corporate Asset Management Group develop the Capital Programme management, monitoring and review process.
- Manage and develop the Corporate Property Database

The schools Asset Management Plan is dealt with by the Children's Services Asset Management Team as part of the DfES reporting procedures. The Head and Procurement and Property Services (aka Corporate Property Officer) and the Asset and Property Management Group are members of the Education Asset Management Group and also collect, process and input the information that informs that plan and its outcomes.

1.5 Asset Management Outcomes

Awareness has been raised across the Council of the significance of asset management. The introduction of option appraisal and life costing ensure that the correct decisions are made and are affordable in the longer term.

Key outcomes include:-

- Future Corporate Accommodation Strategy - Appendix A
- Outline Guidance Service Asset Management Plans – Appendix B
- Maintenance Strategy - Appendix C

- Schedule of Service Property Asset Management Outcomes - Appendix D.
- Improved and electronic Data Management to inform property decisions.

2 Corporate Asset Policy

2.1 Corporate Asset Objectives

The Council has five corporate property objectives and these are as follows :-

- Contribute to achieving the Council's core objectives resulting from The Community Strategy and other strategic plans and/or initiatives
- Ensure property solutions appropriate to service needs
- Maximise financial returns from property
- Minimise cost in use of property
- Enhance quality, sustainability and accessibility

2.2 Headline Performance Measures

Through effective performance management within the Asset Management Planning process, the Council is able to measure how the performance of its property assets supports service delivery and the achievement of its corporate aims and objectives.

A substantial amount of property data is held and managed to inform the service delivery process as well as the business planning process. As recommended by the ODPM the property performance indicators published by the COPROP Performance Management Initiative will now be used in preference to the former ODPM Indicators as it is recognised that these definitions will improve reliability of data and the validity of inter-authority comparisons.

Indicator	Description	Hartlepool Borough Council Performance 05/06										
	Accessibility - Best Value Performance Indicator (National Indicator)											
BVPI156	% of buildings open to the public in which all public areas are suitable for and accessible to disabled people	20%										
	PMI .1 A,B,C,D : Condition and Required Maintenance (National Indicator)											
PMI 1A	% GIA in condition categories A-D	<table><tr><th>Category</th><th>Percentage</th></tr><tr><td>A</td><td>1.1</td></tr><tr><td>B</td><td>56.14</td></tr><tr><td>C</td><td>42.75</td></tr><tr><td>D</td><td>0</td></tr></table>	Category	Percentage	A	1.1	B	56.14	C	42.75	D	0
Category	Percentage											
A	1.1											
B	56.14											
C	42.75											
D	0											

PMI 1B	Required maintenance by cost expressed as: i) a total cost in priority levels 1–3 ii) as a % in priority levels 1-3 iii) overall cost per square metre GIA	<table><tr><th>Level</th><th>Cost</th></tr><tr><td>1</td><td>£ 310,000</td></tr><tr><td>2</td><td>£3,920,000</td></tr><tr><td>3</td><td>£3,000,000</td></tr></table> <table><tr><th>Level</th><th>Percentage</th></tr><tr><td>1</td><td>4.18</td></tr><tr><td>2</td><td>51.76</td></tr><tr><td>3</td><td>44.05</td></tr></table> £85.49	Level	Cost	1	£ 310,000	2	£3,920,000	3	£3,000,000	Level	Percentage	1	4.18	2	51.76	3	44.05																										
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1	4.18																																											
2	51.76																																											
3	44.05																																											
PMI 1C	Annual percentage change to total required maintenance over previous year	0.05% reduction																																										
PMI 2A	PMI 2 A,B,C : Environmental Property Issues (National Indicator) Energy Costs/Consumption (gas, electricity, oil, solid fuel) by property category in £ spend per m2 GIA and by volume m3 per m3 GIA	<table><tr><th></th><th>Spend</th><th>Volume</th></tr><tr><td>Schools</td><td>9.50</td><td>Not available</td></tr><tr><td>Crematorium and Cemeteries</td><td>32.23</td><td>Not available</td></tr><tr><td>Community Buildings</td><td>6.91</td><td>Not available</td></tr><tr><td>Depot</td><td>5.83</td><td>Not available</td></tr><tr><td>Education Non Schools</td><td>23.71</td><td>Not available</td></tr><tr><td>Info Centres</td><td>9.17</td><td>Not available</td></tr><tr><td>Libraries</td><td>10.18</td><td>Not available</td></tr><tr><td>Museums & Art Galleries</td><td>13.09</td><td>Not available</td></tr><tr><td>Administration Buildings</td><td>7.06</td><td>Not available</td></tr><tr><td>Parks Buildings</td><td>30.5</td><td>Not available</td></tr><tr><td>Public Toilets</td><td>8.02</td><td>Not available</td></tr><tr><td>Day Centres</td><td>6.52</td><td>Not available</td></tr><tr><td>Sports/Pools</td><td>19.03</td><td>Not available</td></tr></table>		Spend	Volume	Schools	9.50	Not available	Crematorium and Cemeteries	32.23	Not available	Community Buildings	6.91	Not available	Depot	5.83	Not available	Education Non Schools	23.71	Not available	Info Centres	9.17	Not available	Libraries	10.18	Not available	Museums & Art Galleries	13.09	Not available	Administration Buildings	7.06	Not available	Parks Buildings	30.5	Not available	Public Toilets	8.02	Not available	Day Centres	6.52	Not available	Sports/Pools	19.03	Not available
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Sports/Pools	19.03	Not available																																										
PMI 2B	Water Costs/Consumption – By property category in £ spend per m2 GIA and by volume m3 per m2 GIA	<table><tr><th></th><th>Spend</th><th>Volume</th></tr><tr><td>Schools</td><td>£ 1.05</td><td>0.55</td></tr><tr><td>Crematorium and Cemeteries</td><td>£ 2.78</td><td>2.97</td></tr><tr><td>Community Buildings</td><td>£ 0.72</td><td>0.26</td></tr><tr><td>Depot</td><td>£ 1.01</td><td>0.52</td></tr><tr><td>Education Non Schools</td><td>£ 1.42</td><td>0.86</td></tr></table>		Spend	Volume	Schools	£ 1.05	0.55	Crematorium and Cemeteries	£ 2.78	2.97	Community Buildings	£ 0.72	0.26	Depot	£ 1.01	0.52	Education Non Schools	£ 1.42	0.86																								
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PMI 2C	Info Centres	£ 1.86	1.00
	Libraies	£ 1.74	0.53
	Museums & Art Galleries	£ 1.01	0.82
	Administration Buildings	£ 1.19	0.35
	Parks Buildings	£ 2.50	1.90
	Public Toilets	£16.22	13.41
	Day Centres	£ 1.40	0.82
	Sports/Pools	£ 2.49	1.65
	CO2 Emissions byproperty category in tonnes of carbon dioxide per m2 GIA		
	Schools	43.75	
	Crematorium and Cemeteries	362.38	
	CommunityBuildings	50.29	
	Depot	44.76	
	Education Non Schools	123.06	
	Info Centres	45.92	
	Libraies	53.20	
	Museums & Art Galleries	70.77	
	Administration Buildings	38.65	
	Parks Buildings	205.34	
	Public Toilets	21.46	
	Day Centres	55.81	
	Sports/Pools	160.89	
	PMI 3 A and B : Suitability Surveys (Local Indicator)		
PMI 3A	% of Portfolio by GIA sq m for which a Suitability Survey has been undertaken in the last five years	85.19%	
PMI 3B	Number of properties , for which a Suitability Survey has been undertaken in the last five years	91	
	PMI 4 A,B,C,D – Building Accessible Surveys (Local Indicator)		
PMI 4 A	% of the portfolio for which an Access Audithas been undertaken by a competent person	100% of properties open to the public	
PMI 4B	Number of properties , for which an Access Audit has been undertaken by a competent person	55 surveys of properties open to public	
PMI 4C	% of portfolio by GIA sq. m for which there is an Accessibility Plan in place	74% of properties open to the public.	

PMI 4D	Number of properties for which there is an Accessibility Plan in place	55
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2.3 Stakeholder Views

Involving all relevant stakeholders throughout the Asset Management process ensures that the Council is able to plan and align property resources to service provision.

There are a number of approaches depending on the appropriateness of each based upon the nature of the stakeholder and the issue upon which views are being sought.

Through direct consultation and through the Corporate Asset Management Group, prioritisation helps the Council to make better use of its resources. Departmental Service Asset Management Plans formulated in conjunction with service providers will identify departmental and service based objectives and priorities.

Currently stakeholder views are assessed through a selection of the following:

- Hartlepool Partnership
- Corporate Asset Management Group
- Strategic Capital Resource and Asset Programme Team
- Corporate Asset Management Group
- Viewpoint 1000 – enabling the Council to gain views of a cross section of towns people on a regular basis on a wide range of issues
- Access Forum
- Building User Groups – useful on day to day issues
- Scrutiny Forums
- Neighbourhood Forums

2.4 Government Policy and Statutory Responsibilities

Reflecting best practise and current draft guidance issued by *The Office of the Deputy Prime Minister (ODPM)* in conjunction with the Royal Institution of Chartered Surveyors (RICS) the Asset Management Plan's main aim is to 'assist and support the continued development of asset management in local government.'

2.5 The Resource Context

Property is a key resource in common with the Council's other key resources including finance, human resources, information technology and knowledge.

These key resources are all inter-related and property has a close relationship with each of them. Asset Management is therefore a crucial corporate activity that the Council requires in order for it to achieve its corporate and service aims and objectives and deliver its services efficiently into the future.

The Council has taken external consultation from DTZ upon its property portfolio and the latent value available as part of the review process.

3 Changes in the External Environment and their Implications for Property.

3.1 E-government

This agenda is a fast moving dynamic initiative and generates varying pressures and work streams, all of which will be accommodated in the fullness of time. The Corporate Asset Management Group is already addressing the effects on the property requirements of the Council as a result of the E-Government agenda.

The Council sees the on going establishment and implementation of a Customer Contact Centre at the Civic Centre as a major contribution to this initiative

There are implications for both capital and revenue budgets as well as the Council's accommodation strategy.

The Council was lead authority for the ODPM's national project on e property service standards.

Data Management

A key task for the Asset and Property Management Group has been the development of the Council's Corporate Property Database. The database holds both core and intermediate data on the Evolution Asset Management System by Tribal Asset Management for all the land and property in which the Council has a freehold or leasehold interest. The validity of the information held is regularly tested.

To improve data management a key aspect of the work of the Asset and Property Management is the introduction of a digital software application based upon the Arc View Graphical Information System. This is designed to improve data management aiding the co-ordination of property data from a central point, improving the quality and validity of the information held but equally importantly enabling property information to be made available more efficiently to property stakeholders and customers throughout the Council

3.2 The Property Market

The restricted nature of the property market in Hartlepool means that greater emphasis is placed upon maximising the use of current stock of buildings, including refurbishment to enable continued support of service delivery. The Council has particular property requirements and when an accommodation issue is identified, suitable alternatives are not easily provided in the market.

3.3 Efficiency Agenda

Asset Management is an important strand of the Council's Efficiency Strategy and the key ingredients will be:-

- Development of the accommodation strategy
- Rationalisation of property
- Minimising running costs e.g. energy efficiency
- Improving procurement arrangements e.g. vehicles
- Addressing environmental issues and climate change e.g. green energy.

3.4 Other External Influences

Effective asset management through the Asset Management Plan enables all other external influences on the Council and its services to be taken into account.

The effects of Government policy and guidance, for example the Lyons Report are all under consideration.

Assessment of the possible changes within other organisations and agencies is also an important consideration at the present time, for example the Primary Care Trust and the Children's Services Building Schools for the Future programme and the implications that possible partnership working will have on the Council's accommodation requirements.

4 Service Delivery and Accommodation Needs

4.1 Overview

The Council is engaged in front line service delivery and to achieve best value in this ever changing environment, the Council needs to assess not only its current accommodation requirements, it must also predict its future needs.

4.2 Council Services

The way in which services are sourced and delivered will determine the Council's accommodation requirements. The Council has formulated its own Procurement Strategy which will impact on all goods and services as well as its property requirements. Effective Asset Management Planning provides the means by which these future needs can be addressed. Information held on accommodation space standards and occupational costs as well as condition information and asbestos records are important factors in aiding the decision making process.

4.3 New Working Practices within the Council

Having completed a restructure to establish Children's Services and Adult and Community Services Departments the impact of these upon future accommodation requirements will be an outcome of the preparation of Departmental Service Asset Management Plans.

Having considered the establishment of a joint venture company arrangement for the delivery of construction and property related services the Council has determined to

focus on the establishment of Partnerships and Joint Framework Agreements and the outcome will identify property implications and determine the accommodation requirements for both the Council and Partners.

The Council has adopted the Way Forward Change Management Programme an outcome of which will be an Accommodation Strategy.

The adoption of a Corporate Flexible Working and Working from Home Policy and Procedures will impact in time on accommodation needs.

4.4 Other Relevant Agencies and their Possible Joint Accommodation Strategies

The delivery of certain services by the Council and other agencies such as the Primary Care Trust may be delivered more efficiently by working more closely together in the coming years. The Council is actively engaged in discussions with relevant agencies and has formal arrangements in place with Housing Hartlepool and the police service.

5 Future Requirements

Property cannot quickly be converted in to cash and the lead in times involved with any changes can be barriers to the achievement of both corporate and service objectives.

Fundamental to the effectiveness of the asset management process is the need for the Council to undertake a proper and thorough assessment of its future direction in order for the property implications to be properly quantified.

The undertaking of Departmental Service Asset Management Plans is a core component to that activity.

6 The Existing Portfolio and its Current Performance

The development and use of benchmarking and performance indicators is required to demonstrate Best Value and assist in the delivery of continuous improvement.

Property Performance is reported to the Performance Management Portfolio Holder annually and reported quarterly as a requirement of Corporate and Departmental Service Plans.

The Division continues to participate with the work of the Association of Chief Corporate Property Officers in Local Government (COPROP) and the Chartered Institute of Public Finance and Accountability (CIPFA) on the development of effective benchmarking models for local authority property, with particular emphasis placed on the requirements of Best Value and Asset Management Planning.

Chief Officers for Property (COPROP) is the principal local government property association covering the corporate management of local authority property stock.

Membership is drawn from directors and Chief Property Officers across the full range of Councils, but principally Counties, Metropolitan and Unitary Authorities, where the emphasis is on the strategic role of property rather than day to day property management.

The Chartered Institute of Public Finance and Accountancy (CIPFA) provide financial advice and governance and property and asset management solutions. The status and expertise of both organisations is recognised by Government Departments and the Audit Commission.

The existing portfolio consists of both operational and non-operational property assets managed by Asset Property Management Group.

Data is collected, held and managed through bespoke Evolut1 on property data base software programme. This is currently being supported by a newly developed digital GIS software application based upon land tenure and legal ownership information at the core.

This data includes occupancy details, capital cost information for capital accounting purposes, as well as details of occupational and revenue costs, energy consumption figures and performance assessments and all other relevant information required for the purposes of good estate management.

Formal revaluation of all Council property assets is being undertaken on a rolling basis.

6.2 The Asset Management Function

Property assets are essential to the Council's functions. Their best use and management are crucial to the long term planning of the authority and in the delivery of corporate goals and of efficient and effective services. Asset Management Planning requires the development of property information systems and the data collected has to be managed, analysed, disseminated and made use of to achieve Corporate Property Aims.

Data is provided across the Authority to those engaged in property and service reviews to inform the decision making process.

The property implications of service department requirements and the capital programme are assessed.

Through the management of the Capital Receipts / Disposal Programme there are close links with the Capital Strategy and this ensures the Asset Management process is integral to the business planning processes of the Council.

In summary the essential steps of the asset management process are as follows: -

- Establish Corporate and Service goal and objectives including future needs

- Develop an Asset Strategy and procure the asset to provide best value for money
- Implement efficient and effective management during the lives of the asset
- Keep the use and management of the asset under constant review
- Maintain an asset plan which is closely integrated into the business processes of the Council as well as corporate and service plans

7 Review and Challenge

7.1 Gap Analysis

The Accommodation Review being undertaken as part of the Way Forward Change Management Programme is ensuring that attention is focused on the right areas.

Accommodation priorities are being established across all Council Departments.

Considered factors are :

- What have we got
- Who is in it now
- How might we work in the future
- Where might it be located
- What accommodation do we want
- What accommodation can we dispose of

7.2 Review of Asset Strategy, Property Objectives and Delivery Mechanisms

Asset management is a dynamic process and one that is under constant review.

The organisational framework has been further strengthened to ensure delivery of the priorities of the AMP/Capital Strategy a Strategic Capital Resource and Asset Management Team of officers (Assistant Director Level) has been established.

The Corporate Asset Management Group continues to challenge the land and property portfolio to ensure retained properties are operating at maximum potential to provide the required level of service.

A service centred approach to property review ensures that through service asset management plans the property assets the service needs are identified and addressed.

Departmental Service Asset Management Plans are to be undertaken in accordance with a Service Review Programme commencing with the Adult and Community Services Department.

7.3 Review of Roles and Responsibilities for Property

The Procurement and Property Services Division aims to deliver a seamless one-stop-shop asset management service across the Council and within the Division the Estates

and Asset Management and the Property Management Sections have been merged into unified Asset and Property Management Group to focus on all asset management related work within the Council.

8 Option Appraisal

8.1 Strategic Options

The corporate implications of property change are subject to cross-authority consultation.

Initially a service focused appraisal was the primary framework for option appraisal. The development of a Service Review programme and of the Accommodation Strategy has enabled a more holistic range of options to be considered including corporate and Government and the alignment of estates strategies of community related third parties such as the Primary Care Trust.

Option Appraisal is an integral part of asset management. It is carried out when capital projects are planned. Schemes are considered by the Strategic Capital Resource and Asset Programme Team and consideration is given to:-

- Service and Corporate Objectives
- Different ways in which the objectives can be satisfied
- Assess the costs and benefits of the various options including whole life costings.
- Identify and evaluate the pros and cons of the options.
- Consider risks and uncertainty including sustainability.
- Assess the best value use of resources not just the lowest cost.
- Capital project prioritisation.
- Asset procurement

8.2 Options Appraisal

The Capital Strategy requires all Capital Bids to be submitted to Cabinet for approval. This demonstrates that the Council:-

- has a policy led budget
- links budgets and the capital programme to its programme
- effectively manages its asset base
- has effective arrangements for reporting and monitoring performances against budgets

The formal appraisal approach ensures that the Council is consistent and transparent in reaching decisions about its proposed capital projects. Improvements with the aim of refining and further improving the approach to prioritising capital spending decisions are on going to further assist with consideration and prioritisation are on going with particular emphasis on a scored prioritisation methodology and life cycle costing.

Resources for investment via the Council's Capital Programme are limited. It is therefore essential that, when a service property need has been identified, an appraisal of all the available options to meet that need is made to establish whether investment in acquisition, development or adaptation is really needed.

8.3 Preferred Strategy Option

Given the issues highlighted so far the Council has considered a number of options that would help it to address the asset management problems that it faces.

The options include:-

- Existing in house management and traditional council investment
- Prudential borrowing
- Joint Venture Company
- Management Contracts with other Authorities
- Framework Agreements with outside Organisations
- Outsourcing to the private sector
- Grants from External organisations
- Rationalisation of the property portfolio
- Hot Desking and Working from Home
- Shared Accommodation

From these options the Council has determined that a mix of options would offer the best solution to resolve the asset management problems that it faces and to close the gap between the current provision and future requirements of the property portfolio.

9 Asset Management Programme

9.1 Capital Programme

The Council's Capital Programme for the three years 2006/2007 to 2007/2008 was approved in February, 2006 and over this period the Council will invest over £55m. In addition, the Council's Asset Management Plan (AMP) has considered the long term investment needs of the Council's Property Portfolio up to 2009. The requirements of the AMP will be considered as part of the development of the 2007/2008 budget. A breakdown of the 2006/2007 Capital Programme is detailed below:

Children's Services – Education	3,214,000
Children's Services – Sure Start	1,025,000
Local Transport Plan	2,094,000
Extra Care Housing	6,650,000
Housing	3,095,000
New Deal for Communities	2,820,000
Asset Management and Customer Services	3,400,000

Other	<u>4,636,000</u>
Total	<u>26,934,000</u>

9.1.1 Major Barriers to Building Access – Capital Allocation

The programme for the removal of identified Major Physical Barriers to access to buildings open to the public has been on going since 2001. A budget totalling £300,000 has been provided to date and the improvements to a number of properties have included the provision of level access and unisex accessible toilets amongst many other things.

2005/06 saw the completion of a further phase of this programme combined with works to remove the shortcomings to Best Value Performance Indicator 156 Accessibility of Buildings, which is regarded as a corporate priority

Properties to benefit from major barrier removal were:

- Wharton Terrace Annexe
- Seaton Park Pavilion – with further works to be completed in 06/07
- Sir William Gray House

Shortcomings to BVPI 156 Buildings Accessibility to Disabled People. Compliance have been addressed at the following properties in accordance with the recommendations of the Access Officer.

West View Sure Start

- Ward Jackson Park Visitors Centre
- Drugs Action Centre
- Rossmere Way Surestart
- West View Community Centre
- Brougham Enterprise Centre
- Throston Grange Community Centre
- Brinkburn Youth Centre

Capital funding of £50,000 per year is guaranteed to be provided for a further two years and this will enable the completion of the programme of identified major barriers providing reasonable access to all buildings open to the public. It will also facilitate the raising of the percentage of buildings in which all the public areas are suitable for and accessible to the public in accord with the requirements of Best Value Performance Indicator 156 from 16.7% in 2004/5 to around 30% at the end of 2006/7.

The proposed Major Physical Barriers Programme for 2006/07 and follows the schedule of identified schemes. is:-

Seaton Park Pavilion	Unisex Accessible Toilet	£19600
Lynn Street Vehicle	Ramped access	£15000

Testing		
Greatham Youth Centre	Unisex Accessible Toilet	£19000
Bridge Youth Centre	Unisex Accessible Toilet	£19000
	Total expenditure	£72600

The proposed programme to remove BVPI 156 Shortcomings is as follows:-

2006/07

Property	Works	
Headland Branch Library	External Works, entrance doors lobbies, corridor and unisex toilet	£9000
	Total expenditure	£9000

Future BVPI Shortcomings Removal Schemes

Jutland Road Community Centre	Main entrance, internal door unisex toilets and counter	£4000
Lynn Street Vehicle Testing	External Works, main entrance induction loop and counter	£8000
Leadbitter Buildings	External works, main entrance internal corridors	£6000
Burbank Community Centre	External Works, main entrance internal doors, unisex toilet, induction loop and counter	£16000

9.2 Revenue Programme

9.2.1 Maintenance Backlog

Maintenance Backlog is customarily represented by a single monetary figure, usually large, and in the case of Hartlepool Borough Council, for the Corporate Estate excluding schools, is assessed as being £7,226,810. This figure is made up as follows :-

- Priority 1. £309,880. Urgent work that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of occupants and/or remedy a serious breach of legislation.
- Priority 2. £3,919,188. Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of occupants and/or remedy a less serious breach of legislation.
- Priority 3. £2,997,742. Desirable work required within three to five years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of occupants and/or remedy a minor breach of legislation.

These figures need to be considered in the context of a five year planning period and the way to consider this information is that the **Backlog Maintenance** that is outstanding is comprises only the **Priority 1** items totalling **£309,880**.

The **Priority 2 and 3** items being considered as **Required Maintenance** (i.e. required with two to five years) totalling **£6,916,930**.

Since the current system of Condition Assessment and Priority Grading was introduced in 2002 the Backlog Maintenance has been reduced from £707,725 to the current £309,880 whilst the Required Maintenance shows a slight rise from £6,918,285 to £6,916,930.

The aim is to each year have sufficient a Planned Maintenance Budget to deal with all the identified Priority 1 items and a planned future budget to tackle in future years the Required Maintenance.

Analysis of the historical Condition Assessment data that has been collected over the past five years shows that an annual Planned Maintenance Budget of £1,400,000 is currently required to deal with the Corporate Estate.

9.2.2 Next Steps

What we need to do now is have a look at what budgets are currently allocated to Planned and Reactive Maintenance to see how they compare with what is assessed as the requirements.

The current system which sees maintenance budgets disaggregated to Service Departments giving them responsibility for their own Reactive and Cyclical maintenance with a top slicing for Planned Maintenance needs reviewing.

Cyclical Maintenance items such as boiler, heating and ventilation servicing, redecoration, electrical inspection and testing are currently the responsibility of Service Departments and consideration is needed if these could be better addressed if part of the Planned Maintenance regime albeit with appropriate funding.

Such a review would assist in the use of resources and further develop a plan in place the Backlog of Maintenance, and deal with the Required Maintenance over the next five years whilst at the same time ensuring that all cyclical and appropriate Reactive Maintenance is carried out.

Certainly such initiatives such as the £3 million investment in Capital Maintenance Works at the Civic Centre show that planning is in place to deal with Backlog and Required as long as strict control is exercised in its expenditure to ensure that it is not filtered off to fund “improvements” beyond what could reasonably be called maintenance.

9.3 Corporate Planned Maintenance

9.3.1 Planned Programme 2006/07

In order to arrive at a programme of works that can be implemented within the available budget a set of Prioritisation Criteria are used against which each scheme is assessed.

The criteria are :-

AMP Condition Grading
 Community Strategy Themes and Priority Aims
 Ensure Property Solution is appropriate to need
 Maximise financial return from property
 Minimise costs in use of property
 Enhance quality of Suitability and Accessibility
 Outcome of Best Value Review
 Anticipated Service Delivery Life
 Long Term interest in Property
 Strategic Corporate Property Review
 Integration with proposed future Capital Funded Works
 Availability and possibility of attracting additional funding sources
 Requirement to phase works to spread costs
 Potential Revenue Saving
 Health and Safety Implications

Projects in Table A are approved for inclusion in the 2006/2007 programme.
 Table B remains as an ongoing list which reflects a high priority of the remaining condition related backlog maintenance.

Table A

- Lists projects which need to be addressed as a matter of Urgency and agreed by the Corporate Asset Management Group using the criteria for prioritisation

	Property	Description of Project	Estimated Costs Including Fees	
				Comments
1	Church Street Offices	Boiler Replacement	30000	Boilers obsolete
2	Access to Learning	Boiler Replacement	60000	December 2005 operational problems requiring asbestos clearance no parts available for the plant (obsolete)
3	Throston Library	Roofing	30000	Site inspection KT/SH/AW 25th August 2005

4	Education Development Centre	Roofing Phase 3	60000	Noted evode and membrane failure
5	Civic Centre	Completion of Electrical test and inspection	20000	Continuation of previous phases linked to major investment project
		Total	200000	

Table B

- Identifies reserve projects based on the same information

6	Seaton Carew Library	Roofing	30000	
7	Seaton Carew Youth Centre	Roofing	65000	
8	Seaton Carew Youth Centre Sports hall	Roofing	65000	
9	Education Development Centre	Windows to Garden area	6000	
10	Access to Learning	Roofing	60000	
11	Municipal Buildings	Rationalise Boiler plant	60000	
12	Indoor Bowls Centre	Roofing phase 1.TV or Dining room	30000	
13	Victory Square	Paving	15000	

9.4 Responsibilities for implementation

The Head of Procurement and Property Services, is the designated Corporate Property Officer and has responsibility for Asset Management and reports directly to the Executive Member for Performance Management who has portfolio responsibility for Asset Management and to the Cabinet as appropriate.

With the exception of the management and the day to day and cyclical repairs of operational service property the Head of Procurement and Property Services is responsible for all property management issues including the administration of the Planned Maintenance budget.

School properties are subject to different controls and the management of their property is largely controlled by the Children's Services Asset Management Plan. The Head of

Procurement and Property Services currently chairs the Children's Asset Management Working Group.

Strategic issues and long term planning are the backbone of asset management planning within the Council. It is the responsibilities of the Service Heads to review their business plans in the light of increased awareness of property issues through the processes of departmental service asset management plans and property review. The role of property services is to provide their professional expertise to assist in that implementation.

9.5 Timetable for implementation

Generally the corporate Asset Management Plan provides for a gap analysis and delivery of outputs within a five year rolling programme. However, in view of the dynamics of the process, the size of the portfolio, the resources required for its implementation, the illiquidity of property assets and the vagaries of the property market, the Asset Management Plan has by nature flexible delivery targets, some of which are fixed and some ongoing.

9.6 Overall Programme

The vision is to align strategy with the objectives in the medium term. The Asset Management Plan maps out procedures and milestones and tracks progress towards achieving these objectives. The Plan will reflect year on year on service plans, legislation and new sources of funding and bring together the property implications of current service initiatives in order to inform financial programming and prioritisation.

APPENDIX A

HARTLEPOOL BOROUGH COUNCIL

FUTURE CORPORATE ACCOMMODATION STRATEGY

Appendix A

HARTLEPOOL BOROUGH COUNCIL FUTURE CORPORATE ACCOMMODATION STRATEGY

1 Purpose

To outline the short/medium and long term accommodation requirements based upon the changing needs of the Council. The development of Departmental Service Asset Management Plans and the information forthcoming will further inform the basis of the corporate accommodation strategy.

2 Hartlepool Vision

That Hartlepool will be a prosperous, caring, and outward looking community in a attractive environment realising its potential to achieve this vision we will continue the regeneration of Hartlepool. We will therefore promote and improve the economic social and environmental well-being of the town taking into account the needs of future generations.

There are two principles behind this vision:-

- Maximise resources effectively and efficiently
- Quality of Services and continuous improvement

The aim of the Council is to provide high quality, effective and efficient corporate services to the Local Community its partners and to the wider community.

3 Local Authority Role

The new agenda will have a significant impact on the work of the Council's core services as follows:

3.1 New role of the Local Authority

The local authority will need to have a strong outcomes focus, based on commissioning rather than providing but still requiring a range of direct services. It will need to be responsive to local needs and solutions and work in partnership across the town.

3.2 New Relationships with Communities

The Council will need to react to increased neighbourhood management and in particular any requirement for devolution of / or locality based corporate services although core working in areas is not necessarily envisaged.

3.3 Commissioning

There will be a stronger focus on strategic direction, forward planning, service design and delivery with contracting and procurement arrangements focused on the outcomes for the Council and the community as a whole.

3.4 Integrated (Shared) Corporate Services

Effective and efficient corporate services will need to be both integrated and outcome based with a mixture of collaboration and partnership working with both the private sector and other local authorities. Professionals will need a strong core of support and supervision, but will also need to be able to deliver services through a range of delivery points.

3.5 Accessibility

Services will need to be accessible to a range of customers and the community via central office bases including in particular emphasis on the Contact Centre. These need to be fit for purpose, depending on whether they have a community access focus or an office-base requirement. This will have implications for transport, communication links and working patterns.

Physical access to buildings is critical for service delivery and to provide an appropriate working environment for staff. This is a current weakness in many existing buildings and steps need to be taken to address this by ensuring building improvements/refurbishments/new acquisitions take accessibility into account. Increased accessibility via ICT in terms of general contact and transactional services will have a significant affect on accommodation requirements.

3.6 Co-location

Increasingly services will be located together in order to work in an integrated way. Although corporate services will generally be provided from a central location there may be potential for the development of shared service centres with partners and other organisations leading to co-location depending on service design and need.

3.7 Base for Working

Teams generally need to work from a central location close to the democratic core (e.g. Corporate Strategy), although it is possible for some services to work from a variety of locations e.g. reprographics, training provision, registrars. Support and supervision arrangements need to be addressed and identified as part of a team will become an increasingly important driver for quality.

3.8 Admin Support

Admin support may need to be provided at a central location as well as in other locations. This has implications for consistency of service standards and staff development.

3.9 Communication

A strong communication strategy as well as flexible ICT facilities will need to be in place to support integrated service delivery.

3.10 Rationalisation of Property

Rationalisation of property and gaining maximum use and benefit from property will be key drivers in the Council's overarching Accommodation Strategy and its link into the efficiency strategy.

4 Changing Departments

4.1 Corporate Re-structure

The Council went through a major departmental re-structure in 2005 forming two new departments Adult & Community Services and Children's Services. This involved the merger of staff from Social Services and Community Services to deliver the Government led agenda to provide these core services.

The new Departments provides a mixture of targeted services which aim to meet statutory requirements, and universal discretionary services which aim to attract and satisfy local customers. The opportunity is being taken to connect and co-locate services.

4.2 Core Department Base

A strong core departmental base is essential to provide support, management, supervision and consistency, good team working and to ensure integrated working and robustness. In some areas opportunities for outreach/contact points may be appropriate in each of the three neighbourhood consultative areas. The core department base does not need to be in the core centre.

5 Accommodation Requirements

The Council administration buildings are currently split across a number of locations. It is felt that there should be a single office base for the Senior Corporate Management and support teams at the Corporate Centre (the Civic Centre).

Professional Services could be delivered from different locations and do not necessarily need to be brought together in one building. These locations do not need to be in the town centre area and indeed issues such as access and car parking for staff could be resolved by an out of town location although being able to walk between buildings for

meetings has advantages. This could result in a rationalising of existing property use. Future framework agreements / partnerships will have an affect on accommodation requirements

5.1 Neighbourhood Working

There will be some staff from the central base who would go out on a regular basis to work within localities. Such staff maybe classed as mobile workers having a central base (hot desking). The success of this will rely on ICT provision and could lead to rationalisation of accommodation space.

As neighbourhood working develops there may be potential or need to hold meetings in localities and this could lead to a review of meeting room requirements at the Civic Centre. It is envisaged, however, that there will still be a continuing requirement for Civic Centre meeting rooms not least for civic functions.

5.2 Flexible Accommodation

If staff are working in a range of locations, then the accommodation available to them in those locations needs to provide an appropriate working space and ICT links so that they can access their correspondence from any location. This would include a home base.

5.3 Accommodation Fit for Purpose

The central core and locality-based accommodation would clearly need to suit the purpose for which it was designed i.e. office spaces should provide appropriate office facilities such as ICT whereas facilities designed for access by the community would be much more user-friendly, informal meeting spaces with appropriate furnishings and decoration. The accommodation would also need to be supported by appropriate access to car parking facilities, food etc. The condition, suitability and running costs of properties will be considered in option appraisals for acquisition, disposal or continued use.

5.4 Scale of Accommodation

Integrated working in localities could place increased, rather than reduced demands on accommodation. Flexibility and adaptability can be improved through ICT working and improved administrative and financial support. However, the key to the design of accommodation will be how appropriate hot desking provision can be provided at central bases and at an outreach location, how mobile / home working can be incorporated and how the Contact Centre can be developed as a hub for customers to deal with the Council. With the development of electronic document management, reduced storage and archiving needs will lead to a reduction in current storage space.

6 Integration of Services & Partnership Working

6.1 Resilience and Emergency Planning

In terms of resilience and emergency planning a central base (currently in Middlesbrough) is required to serve the needs of the four districts and additionally some central office / meeting space linked to the Emergency Control Centre (most likely in the Civic Centre) is essential for Hartlepool. For business continuity purposes a level of accommodation must be identified in the event of an incident. This is currently being addressed at a feasibility stage.

6.2 The growth of outreach, multi-agency work

Care managers would be relocated from the Civic to three local integrated teams (north, central, and south). They would work from those bases into locations in each community, and in people's homes (ie mobile working). This means that facilities in the locality bases, whether in community premises, Children's Centres, health locations, etc would need to be very flexible. Spaces would need to be available for a range of activities including interview spaces, informal meeting locations, office space and formal meeting rooms.

6.3 Hubs and Spokes

Strong and efficient In-house services will need to be outcome based with a mixture of collaboration and partnership working with both the private sector and other Local Authorities. Services will need a strong core of support and supervision, but will also need to be able to deliver neighbourhood based services through a range of delivery points in the north, south and central areas of the borough.

The delivery of Council Services in Hartlepool is based around combining a range of strategies, enabling outward facing and partnership orientated activities. These relate primarily to the themes of jobs and economy, community safety, aspects of environment and housing and strengthening communities within the statutory community strategy. The main partnerships with which the Authority works are the sub-regional partnerships, the local strategic partnerships the Economic Forum, the community safety partnership, the housing partnership, the environment partnership and the community network.

The communities the Departments relates to are very diverse. They include organisations associated with the above partnerships, the population of the town as a whole, disadvantaged communities in regeneration areas and neighbourhood renewal and neighbourhood action plan areas, the applicants for regulatory services, clients wanting assistance with anti-social behaviour issues, young offenders and drugs related offenders, drug misusers, residents affected by housing market renewal and other vulnerable people. It also includes visitors to the town, new, expanding and existing businesses and the unemployed and under-skilled.

The Council's approach to Diversity encourages inclusion of all people into mainstream universal services. Local demand and expectation is for access to services over extended hours.

The history of both organic and radical change can be expected to continue for all our services. We will need to constantly revisit and evolve our asset plans for the short, medium and long term.

APPENDIX B

HARTLEPOOL BOROUGH COUNCIL

SERVICE ASSET MANAGEMENT PLANS

OUTLINE GUIDANCE 2006

APPENDIX B

HARTLEPOOL BOROUGH COUNCIL SERVICE ASSET MANAGEMENT PLANS OUTLINE GUIDANCE 2006

1 INTRODUCTION

Hartlepool Borough Council's overall aim in terms of Asset Management is to ensure that it maximises the use of its land and property assets.

The Council is engaged in front line service delivery and to achieve best value in this ever changing environment, the Council needs to assess not only its current accommodation requirements, it must also predict its future needs.

The way in which Services are sourced and delivered will determine the Council's accommodation requirements

Property cannot quickly be converted in to cash and the lead in times involved with any changes can be barriers to the achievement of both corporate and service objectives.

Fundamental to the effectiveness of the Asset Management process is the need for the Council to undertake a proper and thorough assessment of its future direction in order for the property implications to be properly quantified.

The undertaking of Departmental Service Asset Management Plans (SAMP) is a core component to that activity.

2 DESCRIPTION OF THE SERVICE

This part of the SAMP need not be lengthy. It is intended to give the reader a picture of the range of services that your Department covers, and how those Services fit in with the council's core objectives.

- A brief overview of the range of services that your Service covers.
- Aim of the Service (can be lifted straight from your latest SIP).

3 LINKAGES AND CROSS CUTTING THEMES

- How your Services link in with the Council's core objectives (i.e. Community Strategy, Corporate Performance Plan, Themes, Challenges and Priorities).
- How this SAMP process links in with your business planning generally.
- How this SAMP process links in with your service or cross cutting best value reviews,

and Fundamental Performance Reviews.

- What progress you have made in asset management since your last SAMP.

4 ANTICIPATED CHANGES TO THE SERVICE

Local authority services rarely remain static. What we are after here is an outline of the sort of changes that either are upon you at the moment, or which you expect to see appearing on the horizon and expect to face within the next five years.

These could include:

- Changes in Service Standards or delivery methods
- Business process re-engineering
- Budget constraints
- Best Value Reviews
- Fundamental Performance Reviews
- PFI initiatives
- E-government
- New funding, including outside funding
- Government policy
- Changes in legislation
- New funding
- Social or demographic changes
- E-government issues
- Partnerships with other organisations

It is not expected this section to take too long to pull together. If you produce business plans, then most of these issues should already be set down there. Even if they are not, you probably have all these issues in the minds of those managers responsible for delivering your various services.

4 FUTURE PROPERTY REQUIREMENTS

We are attempting here, to encourage you to take a fresh 'blank piece of paper' look at what your property asset needs are.

These will probably fall into two categories, generic needs and specific needs.

Your generic needs are likely to be things that you would perhaps expect of all your properties, such as

- In good physical condition
- Well ventilated
- The right temperature
- In the right place

- Acceptable levels of access etc. etc.

Then there are the more specific matters associated with particular services or groups of buildings or maybe even specific buildings.

These matters will include things like

- Sufficiency – Does your Directorate have enough properties/accommodation to meet future service requirements.
- Suitability - Do the properties offer the right facilities. Are they in the right location

5 EXISTING PROPERTY HOLDINGS

In this section of the SAMP set out briefly what property portfolios you operate from in respect of the various services delivered by your department.

Comments on the current and future suitability of each of the premises are sought.

Attach the schedule of the list of properties as an Appendix in the terms of which you previously described them in Section 5 (Future Property Requirements). If you adopt this approach you will probably find Section 6 much easier to put together.

6 SUPPLY/DEMAND AND COMPARISON – GAP ANALYSIS

In this section, you should set out in what ways your 'ideal' property portfolio (as described by you in Section 4) differs from the actual property portfolio you have described in Section 5.

7 KEY AREAS FOR CHANGE

By now you will have identified the shortfalls in your property portfolio. The issues identified should now be pulled together and set out as key areas for change.

For example, the key area could be a building issue (the condition of premises or whether premises meet service standards) or could be a service need (the way a service is delivered maybe changing and the buildings currently occupied may need to be altered or adapted or the operation may even need to relocate elsewhere)

8 OPTION APPRAISAL IN KEY AREAS

This section of the SAMP is probably going to be the most time consuming. However, in terms of being sure that we are investing in the right areas it is the most important section of the SAMP.

In this section you will need to take each key area, probably in turn, and set out what

options are available to you to address those areas. Whilst this plan is aiming at a 5-year timescale for implementation, don't feel that you have to limit yourself in terms of timescales. Some issues may take longer than 5 years to address, and it may be that you include within your 5-year plan those elements that need addressing now, towards longer-term objectives.

The level of detail that you adopt for your option appraisal will be determined by -

- Your experience in option appraisal
- The resources you are able to devote to it
- The time available to you

We would expect to see some form of cash flow analysis for each option, and also some assessment of the relative effects upon service delivery (quality, speed, convenience etc) of each option.

Don't forget that 'do nothing' is also an option.

We would not want to see a detailed appraisal for every option. The actual option appraisal papers can be kept separately from the SAMP. All we require in this part of the SAMP is a simple summary of the options you have looked at.

9 PREFERRED OPTIONS FOR KEY AREAS

Having established the Key Areas for Change and undertaken option appraisal, you should be able to set out here, what your preferred options are.

We would expect to see a detailed option appraisal for each of your Preferred Options. If you prefer, these can be attached as an appendix, with just a summary in this section of the document.

10 KEY AREAS - 5 YEAR PLAN

This part of the SAMP will set out your 5-year plan for delivering the Preferred Options for the Key Areas. Where possible you should set out timescales for each element of the 5-year plan. It may help to tabulate this.

10.1 DISPOSAL PLAN

Set out:

- The property assets you intend to dispose of in implementing this plan.
- The anticipated capital receipts that will be generated from the proposed disposals.
- The capital and revenue savings that will be made by the proposed disposals.

10.2 ACQUISITION PLAN

Set out :-

- What property assets you are aiming to acquire in implementing this plan
- What will be the capital costs associated with acquisition
- What will be the revenue costs associated with acquisition

10.3 OPERATION & MAINTENANCE PLAN

Set out :-

- What property refurbishment will be taking place in implementing this plan
- What will be your approach to repairs & maintenance
- What will be the capital and revenue implications in implementing this plan

10.4 FUNDING PLAN

Set out :-

- How will the capital requirements be funded
- Will you be seeking to retain capital receipts from disposals to fund other parts of your plan
- How will revenue costs be funded? E.g., revenue savings elsewhere in the plan, or external sources

APPENDIX C

HARTLEPOOL BOROUGH COUNCIL

MAINTENANCE STRATEGY 2006

APPENDIX C

HARTLEPOOL BOROUGH COUNCIL MAINTENANCE STRATEGY 2006

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1 Introduction

Hartlepool Borough Council has a portfolio of approximately 200 buildings (including schools) providing accommodation from which it delivers services to the community. These buildings are physical assets which need to be properly maintained to ensure that they continue to function as efficiently and effectively as possible in supporting the delivery of a wide range of services. At the same time, the deterioration of buildings due to the lack of maintenance can lead to future financial burdens, pose health and safety, legal and other industrial relations issues and affect the delivery of services.

Therefore, the maintenance of buildings is critical to the proper management of physical assets and the overall management of capital to achieve Council key policy objectives, meet Government requirements and provide a good environment for staff and other users of Hartlepool Borough Council buildings.

The management of maintenance requires the provision of a consistent approach to the planning, management and reporting of building maintenance integrated with the Capital Strategy from an organisation wide perspective.

2 Objectives

The key objectives are:

- To specify the minimum Hartlepool Borough Council requirements for the management of maintenance;
- To ensure that building assets are adequately maintained;
- To ensure that the risks to Hartlepool Borough Council are effectively managed;
- To ensure that the health, safety and security objectives are met;
- To ensure effective maintenance at department level;
- To ensure that Hartlepool Borough Council has the necessary information for monitoring the maintenance, condition and performance of building assets at an organisation level; and
- To ensure that there is adequate information at the operational level, for undertaking maintenance including the ability to review policies and strategies, analyse life cycle costs, plan for replacements and upgrades, and improve the efficiency and effectiveness of maintenance.

3 Intent and Purpose

The intent is to develop the maintenance management of Hartlepool Borough Council owned building assets so that capital investment is protected, asset life cycle and service output costs are optimised, and service outcomes are achieved.

The purpose of this document is to provide the guiding principles on the management framework for the maintenance and repair of Hartlepool Borough Council owned building

assets to ensure compliance with the requirements of Government and other related policies and all legal obligations as responsible owners of a large estate.

It is acknowledged that the collaborative management relationships between all Hartlepool Borough Council operational areas in regard to the maintenance of Hartlepool Borough Council owned building assets is required.

4 Scope of Building Maintenance

BS3811 (1984) defines maintenance as, *‘the combination of all technical and administrative actions including supervision, intended to retain an item or restore it, to a state in which it can perform a required function’.*

This policy applies to the maintenance of all Hartlepool Borough Council owned building assets.

For clarity, a *‘building asset’* is defined as: -

“Any roofed structure enclosing space and intended for use as a shelter (for people, animals or property) or for recreational, educational, industrial, commercial or other functions and includes services and external infrastructure within the curtilage of the site”.

And *‘building maintenance’* activities are defined as: -

“All work on existing building assets, including utility services and external infrastructure within the curtilage of the site that is undertaken to achieve the following objectives”:

- *To retain the asset in a condition in which it can perform its required function.*
- *To prevent deterioration and failure or extend the life of the asset.*
- *To restore to correct operation within specified parameters*
- *To restore physical condition to a specified standard*
- *To recover from structural and service failure*
- *To obtain accurate and objective knowledge of physical and operating condition including risk and financial impact for the purpose of maintenance; and*
- *Partial equivalent replacement of components of the asset”*

Work excluded from maintenance includes:

- Improvements and upgrading to meet new service capacity or function;
- Refurbishment to new condition to extend the capacity of the asset;
- Capital replacement of major components to extend the capacity or useful life of the

asset (e.g. works that are to be capitalised in accordance with Hartlepool Borough Council & Government accounting policy);

- Upgrading to meet new Statutory requirements;
- Operational tasks to enable occupancy and use (e.g. cleaning, security, waste removal);
- Supply of utilities (energy, water and telecommunications);
- Construction of new assets; and
- Major restoration as a result of natural and other disasters.

For leased / rented buildings, responsibility for maintenance is subject to the terms and conditions of each lease agreement. Advice on maintenance liability in respect of any leased building should be obtained from the Hartlepool Borough Council's Estates Manager.

5 Standards and Strategy

The following details the compliance requirements for the effective and efficient management and delivery of building maintenance for Hartlepool Borough Council.

5.1 Key Objectives and Outcomes

The maintenance of Hartlepool Borough Council building assets should be directed towards:

- Meeting department service delivery needs which are reflected in the standards to which assets are to be maintained;
- Priorities based on the impact of condition on service delivery and risk;
- Minimising the whole-of-life costs of assets;
- Optimising capital receipts on disposal of building assets where additional income exceeds expenditure;
- Ensuring the most effective use of maintenance resources and aim to meet the Audit Commission's benchmark of 70% planned, 30% reactive spend and
- Ensuring appropriate information exists at department and Hartlepool Borough Council levels.

The key outcomes to be achieved from undertaking maintenance are:

- Functional and operational requirements of the working environment are met;
- The physical condition and efficient operation of assets is kept to a standard appropriate to their service function and value to the community; and
- All statutory and technical requirements to ensure health, safety, security and reliability are met.

5.2 Maintenance Standards

Building assets should be maintained at an appropriate condition and in efficient operation to support Hartlepool Borough Council & Departmental service delivery.

The following Tables provide asset standard ratings that should be used to prioritise works and set maintenance requirements.

5.2.1 Table 1: Property Rating

This table classifies properties by order of importance.

Property rating	
S1	Core service, critical or high profile asset to be in best possible condition
S2	Core service, asset to be in good condition operationally and aesthetically,
S3	Core service, asset to be in reasonable condition to meet operational and statutory requirements.
S4	Non-core service, operational property, condition needs to meet minimum operational and statutory requirements
S5	Non-core service, non-operational property maintained to meet statutory requirements only (i.e. Ancillary, or specified unoccupied or surplus assets)

5.2.2 Table 2: Condition Rating

This table informs on the condition of the building, using the Office of the Deputy Prime Minister (ODPM) PPI 1A rating system used in the Asset Management Plan. The data is collected on site through Condition Surveys.

Condition rating	
A	Good – Performing as intended and operating efficiently
B	Satisfactory – performing as intended but showing minor deterioration
C	Poor – Showing major defects and/or not operating as intended
D	Bad – Life expired and/or serious risk of imminent failure

5.2.3 Table 3: Priority Rating

Informs on the degree of urgency and importance of the defect using the Office of the Deputy Prime Minister (ODPM) PPI 1B rating system used in the Asset Management Plan. The data is collected on site through condition surveys.

Priority rating	
P1	Urgent work that will prevent immediate closure of premises and /or remedy to serious breach of legislation and /or high risk to health & safety.
P2	Essential works required within two years that will prevent serious deterioration of fabric or service and /or remedy to minor breach of legislation and /or minor risk to health & safety.
P3	Desirable work required within 3 to 5 years that will prevent deterioration of fabric or service and /or address a low risk minor breach of legislation and /or minor risk to health & safety.

5.2.4 Table 4: Reason Rating

Informs on the nature of the defect. Where a defect covers more than one of the following reasons the more serious reason would increase its priority level. Where there are competing schemes with the same priority consideration would be made by taking account of those with additional reason ratings.

Reason rating	
R1	Health and Safety Breach
R2	Breach of Legislation
R3	Deterioration of Fabric
R4	Security Implications
R5	Disabled Access Requirement

These standards will be reviewed in conjunction with the review of this document or at other times deemed necessary by the Asset and Property Management Team.

6 Maintenance Approach

6.1 Risk Management

Risks associated with maintenance will be managed in the following order of priority:-

1. Maintenance in respect of health and safety issues;
2. Statutory maintenance requirements; security, fire, gas, electrical and access systems;
3. Structural maintenance for all Hartlepool Borough Council owned building assets;
4. Building fabric maintenance for all Hartlepool Borough Council owned building assets except unoccupied assets, assets identified for disposal and ancillary assets; and
5. Maintenance of unoccupied assets, assets identified for disposal and ancillary assets.

6.2 Financial Management

- Determining the apportionment of the recurrent maintenance budget to planned and unplanned maintenance activities to achieve the established standards and address the risks detailed above;
- Identifying works that are to be considered for capitalisation
- Contributing to the development of Strategic Maintenance Plan funding needs.

6.3 Management Responsibilities

The management of Hartlepool Borough Council building maintenance is undertaken via:-

- Planned Maintenance – a centralised management model where management responsibility in relation to Council-wide planned maintenance primarily resides with the Procurement and Property Services Division.
- Reactive, Cyclical Maintenance – Through delegated budgets where management responsibility rests with Service Departments.

This arrangement will be reviewed as part of the development of the maintenance strategy.

6.4 Life Cycle Costing

Life Cycle Costing is the total costs of ownership, including the costs of acquisition, operation, maintenance, conversion and decommissioning. Of these phases the majority of the life of most assets is spent in the operate and maintain cycle. It is in this phase, that the asset creates the value contribution to the organisation, but also absorbs the vast proportion of the costs of maintenance. To minimise these costs and achieve best value a strategy of:-

- Clear definition of client's requirements for service life leading to a better understanding of project priorities and where valuable resources should be most effectively applied.
- Increased clarity in the client's understanding of the scope of the design and maintenance process.

- Optimisation between capital and operational expenditures through whole life costing of construction and maintenance solutions.
- Design and maintenance fulfilling these requirements leading to reduced costs due to over-specification of the service life of materials or components. With improved risk management by quantifiable decision making.
- Effective planning of the design and construction process leading to clear guidance, allocation and transference of responsibilities in the design and construction phases. Leading to improved construction quality, particularly of the aspects critical to service life.

7 Maintenance Activities

7.1 Planned Maintenance

- (Condition-Based) is to be used to comply with statutory requirements and for building fabric, structural components and renewal of time expired plant. The aim is to prevent major failure and reduce total maintenance costs over time. Undertaken as a result of an asset's condition and driven by a condition assessment or inspection process. This will apply to all building structures, fabric, mechanical and electrical services and site improvements.

7.2 Cyclical Maintenance

- (Preventative, Term, Servicing or Time Based) is to be used to comply with statutory or manufacturer's requirements and for building services. Undertaken at predetermined time intervals as required by statutory, technical or operational reliability considerations. This may be applied to building structures, fabric, services and site improvements but is used predominantly for the maintenance of mechanical and electrical services.

7.3 Reactive Maintenance

- (Corrective, Day-to-Day or Zero-Based) is minor unplanned maintenance used for assets experiencing breakdown, failure or vandalism of a component and for maintenance of those assets identified for disposal. Apart from statutory requirements, no maintenance action is undertaken until breakdown or the asset quality falls below the minimum standard specified for the asset. Reactive maintenance may be used for minor non-critical assets and those assets planned for refurbishment, replacement or disposal.

7.4 Backlog Maintenance

- Maintenance which has been deferred on a planned or unplanned basis usually due to lack of funds. Backlog maintenance should be re-evaluated at least annually in terms of priority and considered for inclusion in the Maintenance Work Programme as part of the Maintenance Planning process.

7.5 Required Maintenance

- Identified items requiring attention within 5 years and which should be planned for.

7.6 Condition Assessment

- A database of building asset condition shall be maintained.

The condition of all Hartlepool Borough Council building assets will be assessed in detail by means of a condition survey at least once every five years undertaken by competent and suitably qualified surveyors and engineers

This structured programme of condition assessment will provide consistent, quantitative and qualitative information relating to asset performance in terms of condition and associated risk allowing adequate information to be gathered for management and planning purposes.

This programme shall link with the normal Hartlepool Borough Council planning and budget cycles and will be completed annually.

The Estates Manager shall ensure that properties purchased and those leased with repairing obligations are presented to Hartlepool Borough Council with full condition assessment reports.

8 Maintenance Planning

Planning for maintenance shall be undertaken on an annual basis based on information from: -

- The property database
- The condition survey programme and interim condition checks;
- Existing programmes and historical data;
- Faults and repairs notified by building users;
- Feedback from Construction and Maintenance Team Project Officers;
- Feedback from servicing, repairs and improvements in progress;
- Legal requirements e.g. lease or repair covenants and
- Review of departmental, Council, Capital Investment and Strategic Plans.
- The disposals programme

Planning horizons shall be up to five years ahead with the objective to identify activities for each year in the planning period, for the purpose of developing annual maintenance work programmes and budget allocations. The plans should detail as a minimum: -

- Planned maintenance priorities;
- Cyclical maintenance requirements;
- Backlog maintenance priorities;
- Major repairs or replacements that may need to be considered for capitalisation; and
- Recommendations for disposal or upgrading of assets based on life cycle, functional or condition factors.

9 Maintenance Budget

A maintenance budget and appropriate financial controls is established in accordance with Hartlepool Borough Council financial delegations. The maintenance budget reflects the requirements of the Council's financial strategy.

Where possible maintenance works classified as an enhancement can be capitalised. Such works would lengthen substantially the useful life of the asset, increase substantially the open market value of the asset or increase substantially the extent to which the asset can be used. This type of work will be capitalised in accordance with the CIPFA Capital Accounting Arrangements

Meanings of enhancement:

- Lengthening substantially the useful life of the asset
- Increasing substantially the open market value of the asset.
- Increasing substantially the extent to which the asset can or will be used for the purposes of or in connection with the functions of the local authority concerned.

Typical examples of works falling within this definition are: -

- Major works which can be included maintenance of roads/paths
- Retaining walls
- Provision of / re-building
- Cold water storage tanks and services
- Total rewiring
- Boiler replacements
- Central heating provision or replacement
- Thermal insulation of roofs
- Replacement or double glazing of all windows
- Access for disabled and elderly persons
- Means of escape in case of fire
- External cladding of buildings
- Foundation works (underpinning)
- Major external structural works to a building
- Major damp proof course works

The distribution of funding for maintenance should be determined by utilisation of a priority matrix including such factors such as a department's overall Service Asset Management Plan, the property, condition, priority and reason ratings, current condition and age profile of its building assets, operational requirements and backlog maintenance.

10 Resource Plan

In order to implement the Strategy outlined in this document and link it to the Corporate Asset Management Plan, capital and revenue resources are made available.

The overall aim being to clear all existing Priority 1 (urgent work) and then target expenditure towards minimising any new Priority 1 work and reducing the backlog of Priority 2 (essential work).

The long term plan (five-year plus) is to minimise Priority 1 and 2 categories and reduce the backlog of Priority 3 (desirable work).

A maintenance works programme for all Hartlepool Borough Council building assets is formulated on an annual basis based on the requirements detailed in the maintenance plan and within the available budget.

The minimum duration of the Maintenance Works Programme is one financial year.

Subject to financial considerations and for reasons of efficiency and more effective planning and implementation, every endeavour to have programmes extending over more than one financial year will be made.

In the development of Maintenance Works Programmes the focus is on service delivery obligations, maintenance priorities, allocation of resources and performance management.

11 Maintenance Information and Systems

To achieve consistency and to facilitate benchmarking and performance improvement, maintenance expenditure needs to be captured against appropriate maintenance categories.

The maintenance of building assets must be adequately supported by an efficient and effective property information Management System to facilitate operational maintenance work scheduling and control, planning, resource allocation, programme management and reporting.

APPENDIX D

HARTLEPOOL BOROUGH COUNCIL

SERVICE PROPERTY ASSET MANAGEMENT OUTCOMES

Appendix D

HARTLEPOOL BOROUGH COUNCIL
Service Property Asset Management Outcomes

Property	Requirement / Initiative	Notes	Timescale
Wynyard House	<ul style="list-style-type: none"> Previously leased to and now sold to Housing Hartlepool Community Services Sports Development Team relocated to refurbished Carnegie Building 	<ul style="list-style-type: none"> Capital programme Disposals income used to part fund refurbishment of former Archive Store and Carnegie Building 	<ul style="list-style-type: none"> Sold November 2005.
Carnegie Building -	<ul style="list-style-type: none"> Previously vacant now refurbished and occupied by staff relocated from Wynyard House and Cromwell Street Depot 	<ul style="list-style-type: none"> Accommodation Strategy Use of grant funding from variety of sources 	<ul style="list-style-type: none"> Operational from October 2005.
Civic Centre	<ul style="list-style-type: none"> Remodelling and refurbishment of existing Reception and back office area to create Contact Centre 	<ul style="list-style-type: none"> Capital Programme Prudential Borrowing Part of ICT and Efficiency Strategies 	<ul style="list-style-type: none"> On target to start on site July 2006. Open to public January 2007. Back Office works scheduled for completion by August 2007
Civic Centre	<ul style="list-style-type: none"> Modernisation and Maintenance Works. 	<ul style="list-style-type: none"> Capital Maintenance Programme Prudential Borrowing 	<ul style="list-style-type: none"> Start on site June 2006 Completion June 2009 Major Disruption around building over next 3 years

Briarfields Training Centre – Elwick Road	<ul style="list-style-type: none"> • Closed • Declared surplus 	<ul style="list-style-type: none"> • Functionally Obsolete • Physical Condition poor • Listed Building 	<ul style="list-style-type: none"> • Surplus to requirements <p>Cabinet to consider options – development and brief being subjected to consultation</p>
Lynn Street - Adult Training Centre	<ul style="list-style-type: none"> • Closed • Declared surplus 	<ul style="list-style-type: none"> • Functionally Obsolete • Physical Condition poor 	Planned Demolition July 2006 - with sale or site usage for partnering project being considered
Pupil Referral Unit – Burn Valley Gardens	<ul style="list-style-type: none"> • Service relocation to Brierton School Site (Access To Learning) • Surplus to requirements 	<ul style="list-style-type: none"> • Corporate Restructure • Functionally Obsolete • Location Obsolete 	Closed. For sale - sealed bids invited July 2006.
St. Benedicts Hostel – Park Road	<ul style="list-style-type: none"> • Resident re located to new supported accommodation • Negotiations on-going with PCT to develop Primary Care Facilities (LIFT) 	<ul style="list-style-type: none"> • Non Operational Property • To be demolished • Council may locate some services within new development as part of partnering arrangement. 	Demolition to commence July 2006
53 Murray Street	<ul style="list-style-type: none"> • Leased property • Children's Services Team relocated to Somersby Close Family Resource Centre.(Council own free-hold) 	<ul style="list-style-type: none"> • Functionally obsolete 	Lease Terminated August 2005.
Somersby Close - Family Resource Centre	<ul style="list-style-type: none"> • Building part occupied by Children's Services and Housing Hartlepool – HH lease to be terminated • CS to expand into vacated space. 	<ul style="list-style-type: none"> • Accommodation Strategy 	Lease to terminate end of June 2006

Blakelock Day Centre Flat	<ul style="list-style-type: none"> • Unoccupied 	<ul style="list-style-type: none"> • Functionally obsolete 	<ul style="list-style-type: none"> • Options for refurbishment considered
Grainger Street	<ul style="list-style-type: none"> • HH ownership • HBC lease as part of Community Safety Partnership 	Review of Policy occupation on-going	<ul style="list-style-type: none"> • HBC given notice to terminate lease
110 Flint Walk	<ul style="list-style-type: none"> • HH ownership • HBC lease as part of Community Safety Partnership 	Review of Policy occupation on-going	<ul style="list-style-type: none"> • HBC given notice to terminate lease
Phoenix Centre	<ul style="list-style-type: none"> • Council has 3 month option to purchase 	<ul style="list-style-type: none"> • Modern Community Centre • De-centralised services 	<ul style="list-style-type: none"> • Options of potential for providing services to local community being considered
Cromwell Street Depot	<ul style="list-style-type: none"> • Declared surplus as a result of Housing Stock Transfer 	<ul style="list-style-type: none"> • Marketed 	<ul style="list-style-type: none"> • Negotiations with developer commenced July 2006
Central Library	<ul style="list-style-type: none"> • Relocation of Childrens Information Services from Civic Centre to Library 	<ul style="list-style-type: none"> • Improved location and integration • Shared accommodation 	<ul style="list-style-type: none"> • Relocation June 2006

See Distribution

Assistant Chief Financial Officer &
Head of Property Services
CL/LH Mr C Little, Ext. 3101

***IMPLEMENTATION OF REVISED APPROVAL PROCEDURES FOR
SUBMITTING CAPITAL BIDS***

The purposes of this memo are:

- to outline why the Council needs to implement revised approval procedures for submitting capital bids; and
- to outline the new procedures.

Why are new procedures needed?

In previous years the Council's capital investment strategy aimed to maximise investment in the town to secure new or improved facilities. In view of the deteriorating revenue position in future years this approach is no longer appropriate. Therefore, a new strategic approach is needed to enable Cabinet to consider bids before they are submitted. This approach will apply to all proposals and enable Cabinet to ensure that only those bids, which will contribute towards the Council's overall aims are approved.

The Budget and Policy Framework report referred to the need for these new procedures and both Cabinet and Council have approved the basic approach. This memo set outs the proposed detailed procedures.

The new procedures will play an important part in the next CPA review as they will help demonstrate that the Council: -

- has a policy led budget;
- links budgets and the capital programme to its priorities;
- effectively manages its asset base;
- has effective arrangements for reporting and monitoring performances against budgets.

New Procedures

In order to ensure a consistent corporate approach all proposed bids for capital projects (including schemes, which will be fully funded from grants), will need to be approved by Cabinet before they are submitted. The report to Cabinet will need to include the following sections: -

- Brief description of project;
- Description of how project will contribute to achievement of the Council's aims, (including the specific Community Strategy Aim);

- Analysis of capital cost of proposal and funding sources;
- Description of how project is aligned to the Corporate Asset Management plan (via prior consultation with the CAMG).
- Analysis of revenue cost of proposal (including determination of “Whole Life Costs” and the value of annual revenue contribution to establish a “Whole Life Costs” reserve) and funding arrangements, including
 - an exit strategy if time limited grant funding will be used; or
 - the identification of savings which will be implemented to offset new costs and why the proposal is a higher priority than the existing service.
- Risk Assessment, including:
 - strategy for managing project within approved capital budgets to demonstrate how overall cost increases will be managed;
 - assessment of impact on future service flexibility of grant claw back arrangements;
 - arrangements for ensuring funding conditions will be complied with.

The report will also include a detailed Project Evaluation Form, either the standard HBC pro-forma or the funders project application where this records the same information.

Implementation Date for New Arrangement

With immediate effect.

ASSISTANT CHIEF FINANCIAL OFFICER
(CORPORATE FINANCE)

HEAD OF PROPERTY
SERVICES

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	Property y	Description of Project	Estimated Costs Including Fees	Prioritisation Criteria															Table A	
					Corporate Property Objectives															
				AMP Category y	Community Strategy Themes and Priority aims	Ensure Property Solutions Appropriate to service needs	Maximise finan cial return from property	Minimise Co st in use of property	Enhance quality Sustainability. Accessibility	Outcome of Best Value reviews	Anticipated Service d elivery life	Long term Interest in Property	Strategic Corporate Property Review	Integration with proposed future capital Funded refurb	Availability and possibility of attracting additional funding other funding sources	Requirements to phase works in order to spread costs	Potential revenue saving	Health and Safety Implications	Comments	
1	Church Street Offices	Boiler Replacement	30000	n/a	Yes	Yes	Yes	Yes	Yes		Long Term	Yes					Yes	Yes	Boilers obsolete	
2	A2L	Boiler Replacement	60000	2a	Yes	Yes		Yes	Yes								Yes	Yes	December 2005 operational problems requiring asbestos clearance no parts available for the plant (obsolete)	
3	Throston Library	Roofing	30000	2d	Yes	Yes		Yes	Yes		Long Term	Yes					Yes	Yes	Site inspection KT/SH/AW 25th August 2005	
4	Education Development Centre	Roofing Phase 3	60000	2c	Yes	Yes	Yes	Yes	Yes		Long Term	Yes				Yes	Yes		Noted evode and membrane failure	
5	Civic Centre	Completion of Electrical test and inspection	20000	n/a	Yes	Yes		Yes	Yes		Long Term	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Continuation of previous phases linked to major investment project	
		Sub total	200000																	

CABINET REPORT

31st July 2006



Report of: Head of Procurement and Property Services

Subject: BRIARFIELDS HOUSE AND ASSOCIATED
LAND, ELWICK ROAD

SUMMARY

1.0 PURPOSE OF REPORT

To consider the results of consultations and possible future actions in respect of the Briarfields House, Lodge and associated land

2.0 SUMMARY OF CONTENTS

Responses from a range of consultees are outlined in connection with options for Briarfields House, Lodge and Associated Land.

3.0 RELEVANCE TO CABINET

The proposed development of the land is of significant interest to the community at large and the sale of the land has potential to generate a capital receipt for the Council

4.0 TYPE OF DECISION

Key Decision Test (i) and (ii) applies

5.0 DECISION MAKING ROUTE

Cabinet 31st July 2006

6.0 DECISION(S) REQUIRED

That Cabinet considers possible future options in respect of the Briarfields House, Lodge and Associated Land.

Report of: Head of Procurement and Property Services

Subject: BRIARFIELDS HOUSE AND ASSOCIATED
LAND, ELWICK ROAD

1. PURPOSE OF REPORT

- 1.1 To consider the results of consultations and possible future actions in respect of the Briarfields House, Lodge and associated land

2. BACKGROUND

- 2.1 At the meeting of 15th May 2006 Cabinet considered a range of options on the future use of the Briarfields House and associated land (including the Lodge).
- 2.2 The Council owns approximately 3.05 ha (7.54 acres) of land at Briarfields on Elwick Road (**Appendix 1**).
- 2.3 The overall Briarfields site comprises Briarfields House and garden (including the Lodge) 0.54 ha (1.33 acres), the open field area 1.49 ha (3.67 acres) and the allotment site 1.03 ha (2.54 acres).
- 2.4 The house and lodge are both vacant non operational property. Social services vacated Briarfields House in April 2005 and the site has been a security risk since that time. No operational need has been found for the property since that time.
- 2.5 At the meeting Cabinet agreed to consider further an option for the Council to bring forward the Briarfields House, Lodge and associated land amounting to approximately 0.54 ha (1.33 acres) and dispose of this as a whole or in lots in line with an agreed draft planning brief attached at **Appendix 2** and subject to consultation and planning approval.
- 2.6 It is possible to identify 3 lots as detailed in **Appendix 1** i.e.
- | | |
|-------|--|
| Lot 1 | Briarfields House (with restricted land)
0.26 ha (0.65 acres) |
| Lot 2 | Lodge 0.07 ha (0.15 acres) |
| Lot 3 | Building Plot 0.21 ah (0.53 acres) |
- 2.7 As part of the further consideration Cabinet also agreed to consult with a number of stakeholders:-
- Local residents

- Tees East and North Yorkshire Ambulance Service (TENYAS)
- Briarfields Allotments representatives
- Central Neighbourhood Consultative Forum
- The Conservation Area Advisory Committee
- Corporate Asset Management Group

3. CONSIDERATIONS

3.1 The results of the consultation exercise can be summarised as follows:-

3.1.1 **"TENYAS** stated that they may still consider relocating the ambulance station and entering into a joint marketing of the surrounding land with the Council in the future, but at present the Service is being reorganised so strategic decisions cannot be made at the present time. The view was however that the marketing of Briarfields, the lodge and the garden development plots would not jeopardise any future development of the remaining land and they were happy with what was proposed in the development brief, subject to the Council retaining as much of the access road as possible."

3.1.2 **Allotments Association** raised the following points

- The house was not built by the Cameron Family
 - The use of the public footpath by cycles
 - The gardeners easement to the allotments
 - The paddock was not part of the curtilage.
 - The allotments are not within the Conservation Area.
- These items can be covered in amendments to the brief

3.1.3 **Central Consultative Forum**

The brief was considered at the meeting on 15th June 2006. The forum made no adverse comments but were asked to submit any further comments after the meeting. No further comments have been received.

3.1.4 **Conservation Areas Advisory Committee** (including representatives of Hartlepool Civic Society) considered the brief at its meeting on 22 June 2006. The group was generally supportive of the option to market the house and lodge with the guidance given in the Brief

3.1.5 **Victorian Society** suggested that the area given to Lot 1 may be rather smaller than a prospective purchaser of a large house might wish to own. If one lot was split between 1 and 3, the sizes might be more saleable, provided that agreement could be reached with the purchasers to prevent further development of the gardens".

3.1.6 **Tees Archaeology** supported the aim to protect and find suitable uses for the existing buildings. There are no known archaeological remains to the north of Briarfields House although the Paddock and allotment

areas are likely to contain features connected with the deserted medieval village of Morleston-next-Tunstall.

- 3.1.7 **Park Residents Association** stated that alterations or extensions in and around Briarfields house and lodge must be in keeping with the architecture, appearance and ambience of the Conservation Area.

3.1.8 **Residents**

Two residents of adjacent properties had no objections although one stated that they did not want to see another housing development.

3.1.9 **Other Comments**

A number of individuals stated that they were interested in tendering for the properties should they be placed on the market.

No comments were received from English Heritage.

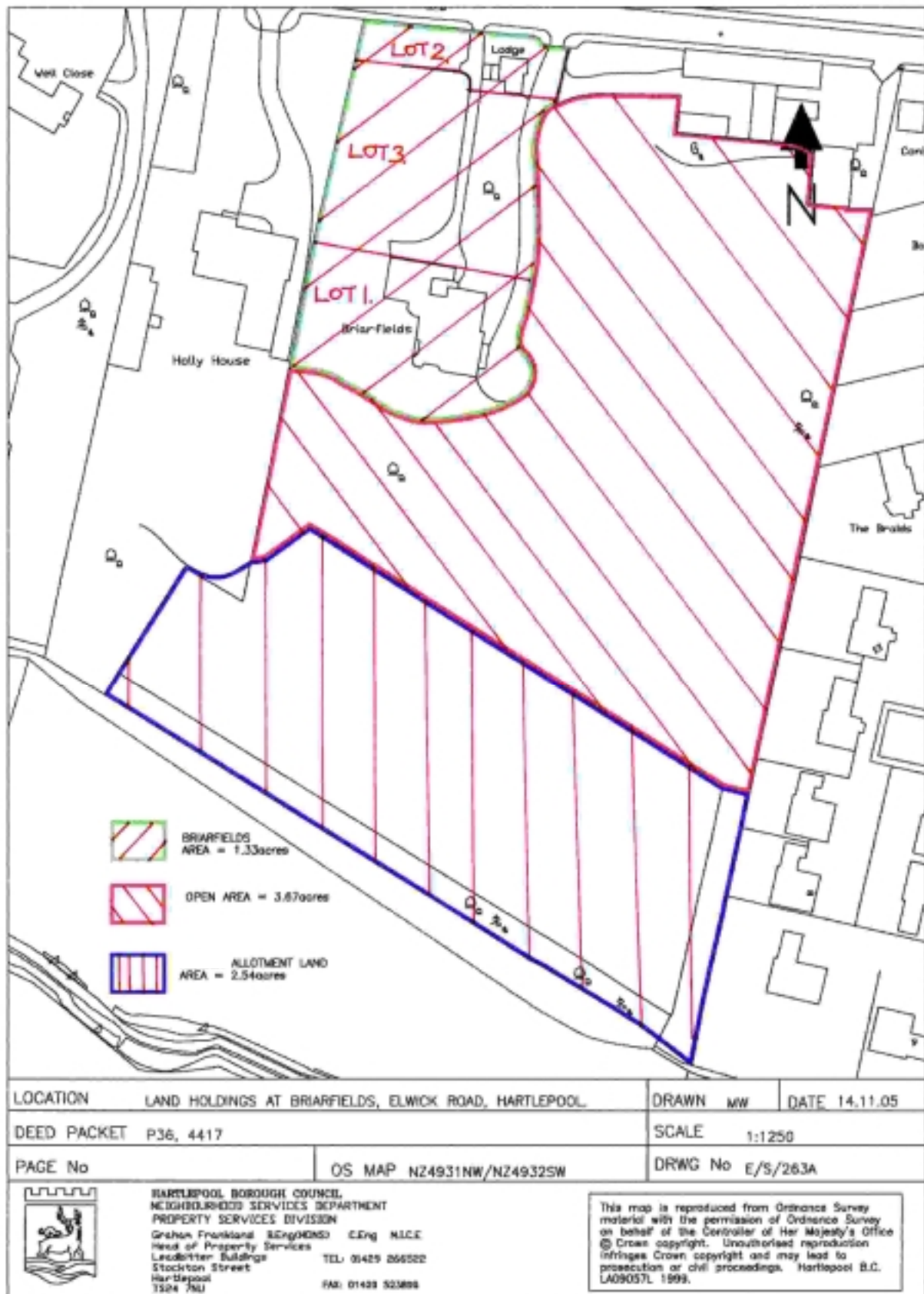
- 3.2 There are still no requirements for the land in terms of Council operations and the group supports the option to test the market for disposal.

4. **CONCLUSIONS**

- 4.1 In general the results of the consultation support the potential to market the areas of land in question.
- 4.2 There were some useful comments and suggestions raised in the consultation exercise that will be incorporated in future actions.

5. **RECOMMENDATIONS**

- 5.1 That Cabinet considers possible future options in respect of the Briarfields House, Lodge and Associated Land.



**DRAFT BRIEF
May 2006**

Briarfields House & Lodge

1. Purpose of the Brief

This brief seeks to assist the marketing of Briarfields House and Lodge at Elwick Road Hartlepool. It sets out guidance on suggested uses and on the design and layout of development to ensure that this important site in the Park Conservation Area is protected and enhanced. It follows the policies laid down in the Hartlepool Local Plan 2006 and should be read in conjunction with sales particulars issued by the Borough Council. The brief is not prescriptive and does not set out a definitive statement on the ultimate form of development.

2. Location

Briarfields House and Lodge are situated on the south side of Elwick Road between the Hartlepool Ambulance Station (Tees, East and North Yorkshire Ambulance Service) and 301 Elwick Road, Hartlepool TS26 0BE.

It lies within the Park Conservation Area which was designated in 1979.

The site measures approximately 0.54 hectare. It comprises Briarfields House and Briarfields Lodge with access from a gateway off Elwick Road.

The site is bounded on the north by a 2.5 metre high brick wall, to the east and south by an open area of paddock and former allotment land. To the west is Holly House a large private residence. The site contains large mature trees and hedges.

3. Historic Background

Briarfields House was built in 1895 and was then owned by the Cameron family. For many years it was an aged persons home before being used as offices by the Social Services department. It has been declared surplus to requirements and has been vacant since April 2005.

The site is protected by virtue of its location within the Park Conservation Area. This brief seeks to protect the site and where possible to enhance the buildings and their setting.

Although the building is not currently included in the List of Buildings of Architectural or Historic Interest it is nevertheless a fine example of a late nineteenth century house. It is possible that at some point the building may be considered for inclusion on a non-statutory local list of buildings to be protected (See Local Plan Policy HE12).

4. The Character of the Conservation Area

The quality of the Park Conservation Area derives from the attractive mixture of large imposing late nineteenth century houses set in large grounds with mature trees giving a feeling of spaciousness with buildings being hidden behind brick walls, trees and shrubs. There is a great variety of architectural features and styles with many of the

older buildings being of smooth red brick with contrasting stone and terracotta decoration with walls and gate piers of red brick.

In view of the location within the Conservation Area permission to demolish the house and lodge will not be granted (see Local Plan policies HE1 & HE4).

5. The Surrounding Area

Whilst this brief relates only to the marketing of the Briarfields House and the Lodge it is important to recognise that the site to be disposed of is only part of a wider curtilage in the area. The various parts of the former curtilage are shown on Plan in **Appendix 1**.

a) The Access gateway. Access to Briarfields House and the Lodge is via the original main driveway. The Borough Council will retain control of this access to safeguard current users and to ensure that any future development in the area is capable of being served from this access

A Public Footpath extends from the Elwick Road entrance gateway to the south east of the area. Once the allotments are in place (see d below) it is likely that allotment holders may use the right of way to gain pedestrian access to the allotments.

b) The Ambulance station. The existing ambulance station operations require use of the gateway as an exit from its complex. Whilst at present there are no firm proposals to relocate the Ambulance station to a new site it is possible that in the future the Elwick Road site might become available for redevelopment.

c) The Paddock The Paddock was previously part of the grounds of the Briarfields House, being used at one time as a playing pitch. It has been unused for many years. Over recent years there have been proposals to dispose of the Paddock for housing. Whilst the emerging Local Plan does not allocate the Paddock for any particular use it is possible that it may be developed for low density high quality housing at some point in the future should there be such a requirement under the 2006 adopted Local Plan Policy Hsg5.

d) The Proposed New Allotments Area - The 12 allotment plots are to be created to the south east of the site. Planning permission for the allotments (H/2006/0128) was granted in March 2006.

e) The Former Cleared allotment Site - The remainder of the former allotment site is not specifically allocated in the 2006 Hartlepool Local Plan.

6. The Development Potential

In line with Local Plan Policy HE1 the preferred use within the Park Conservation Area is for residential development.

It is proposed to dispose of the site as a combination of lots as follows:

Lot 1 - which comprises Briarfields House and measures 0.26 ha (0.65acre). This is an imposing house well suited for use as a single residence or for conversion into a

number of high quality apartments. The demolition of the existing lodge building will not be permitted.

Prior to any work being carried out within the loft space developer should discuss the possibility of bat roosts in the loft although a previous survey carried out by a specialist bat worker did not reveal evidence of bats.

Lot 2 - comprises the Lodge and a garden area to the west. It is bounded on the north side by a substantial brick wall. The plot measures about 0.07 hectare (0.15acre). The demolition of the existing lodge building will not be permitted.

Lot 3 - comprises a garden area immediately to the north of the Briarfields House with an area of about 0.21 hectare (0.53acre). The preferred development will be a two storey dwelling unit covering no more than 25% of the plot size.

7. Design & Layout

The development should accord with the principles set out in the following policies of the adopted Local Plan 2006

Hsg9	Housing Layout
GEP1	General Environmental Principles
HE1.	Protection and Enhancement of Conservation Areas.
GEP3	Crime Prevention by Planning and Design. .
GEP12	Trees, Hedges and Development

Access will from the existing driveway.

8. Trees

Trees form an essential element in the character of the site with the Park Conservation Area. Any works should accord with the guidance contained in the Hartlepool Local Plan Supplementary Note as updated by the document published in Spring 2006 "Trees and Development" and the accompanying leaflet attached to this brief.

A tree survey has indicated that the majority of the trees are of a high quality and should be retained because of their individual or group value. The developer will be expected to provide their own arboricultural survey of trees, produced in accordance with the recommendations of BS 5837: 2005 'Trees in relation to construction' –, which will be used to form the basis of their proposals regarding the felling, planting or remedial work to trees.

In considering the juxtaposition of trees and buildings, site layout designs will be expected to ensure that trees which are to remain are given adequate space, including sufficient allowance for future growth.

Removal of trees is only likely to be approved where good tree management would allow other higher quality trees to be enhanced by the felling of dead, dying or diseased trees. Works to trees should where possible be carried out in the period from August to the end of February in order to avoid the bird-nesting season. An exception to this will only be made if a qualified ecologist has surveyed the trees to be removed to establish that no breeding birds are present. In addition any mature trees which are proposed for felling should be checked for wildlife habitats including hollows and cavities. If these are found a bat survey should be undertaken prior to felling.

Where trees are to be removed a replacement planting scheme will be required.

All approved pre-development tree works and development facilitation pruning must be carried out in accordance with current arboricultural best practice and with the requirements of British Standard BS 3998 (1989) Recommendations for Tree Work.

For further information on trees contact : derek.wardle@hartlepool.gov.uk

Tel.01429 523414

or : tony.dixon@hartlepool.gov.uk Tel. 01429 284071

9. Foul Drainage

The existing house and lodge are connected to the sewer which is situated on Elwick Road but likely only for foul element. A drainage survey may be required to confirm the availability of facilities.

10. Surface Water Drainage

Northumbria Water will require that any new development requiring additional connections to the public sewer system should be based on separate surface water facilities.

A soak away system based on Sustainable Drainage techniques is the preferred means of directing surface water from the development.

The nearby watercourse is currently at capacity. In the event of discharge being directed to the water course it is likely that a controlled discharge will be required to accommodate additional surface water run off before discharge into the Burn Valley Beck. In addition private connection to the watercourse will require easements to be negotiated across third party land ownerships

Developers should discuss mechanism for the discharge to the sewer system with Northumbrian Water Limited: telephone 0800 3287648.

11. Flood Risk Assessment

The development site subject to this brief lies within 160 metres of a designated 'Main River' but it is not within either the Environment Agency's Flood Risk Zone 2 (medium flood risk) or within Zone 3 (High Risk) as set out in their Standing Advice. Whilst a flood risk assessment is unlikely to be required developers should check with the Environment Agency for confirmation.

CABINET REPORT

31 July 2006



Report of: Director of Regeneration and Planning Services

Subject: REVISION TO LOCAL DEVELOPMENT SCHEME
2006

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To advise that the Revised Local Development Scheme setting out the programme for the planning policy documents over the next three years has been approved by the Government Office for the North East and will come into effect after 28 July 2006.

2. SUMMARY OF CONTENTS

- 2.1 The Local Development Scheme should be kept up to date as far as possible and revised periodically to ensure that milestones are as realistic as possible. There are three main items which have been revised to reflect changes over the last year.
- a). The Hartlepool Local Plan omitted following its adoption.
 - b) The correction of the table setting out the key milestones for the preparation of the Planning Obligations Supplementary Planning Document (SPD).
 - c) Inclusion of the timetable for the preparation of the Joint Development Plan relating to minerals & waste carried out by the Tees Valley Joint Strategic Unit on behalf of Hartlepool Borough Council and the other four Tees Valley Authorities.
- 2.2 Following approval of the draft Revised Local Development Scheme by Cabinet on 15 May 2006 the document was submitted to the Secretary of State. The Planning Inspectorate requested two very minor changes relating to timetabling and Government Office has now indicated that the Revised Scheme may come into effect after 28 July 2006.

3. RELEVANCE TO CABINET

The Local Development Scheme sets out the Council's programme for the preparation of development plan documents forming part of the Development Plan which is part of the Budget and Policy Framework.

4. TYPE OF DECISION

Non Key : for Information

5. DECISION MAKING ROUTE

Cabinet at 31 July 2006.

6. DECISION REQUIRED

To note that the Hartlepool Revised Local Development Scheme 2006 shall have effect from 28 July 2006.

Report of: Director of Regeneration and Planning Services

Subject: REVISION TO LOCAL DEVELOPMENT SCHEME
2006

1. PURPOSE OF REPORT

- 1.1 To advise that the Revised Local Development Scheme setting out the programme for the planning policy documents over the next three years has been approved by the Government Office for the North East and will come into effect after 28 July 2006.

2. BACKGROUND

- 2.1 The preparation of a Local Development Scheme is a requirement under the new planning system. Its main purpose is to identify a rolling programme for the council's proposals for producing policy documents over the next three years and to highlight the stages in the preparation of planning policy documents particularly with regard to public participation with the community and major stakeholders.
- 2.2 The Secretary of State approved the original Local Development Scheme in March 2005 with effect from 15 April 2005.
- 2.3 Five documents were highlighted in the 2005 Local Development Scheme, namely
- The new Hartlepool Local Plan,
 - Statement of Community involvement
 - Core Strategy Development Plan Document (DPD)
 - Housing Allocation Development Plan Document (DPD)
 - Planning Obligations Supplementary Planning Document (SPD)

3. REVISIONS TO THE LOCAL DEVELOPMENT SCHEME

- 3.1 It is important that the Local Development Scheme is kept up to date and is revised periodically to ensure that it is rolled forward and that milestones are as realistic as possible.
- 3.2 There are three main items which need to be revised to reflect changes over the last year.
- a) The Hartlepool Local Plan. As the Local Plan was adopted on 13 April 2006 the reference has been omitted from the revised LDS.

- b) Planning Obligations Supplementary Planning Document (SPD). The issue of developer contributions is complex and covers a wide range of activities. Further guidance is expected from Government in the future. The 2005 LDS identified that work would start on the document in July 2006 as stated in Diagram 2 of the approved document. However Table 5 indicated that work would commence in July 2005. Whilst initial work has indeed commenced on the SPD with an assessment of developer contributions for play facilities based on set formulae the amount of preparation work is still considerable. The timetable set out in Diagram 2 of the LDS is more realistic in terms of achieving target dates. It is therefore proposed to revise Table 5 to reflect that the consultation on the draft document will take place in January – March 2007 and that adoption is envisaged in July 2007.
 - c) Joint Minerals and Waste Development Plans Documents
Paragraph 3.21 of the 2005 LDS indicated that discussions have been underway with the Tees Valley Joint Strategic Unit and the other four Boroughs in the Tees Valley with a view to preparing a Joint Development Plan Document on Minerals and Waste.
Cabinet on 12 April 2006 endorsed the principle of the Joint Strategy Committee taking responsibility for the preparation of the Joint Minerals and Waste Development Plan Documents on behalf of Hartlepool Borough Council and the other four Tees Valley Authorities.
A timetable has now been agreed and it is appropriate that the LDS for Hartlepool be revised to include the programme for the preparation of these Development Plan Documents.
 - d) Other Minor editing and Updating
Parts of the text of the LDS requires have been updated to reflect a number of changes over the last year arising from the completion of the local plan and the preparation of related studies.
- 3.2 Following approval of the draft Revised Local Development Scheme at Cabinet on 15 May 2006 the document was submitted to the Secretary of State. Two very minor changes relating to timetabling were requested by the Planning Inspectorate to give more time between the receipt of the Inspector's report on Core Document and work on the Housing Allocations Development Plan Document. The Scheme has been amended to bring the Core Strategy forward by two months and to put back the Housing Allocations DPD by two months. In addition a slight amendment has been made to the Joint Minerals and Waste DPDs so as the programme conforms to other Tees Valley Authorities' schemes.
- 3.3 Government Office has now indicated that the Revised Scheme may come into effect after 28 July 2006.
- 3.4 A copy of the Revised Local Development Scheme as approved by Government Office is attached as **Appendix 1**.

4. OFFICER ADVICE

- 4.1 That the Hartlepool Revised Local Development Scheme 2006 shall have effect from 28 July 2006.

LOCAL DEVELOPMENT SCHEME

JULY 2006



HARTLEPOOL BOROUGH COUNCIL

Hartlepool Local Development Scheme: Contents

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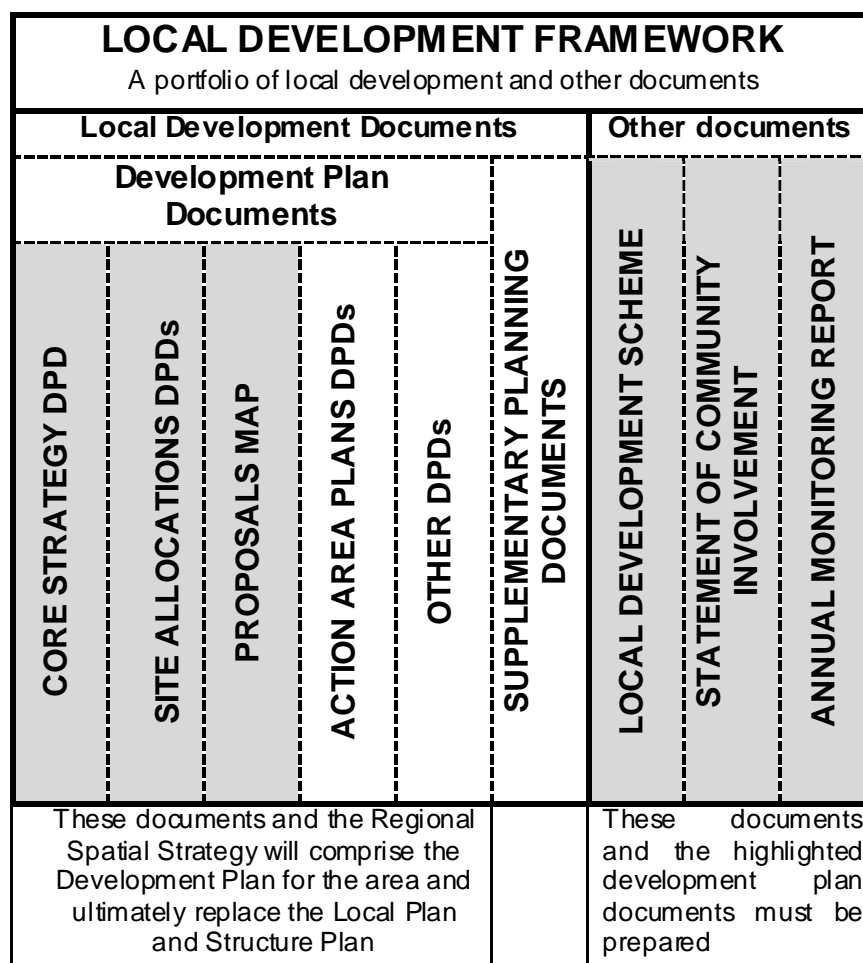
1. Introduction

- 1.1. This local development scheme sets out a rolling programme for the preparation of documents relating to forward planning in Hartlepool. It is specifically concerned with documents being prepared over the next three years or so, but also highlights those which are likely to be prepared in the future. The scheme will be reviewed as necessary as circumstances change (see section 9).
- 1.2. The first local development scheme was published in March 2005. This first review has been prepared to take account of the proposal to prepare a joint Minerals and Waste Local Development Framework and also to exclude from the programme, the Hartlepool Local Plan, which was adopted in April 2006.
- 1.3. The scheme acts as the starting point for the community, key stakeholders and others with an interest in the development process, to find out about the status of existing and emerging planning policies. It sets out the timetable and highlights the key stages for the preparation of new policy documents and when they are proposed to be subject to public consultation.
- 1.4. Statutory planning policies for Hartlepool are presently set out in the 2004 Tees Valley Structure Plan and the 2006 Hartlepool Local Plan including Mineral and Waste policies.
- 1.5. The Planning and Compulsory Purchase Act 2004 has resulted in major changes to the way the planning policy system operates and in the future new types of planning document will be prepared. Local Development Documents (LDDs) contained within a Local Development Framework (LDF) will progressively replace the Local Plan and Supplementary Planning Guidance, whilst at the regional level, a new Regional Spatial Strategy currently under preparation will replace the Regional Planning Guidance for the North East.
- 1.6. Acronyms and terminology used in this document are explained in Appendix 1.
- 1.7. The Local Development Scheme describes the main features of the new planning system and then sets out the programme for the production of future planning policies. Important aspects related to the process for the development of planning policies are highlighted in sections 4 to 8 of the Scheme and the final section identifies circumstances in which the scheme will be reviewed.

2. The New Development Planning System

The **Local Development Framework** will comprise a portfolio of **Local Development Documents** which will together deliver the spatial planning strategy for the Hartlepool area (see Diagram 1 below). Initially the Local Development Framework will also include saved policies from the local plan and the structure plan (see paragraphs 3.3 to 3.4).

Diagram 1:



2.2 The documents comprising the Local Development Framework include

- This document – the **Local Development Scheme** (LDS) – setting out the details of each of the Local Development Documents to be started over the next three years or so and the timescales and arrangements for preparation. The scheme also sets out the timetable for the adoption of the new local plan currently at an advanced stage of preparation.
- **Development Plan Documents** (DPDs) – which together with the Regional Spatial Strategy will comprise the statutory Development Plan and deliver the spatial planning strategy for the area. The Development Plan Documents will be subject to independent public examination.

The completion of the new Hartlepool Local Plan will reduce the necessity for undertaking the preparation of DPDs in the short term, but ultimately

there will be a number of different types of Development Plan Documents as follows:

- **Core Strategy** setting out the spatial vision, spatial objectives and core policies for the area;
- **Site Specific Allocations** of land such as housing and employment sites;
- **Action Area Plans** (where needed) relating to specific parts of the area where there will be comprehensive treatment or to protect sensitive areas
- **Proposals Map** which will be updated as each new DPD is adopted;
- **DPDs** containing waste and minerals policies;
- together with any other DPDs considered necessary.

The Core Strategy must generally conform with the Regional Spatial Strategy and all other DPDs must conform with the Core Strategy.

- **Supplementary Planning Documents (SPDs)** – these are non-statutory documents expanding on or providing further detail to policies in a development plan document – they can take the form of design guides, development briefs, master plans or issue-based documents. Although SPDs will be subject to full public consultation, they will not be independently examined.
- **Statement of Community Involvement (SCI)** – setting out the policy for involving the community and key stakeholders both in the preparation and revision of local development documents and with respect to planning applications.
- **Annual Monitoring Report** – assessing the implementation of the local development scheme and the extent to which policies in local development documents are being achieved.

3. The Local Development Scheme

The first Local Development Scheme was prepared by the Council in March 2005

This review of the scheme sets out the programme for the preparation for the first local development documents to be produced under the new planning system. Diagram 2 provides an overview of the timetable for the production of these documents covering the next three years or so.

Further details on the role and content of proposed local development documents, key dates relating to their production, arrangements for their preparation and review and monitoring are set out in Tables 1 - 6.

Saved Policies

The Act allows policies in structure and local plans to be 'saved'. This can be for a period of at least three years from the date the Act came into force (September 2004) or in the case of plans adopted after then, from the date the plan is adopted. New policies in development plan documents will progressively replace those saved in structure and local plans. Some policies in the structure plan (such as the housing and employment land requirements for the area) will be replaced by new policies in the Regional Spatial Strategy.

Appendix 2 lists the policies of the 2006 Hartlepool Local Plan and the 2004 Tees Valley Structure Plan which will initially be saved and thus continue to remain effective until new policies are adopted.

The status of Supplementary Planning Guidance following the commencement of the new planning system remains the same as long as relevant saved policies are in place. It will continue to be a material consideration in terms of determining planning applications. The only adopted Supplementary Planning Guidance is the Greatham Village Design Statement. This is included in the 2006 Hartlepool Local Plan as a Supplementary Note and will be saved as part of that plan. Also saved is the Supplementary Planning Guidance for Proposed Housing Redevelopment in West Central Hartlepool which was adopted in April 2005.

Statement of Community Involvement

The Borough Council considers that the first priority document to be prepared under the new planning system should be the Statement of Community Involvement (SCI). This document sets out how the council intends to involve the community and other interested parties in the new planning system and provide standards for involving the community in all the different stages of the planning policy process and in the determination of planning applications.

The SCI will be independently assessed before it is adopted. All other local development documents will be prepared in accordance with the arrangements set out in the SCI.

The SCI has been submitted to the Secretary of State (January 2006) and it will be independently examined for soundness. Final adoption of the document should be in December 2006.

Development Plan Documents

The Borough Council does not consider it necessary to make an early start on the preparation of development plan documents as the 2006 Hartlepool Local Plan provides an appropriate spatial strategy that accords with the Tees Valley Structure Plan and current regional guidance. Further, the Local Plan has taken forward those elements of the Hartlepool Community Strategy and the Hartlepool Local Transport Plan that concern physical development and use of land.

However, it is proposed that work will begin within three years on the preparation of a limited number of development plan documents to align with the later stages of the preparation of the new Regional Spatial Strategy. This will also fit in with review of the Hartlepool Community Strategy. The proposed development plan documents including the Proposals Map, which will be revised as each new development document is prepared, are as follows:

- Core Strategy Development Plan Document
- Housing Sites Allocations Development Plan Document
- The Proposals Map

Core Strategy Development Plan Document: The core strategy DPD is the key element of the new planning system and all other development plan documents should be in conformity with it so it would be appropriate that this DPD be prepared first. The 2006 local plan provides a spatial strategy closely aligned both to existing regional and strategic policy and to the Hartlepool Community Strategy and thus should remain relevant for some time. As the core strategy should be in conformity with the Regional Spatial Strategy, it is considered that initial work on the core strategy DPD should commence when preparation work on the new regional document is well advanced. This will also tie in with the review of the Community Strategy, which is expected to be completed in 2007.

Housing Site Allocations Development Plan Document: Existing strategic policy in the 2001 Regional Planning Guidance and 2004 Tees Valley Structure Plan does not take account of the major mixed use regeneration scheme being developed for Victoria Harbour particularly in terms of housing numbers. The 2006 Hartlepool Local Plan, however, identifies Victoria Harbour as a mixed use site including the provision of 1450 dwellings during the plan period to 2016, but includes no other housing allocations because of the restrictions of this existing strategic policy.

The emerging Regional Spatial Strategy (RSS) is likely to make provision for a higher number of dwellings and it will be a priority therefore to prepare a DPD on housing allocations to take account of the new regional strategy and to update and replace the housing allocations of the 2006 Hartlepool Local Plan.

Proposals Map: The Proposals Map for the 2006 Hartlepool Local Plan will be saved until the first development plan document is adopted at which time it will be amended to reflect the new development plan document and become a development plan document in its own right. It will continue to show saved policies and will be amended as each new development plan is adopted or amended.

Joint Development Plan Documents

There will be a need also to update the waste policies contained in the 2006 Hartlepool Local Plan at an early date to reflect new priorities for sustainable waste management. It is considered that the most effective way to do this would be to prepare joint Core Strategy and Site Allocations DPDs with the other Tees Valley authorities, such joint documents to include also minerals. The preparation of these documents will involve the use of specialist consultants. It is proposed therefore that the Tees Valley Joint Strategic Unit will oversee the preparation of the Joint Minerals and Waste DPDs on behalf of the Tees Valley Authorities.

Supplementary Planning Documents

Existing supplementary planning guidance can be used as the basis for the preparation of new supplementary planning documents. In this respect, however, it is not proposed to replace the Supplementary Planning Guidance for Proposed Housing Redevelopment in West Central Hartlepool with a new document as it will unnecessarily delay the process of acquiring and redeveloping the sites concerned.

The Greatham Village Design Statement was adopted as supplementary planning guidance in 1999 and is included as a Supplementary Note in the 2006 Hartlepool Local Plan. There are a number of other supplementary notes in the local plan covering a range of topic areas including trees, conservation, wildlife, planning obligations and parking standards. It is currently proposed that most of these be saved. However, as government guidance with respect to planning obligations is being amended, it will be appropriate to prepare a supplementary planning document to replace the supplementary note in the 2006 Local Plan. The position with respect to the remaining supplementary notes will be reviewed as part of the annual monitoring process. Any further supplementary development documents to be prepared will be included in a future review of this local development scheme.

Appendix 1

Diagram 2:

TIMETABLE FOR PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK DOCUMENTS

	STATEMENT OF COMMUNITY INVOLVEMENT	CORE STRATEGY DPD	HOUSING ALLOCATIONS DPD	PLANNING OBLIGATIONS SPD
J				
2 J	Examination			Commencement -
0 A		Commencement -		Pre-production
0 S	Inspector's Report	Pre-production		evidence gathering
6 O	Check Inspector's report	evidence gathering		Initial community and
N	and prepare final SCI	Initial		key stakeholder
D	Adoption and Publication	community and		involvement
J		key stakeholder		Consultation on draft
F		involvement		SPD & associated
M		Sustainability		sustainability report
A		appraisal of options		Council consider
2 M		Council approval		consultation responses
0 J		to Issues & Options		and approve SPD
0 J		Report		Adoption and publication
7 A		Consultation on Issues		
S		Options + on initial		
O		sustainability appraisal		
N		Council consideration	Commencement -	
D		of comments on Issues etc.	Pre-production	
J		and preparation of	evidence gathering	
F		Preferred Options	Initial	
M		Consultation on Preferred	community and	
A		Options	key stakeholder	
2 M		Council consideration of	involvement	
0 J		representations on	Sustainability	
0 J		Preferred Options	appraisal of	
8 A		and preparation of	options	
S		Submission DPD	Council approval	
O		Submission of DPD and	to Issues & Options	
N		consultation (6 weeks)	Report	
D			Consultation on Issues	
J			Options + on initial	
F			sustainability appraisal	
2 M		Pre-Examination Meeting	Analysis of comments	
0 A			Possible further	
0 M		Start of Examination	consultation on new sites	
9 J			Preferred Options prepared	
J			Consultation on Preferred	
A			Options	
S			Council consideration	

Diagram 2:**TIMETABLE FOR PREPARATION OF JOINT LOCAL DEVELOPMENT FRAMEWORK DOCUMENTS**

JOINT MINERALS AND WASTE CORE STRATEGY DPD		JOINT MINERALS AND WASTE SITE ALLOCATIONS DPD	
J			
J			
2			
A			
0	Commencement -	Commencement -	
0	Pre-production	Pre-production	
6	evidence gathering	evidence gathering	
N	Initial	Initial	
D			
J	community and	community and	
F	key stakeholder	key stakeholder	
M	involvement	involvement	
A	Sustainability	Sustainability	
2	appraisal of options	appraisal of options	
0	Consultation on	Consultation on	
0	Issues and Options	Issues and Options	
7	Consideration by Tees Valley	Consideration by Tees Valley	
A	Borough Councils	Borough Councils	
S	of comments received	of comments received	
O	and	and	
N	preparation of	preparation of	
D	Preferred Options	Preferred Options	
J	Consultation on Preferred	Consultation on Preferred	
F	Options	Options	
M	Consideration	Consideration	
A	of representations received	of representations received	
2	by all	by all	
0	Tees Valley authorities	Tees Valley authorities	
0	and	and	
J	preparation of	preparation of	
8	Submission DPD	Submission DPD	
A	for approval by all	for approval by all	
S	Tees Valley authorities	Tees Valley authorities	
O			
N			
D			
J	Submission of DPD and consultation	Submission of DPD and consultation	
F	on submitted document (6 weeks)	on submitted document (6 weeks)	
M			
2			
A			
0	Pre-Examination Meeting	Pre-Examination Meeting	
0			
J			
9	Examination	Examination	
J			
A			
S			
O			

Table 1: STATEMENT OF COMMUNITY INVOLVEMENT	
OVERVIEW	
Role and content	To set out the standards and approach to involving the local community and other stakeholders in the preparation and review of local development documents and in the consideration of significant planning applications
Geographical Coverage	Borough-wide (but including regional and national stakeholders)
Status	Statutory Local Development Document but not a Development Plan Document
Conformity	Must meet minimum requirements set out in the Regulations
TIMETABLE / KEY DATES	
<u>Stage</u>	<u>Date</u>
Commencement	December 2004
Scoping and initial consultations with key groups	December 2004 – June 2005
Formal consultation on Draft SCI	July – September 2005
Consideration of representations	October – November 2005
Submission of Final SCI to SofS	January 2006
Consultation on Submitted SCI	January – February 2006
Pre examination meeting (if required)	May 2006
Commencement of Public Examination period	July 2006
Receipt of Inspectors Report	September 2006
Check Inspector's Report	October - November 2006
Adoption and Publication	December 2006
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Hartlepool Borough Council (Urban Policy Team)
Management arrangements	Senior Department Management
Resources Required	Internal staff and budget resources (Community Network / LSP to provide key links to community including under-represented groups)
Community and Stakeholder Involvement	Key community groups and stakeholders including the Hartlepool Partnership and Community Network to be involved throughout the preparation process
POST PRODUCTION / REVIEW	
SCI will be reviewed when monitoring establishes that the methods of involving the community are no longer effective or that there has been a significant change in the types of group specified in the document.	

Table 2: CORE STRATEGY	
OVERVIEW	
Role and content	To set out the vision and spatial strategy for Hartlepool and the objectives and primary policies for meeting the vision.
Geographical Coverage	Borough-wide
Status	Development Plan Document
Conformity	With Regional Spatial Strategy but must also reflect the Hartlepool Community Strategy.
TIMETABLE / KEY DATES	
<u>Stage</u>	<u>Date</u>
Commencement – evidence gathering and initial community and key stakeholder involvement	August 2006 – July 2007
Consultation on Issues and Options and initial sustainability analysis	August - October 2007
Consultation on Preferred Options and sustainability report	March – April 2008
Consideration of representations including further discussions with community and key stakeholders	May – July 2008
Submission of DPD and final sustainability report	October 2008
Consultation on submitted document	October – November 2008
Consideration of representations on submitted document	December to February 2009
Pre examination meeting	March 2009
Commencement of Public Examination	May 2009
Receipt of Inspectors Report	November 2009
Checking of Inspector's Report	November – December 2009
Adoption of DPD and revised proposals map	January 2010
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Hartlepool Borough Council
Management arrangements	To be determined (see section 8)
Resources Required	Primarily internal staffing resources with use of consultants if necessary for any special studies required
Community and Stakeholder Involvement	In accordance with the Statement of Community Involvement
POST PRODUCTION / REVIEW	
<p>The effectiveness of the primary policies in relation to the vision and objectives of the core strategy will be assessed in the Annual Monitoring Report and where necessary reviewed. The Core Strategy DPD will be reviewed as a whole in the following circumstances:</p> <ul style="list-style-type: none"> • A review of the RSS • A further review of the Community Strategy • A significant amendment to the Council's Corporate Vision 	

Table 3: HOUSING ALLOCATIONS	
OVERVIEW	
Role and content	To identify housing sites proposed for development to meet the strategic housing requirements of the Regional Spatial Strategy and to set out policies to provide the context for considering residential windfall proposals
Geographical Coverage	Borough-wide
Status	Development Plan Document
Conformity	With Regional Spatial Strategy and with the Core Strategy DPD when adopted
TIMETABLE / KEY DATES	
Stage	Date
Commencement – evidence gathering and initial community and key stakeholder involvement	November 2007 – August 2008
Consultation on Issues and Options and initial sustainability analysis	December 2008 – February 2009
Consultation on Preferred Options and sustainability report	July – August 2009
Council consideration of representations including further discussions with community and key stakeholders	September – November 2009
Submission of DPD and final sustainability report	January 2010
Consultation on submitted document	January – February 2010
Consideration of Representations on submitted document	March - May 2010
Pre examination meeting	July 2010
Commencement of Public Examination	September 2010
Receipt of Inspectors Report	March 2011
Checking of Inspector's Report	March – April 2011
Adoption of DPD and revised proposals map	May 2011
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Hartlepool Borough Council (Policy Team)
Management arrangements	To be determined (see section 8)
Evidence Required	To be determined on commencement in consultation with key stakeholders
Resources Required	Primarily internal staffing resources with use of consultants if necessary for any special studies required
Community and Stakeholder Involvement	In accordance with the Statement of Community Involvement
POST PRODUCTION / REVIEW	
The take-up of housing land will be monitored and reported annually in the Annual Monitoring Report. The housing allocations document will be formally reviewed every three years or earlier if monitoring establishes that the policies are not effective.	

Table 4: PLANNING OBLIGATIONS	
OVERVIEW	
Role and content	Will set out guidance and standards on the use of commuted sums through planning agreements, including the circumstances when an agreement will be sought and its basis
Geographical Coverage	Borough-wide
Status	Non-statutory Supplementary Planning Document not subject to independent examination
Conformity	With national guidance, regional spatial strategy and saved Local Plan policy GEP9
TIMETABLE / KEY DATES	
<u>Stage</u>	<u>Date</u>
Commencement – evidence gathering and initial community and key stakeholder involvement	July – December 2006
Draft and associated sustainability report issued for consultation	January – March 2007
Consideration of consultation responses	March – June 2007
Adoption and publication	July 2007
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Hartlepool Borough Council (Policy Team)
Management arrangements	To be determined
Resources Required	Internal staffing resources with use of consultants if necessary for any special study required
Community and Stakeholder Involvement	In accordance with the Regulations pending adoption of the Statement of Community Involvement
POST PRODUCTION / REVIEW	
The effectiveness of the provisions of the document will be assessed in the annual monitoring report. The document will be reviewed when the annual monitoring report highlights a need or if there is any change in government legislation, policy or advice.	

Table 5: JOINT MINERALS AND WASTE CORE STRATEGY	
OVERVIEW	
Role and content	To set out the vision, spatial strategy and strategic policies for meeting known and anticipated waste management and mineral working requirements to 2021
Geographical Coverage	Tees Valley-wide including Hartlepool
Status	Development Plan Document
Conformity	With Regional Spatial Strategy
TIMETABLE / KEY DATES	
<u>Stage</u>	<u>Date</u>
Commencement – evidence gathering and initial community and key stakeholder involvement	September 2006 – April 2008
Consultation on Issues and Options and initial sustainability analysis	May 2007 – June 2007
Consultation on Preferred Options and sustainability report	February – March 2008
Consideration of representations including further discussions with community and key stakeholders	April – December 2008
Submission of DPD and final sustainability report	January 2009
Consultation on submitted document	January - February 2009
Consideration of Representations on submitted document	March – May 2009
Pre examination meeting	April 2009
Commencement of Public Examination	July 2009
Receipt of Inspectors Report	January 2010
Checking of Inspector's Report	February – March 2010
Adoption of DPD and revised proposals map	April 2010
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Tees Valley Joint Strategy Unit
Management arrangements	To be determined (see section 8)
Evidence Required	To be determined on commencement in consultation with key stakeholders
Resources Required	Consultants to be appointed to undertake key research, analysis and preparation.
Community and Stakeholder Involvement	In accordance with the Statement of Community Involvement
POST PRODUCTION / REVIEW	
Monitored on an annual basis and subject to review if the monitoring highlights a need. Otherwise the document will be formally reviewed at least once every five years	

Table 6: JOINT MINERALS AND WASTE SITE ALLOCATIONS	
OVERVIEW	
Role and content	To set out site specific allocations for minerals workings and waste management across the Tees Valley and the provision of policies to form the basis for considering planning applications for all forms of waste and minerals based development that ensure the efficient use of resources, and the protection of the environment and amenity of those affected.
Geographical Coverage	Tees Valley-wide including Hartlepool
Status	Development Plan Document
Conformity	With Regional Spatial Strategy and with the Minerals and Waste Core Strategy DPD when adopted
TIMETABLE / KEY DATES	
Stage	Date
Commencement – evidence gathering and initial community and key stakeholder involvement	September 2006 – April 2008
Consultation on Issues and Options and initial sustainability analysis	May 2007 – June 2007
Consultation on Preferred Options and sustainability report	February – March 2008
Council consideration of representations including further discussions with community and key stakeholders	April – December 2008
Submission of DPD and final sustainability report	January 2009
Consultation on submitted document	January - February 2009
Consideration of Representations on submitted document	March – May 2009
Pre examination meeting	April 2009
Commencement of Public Examination	July 2009
Receipt of Inspectors Report	January 2010
Checking of Inspector's Report	February – March 2010
Adoption of DPD and revised proposals map	April 2010
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Tees Valley Joint Strategy Unit
Management arrangements	To be determined (see section 8)
Evidence Required	To be determined on commencement in consultation with key stakeholders
Resources Required	Consultants to be appointed to undertake key research, analysis and preparation.
Community and Stakeholder Involvement	In accordance with the Statement of Community Involvement
POST PRODUCTION / REVIEW	
Monitored on an annual basis and subject to review if the monitoring highlights a need. Otherwise the document will be formally reviewed at least once every five years	

4. Sustainability Appraisal

The new planning regime set up under the Planning and Compulsory Purchase Act requires that local development documents should contribute to the achievement of sustainable development. Further, European Union (Strategic Environmental Assessment) Directive 2001/42/EC requires that a formal strategic environmental assessment is carried out for certain plans and programmes likely to have a significant effect on the environment including planning and land use documents.

Local development documents will therefore be subject to a Sustainability Appraisal which will incorporate the requirements of the Sustainable Environment Assessment (SEA). This will be a continual and integrated process starting when a new (or revised) local development document is to be prepared. Appraisal at each stage of a document's preparation will inform the direction adopted at the next stage and sustainability appraisal reports will be subject to consultation alongside the document as it is developed.

5. Links to other strategies

Local development documents contained within the local development framework should reflect the land use and development objectives of other strategies and programmes. The 2006 Hartlepool Local Plan was developed in close collaboration with in particular the Hartlepool Community Strategy and the Hartlepool Local Transport Plan and gives spatial expression to the elements of these and other strategies that relate to the development and use of land.

Development documents to be prepared under the new system must be in conformity with the Regional Spatial Strategy. They will also take account of and reflect other strategies and programmes - local, sub-regional and regional. A list of such strategies and programmes currently in place which may be of relevance is attached at Appendix 3.

The timing of the preparation of the first development plan documents will be linked to the preparation of the Regional Spatial Strategy and the review of the Hartlepool Community Strategy.

6. Evidence Base

Local planning authorities are required to keep under review the main physical, economic, social and environmental characteristics of their area in order to inform the development of planning policies. The Tees Valley Joint Strategic Unit maintains much base information on behalf of the constituent Borough Councils, including in particular information on the size, composition and distribution of population and other matters covered by the Censuses of Population and Employment. In addition Hartlepool Council maintains information on many other matters including the regular

monitoring of housing and employment land availability and of new developments.

The new planning system requires that local development documents should be founded on sound and reliable evidence which will identify opportunities, constraints and issues in the area. Much of this evidence is already in place although some will need to be updated in relation to the preparation of local development documents.

In terms of on-going and proposed development of the evidence base, the Hartlepool Housing Regeneration Strategy was completed in mid 2005 and the Hartlepool Low Density Housing Study which examined high quality, low density housing and the effects of new housing development on migration and the socio-economic balance in the town was completed in July 2005. The Hartlepool Retail Study was updated in March 2005. A scoping report for the Sustainability Appraisal of new local development documents is to be prepared. Other studies to be prepared include a Local Housing Market Assessment (in conjunction with the Council's housing strategy team) and a Strategic Flood Risk Assessment (in association with the other Tees Valley authorities).

A list of current and proposed reports is attached at Appendix 4. The need for additional studies and updating of existing studies will be kept under review as part of the annual monitoring process.

7. Monitoring and Review

Monitoring and review are key aspects of the government's 'plan, monitor and manage' approach to planning and should be undertaken on a continuous basis.

Annual Monitoring Report

A requirement of the new planning system is to produce an annual monitoring report to assess the implementation of the local development scheme and the extent to which policies in local development documents are being met. The first annual monitoring report relating to the period from 1st April 2004 to 31st March 2005 was published in December 2005.

The implementation of the local development scheme is assessed in each annual monitoring report in terms of the extent to which the targets and key dates (milestones) for the preparation of local development documents have been met and the reasons for any failure to meet these are explained. Any adjustments required to the key milestones for document preparation will need to be incorporated in a subsequent review of the local development scheme.

The local development scheme does not envisage any local development document policies, other than the Statement of Community Involvement and the Planning Obligations Supplementary Planning Document, being adopted during the first few years of the operation of the new planning

system. The annual monitoring report relating to performance over the period 2005 to 2006 will therefore assess the saved policies of the 1994 Hartlepool Local Plan, and subsequent reports will assess the policies of the 2006 Local Plan particularly in relation to the indicators and targets contained within that plan. The annual monitoring report will also assess the impact of saved local plan policies on relevant national and regional/sub-regional indicators and targets.

As a result of the assessment of policies, the annual monitoring report may highlight areas where policy coverage is insufficient or ineffective or where it does not accord with the latest national or regional policy. In this event it will suggest action that needs to be taken such as the early review of existing documents or preparation of new documents. As a consequence the local development scheme would need to be amended to reflect such action to amend the local development framework.

8. Managing the Process

The Local Development Scheme has been drawn up having regard to resources (both staff and financial), Council processes and an assessment of the likely interest of key stakeholders and the community. Nevertheless there are risks that the timetables set out in this document may slip. The risks have been assessed in this respect but given the size of the authority and its resources not all can be readily overcome.

Staff Resources

The prime responsibility for delivering the local plan and subsequently the local development framework lies with a small policy team within the Urban Policy Section of the Department of Regeneration and Planning Services. This team has close working relationships with and makes full use of the expertise and experience of other sections of the department including development control, regeneration, housing renewal, community strategy, landscape, ecology and conservation. For example, the regeneration team which has long-established working relationships with the community took the lead in the initial preparation of the draft Statement of Community Involvement. Similarly, when it is decided to replace the Supplementary Notes of the Local Plan by supplementary planning documents the conservation officer, ecologist and arboricultural officer will provide the lead as relevant.

In addition, the policy team, as in the past, will continue to liaise closely with officers of other departments of the council including in particular the transport and countryside services teams.

Full use will be made of consultants to provide independent specialist advice or to undertake necessary studies contributing to the information base necessary for the preparation of local development documents. They may also be engaged to carry out the sustainability appraisals although consideration will also be given in this respect to the use of an

in-house multi-discipline team having expertise in the various aspects of sustainable development.

Financial Resources

Resources have been allocated within the Council's mainstream budget to cover the anticipated costs of initial work on local development documents. Provisional costs for future years have been factored into the Council's longer-term budget review. In addition, Planning Delivery Grant is to be used to fund the use of consultants for the preparation of much of the evidence base

Programme Management

The current arrangements for the management of the forward planning process will continue. Basically this comprises weekly meetings of the Core Team and reporting to senior management as necessary. This team will also manage the programme for the production of the Statement of Community Involvement and subsequent local development documents.

Political Process

No special arrangements have as yet been established for Member involvement in the production of local development documents. However, now that the Local Plan has been completed, the new system is increasingly being brought to the attention of Members with a view to fully involving them in the process.

Risk Assessment and Contingencies

The programme for the preparation and production of local development documents set out in the local development scheme is based on a realistic assessment of the capacity of the Council to undertake the work and of the extent and depth of the local community and stakeholder involvement and interest likely to be generated by each document. However, there are two main types of risk that could result in a failure to meet this programme. The first relates to resources (both human and financial) and the second to delays in the process primarily due to external factors.

As noted in paragraph 8.5 above, the Council has endeavoured to ensure that there will be sufficient financial resources made available within its budgetary framework supplemented at least in the short term as necessary by the Planning Delivery Grant. However, in view of the relatively small size of the Council and thus of its staff, the effect of, for example, long-term sickness, of officers obtaining employment elsewhere or of other unforeseen work coming forward, is significant. Whilst every effort would be made to replace staff in such circumstances, including the use of external consultants, some delay is inevitable as a result of the recruitment process. Further it is not always possible to recruit suitably

qualified persons and there is inevitably a period required by new staff for familiarisation.

Account has been taken of the political process relating to the approval of planning documents at the various stages of production. Whilst the scrutiny process provides an open forum for the consideration of issues, it is not possible to predict that Cabinet recommendations will be endorsed at Full Council.

Perhaps the most significant risk to the programming of the development plan documents would be the delay in the preparation of the Regional Spatial Strategy. The Borough Council would be unable to mitigate against this and in the event of a significant delay, would need to reassess its programme in a review of the local development scheme. Further, any delay in the review of the Hartlepool Community Strategy could impact on the programme.

The potential for a delay due to the inability of the Planning Inspectorate to undertake the Examination of development plan documents at the programmed time is minimised by the production of this local development scheme and the associated service level agreement with the Inspectorate.

However, there are risks that adoption of a development plan document could be delayed if the Examination Inspector finds that it is unsound and recommends major changes, or if the Secretary of State intervenes on the basis that it raises issues of national or regional significance. The Council will therefore seek to ensure that the document is sound and conforms as necessary with national and regional policy through close liaison with the government office. The risk of a legal challenge to a document will be minimised by ensuring that it has been produced in accordance with the regulations.

The main risk to the programme for the preparation of the supplementary planning document on planning obligations would be a delay in the publication of the proposed revised circular and good practice guidance.

9. Review of the Local Development Scheme

The Local Development Scheme sets out the position with respect to the development of planning policies as it is envisaged at a particular point of time. It will normally be reviewed annually, but it can be readily reviewed when necessary. In particular it will need to be reviewed in the following circumstances:

- a slippage in the timetables for whatever reason
- a need is identified for a new local development document
- monitoring establishes that an existing document should be reviewed.

APPENDIX 1**LIST OF ACRONYMS AND TECHNICAL TERMS USED IN THIS REPORT**

AAP	Action Area Plan	A type of Development Plan Document relating to specific areas of major opportunity and change or conservation.
AMR	Annual Monitoring Report	Report submitted to Government on the progress of preparing the Local Development Framework and the extent to which policies are being achieved.
	Circular	A government publication setting out policy approaches
Core Strategy	Core Strategy Development Plan Document	A Development Plan Document setting out the spatial vision and objective of the planning framework for the area, having regard in particular to the Community Strategy. All other development plan documents must conform with the core strategy.
	Development Plan	Documents setting out the policies and proposals for the development and use of land and buildings. Under the new planning system it comprises the Regional Spatial Strategy and Development Plan Documents, whilst under the transitional arrangements it comprises the Structure Plan and Local Plan.
DPD	Development Plan Document	A local development document in the local development framework which forms part of the statutory development plan. The core strategy, documents dealing with the allocation of land, action area plans and the proposals map are all development plan documents.
LDD	Local Development Document	An individual document in the Local Development Framework. It includes Development Plan Documents, Supplementary Planning Documents and the Statement of Community Involvement.
LDF	Local Development Framework	The overarching term given to the collection of Local Development Documents which collectively will provide the local planning authority's policies for meeting the community's economic, environmental and social aims for the future of the area where this affects the development and use of land and buildings. The LDF also includes the Local Development Scheme and the Annual Monitoring Report.
LDS	Local Development Scheme	A public statement setting out the programme for the preparation of local development documents. Initially it will also identify the programme for the completion of the local plan and also which policies of the local and structure plan are to be saved and/or replaced.
	Local Plan	A statutory development plan prepared under previous legislation, or being prepared under the transitional arrangements of the new Act.
	National policy	Government policy contained within Planning Policy Guidance (PPG) and Planning Policy Statements (PPS).
PPG	Planning Policy Guidance	Government documents providing policy and guidance on a range of planning issues such as housing, transport, conservation etc. PPGs are currently being replaced by Planning Policy Statements.
PPS	Planning Policy Statements	Government documents replacing PPGs and designed to separate policy from wider guidance issues.

	Proposals Map	Illustrating on an Ordnance Survey base the policies and proposals of development plan documents and any 'saved' policies of the local plan.
RPG	Regional Planning Guidance	Planning policy and guidance for the region issued by the Secretary of State. RPG became the Regional Spatial Strategy upon commencement of the Act.
RSS	Regional Spatial Strategy	Statutory regional planning policy forming part of the Development Plan and prepared by the regional planning body. The Local Development Framework must be in conformity with the RSS.
	Saved Policies	Policies within the Local Plan and the Structure Plan that remain in force for a time period pending their replacement as necessary by development plan documents or the Regional Spatial Strategy.
SA	Sustainability Appraisal	Identifies and evaluates social, environmental and economic effects of strategies and policies in a local development document from the outset of the preparation process. It incorporates the requirements of the Strategic Environmental Assessment (SEA) Directive.
SCI	Statement of Community Involvement	Sets out the standards to be achieved in involving the community and other stakeholders in the preparation, alteration and review of local development documents and in significant development control decisions
SEA	Strategic Environmental Assessment	A generic term used internationally to describe environmental assessment as applied to policies, plans and programmes
SPD	Supplementary Planning Document	A local development document providing further detail of policies in development plan documents or of saved local plan policies. They do not have development plan status.
SPG	Supplementary Planning Guidance	Provide additional guidance expanding policies in a local plan. SPGs will remain relevant where they are linked to saved policies but will ultimately be replaced by supplementary planning documents.
	Structure Plan	A statutory development plan setting out strategic policies for environmental protection and development and providing the more detailed framework for local plans. Policies in the structure plan will be saved for a time period under the transitional arrangements of the Act.
The Act	Planning and Compulsory Purchase Act 2004	Government legislation introducing a new approach to development planning.
	Transitional Arrangements	Government regulations describing the process of development plans begun before, and to be completed after, the Planning and Compulsory Purchase Act 2004

APPENDIX 2**SAVED POLICIES****A Hartlepool Local Plan including mineral and waste policies 2006:**

All policies to be saved. These are as follows:

- GEP1 to GEP18 (General Environmental Principles)
- Ind1 to Ind11 (Industrial and Business Development)
- Com1 to Com17 (Retail, Commercial & Mixed Use Development)
- To1 to To11 (Tourism)
- Hsg1 to Hsg14 (Housing)
- Tra1 to Tra20 (Transport)
- PU1 to PU11 (Public Utility and Community Facilities)
- Dco1 to Dco2 (Development Constraints)
- Rec1 to Rec14 (Recreation and Leisure)
- GN1 to GN6 (The Green Network)
- WL1 to WL8 ((Wildlife and Natural Features)
- HE1 to HE15 (Conservation of the Historic Environment)
- Rur1 to Rur20 (The Rural Area)
- Min1 to Min5 (Minerals)
- Was1 to Was6 (Waste)

B Tees Valley Structure Plan 2004

All policies to be saved pending adoption of Regional Spatial Strategy.
These are as follows:

- | | |
|-------------------------------------|---|
| • Sustainable Development policies | SUS1 and SUS2 |
| • Regeneration policies | REG1 and REG2 |
| • Strategy policies | STRAT1 and STRAT2 |
| • Employment policies | EMP1-EMP4, EMP4a, EMP4b,
EMP5 to EMP6, EMP6a, EMP7
to EMP10 |
| • Environment policies | ENV1 to ENV3, ENV3a, ENV4
to ENV30 |
| • Housing policies | H1, H1A, H1B, H2, H2A, H4 - H8 |
| • Transport policies | T1 to T3, T3A, T3B, T4 to T11,
T13 to T17, T18A, T18B, T19 to
T24, T24A, T25 to T27 |
| • Town Centre and Shopping policies | TC1 to TC5 |
| • Leisure policies | L1 to L12 |
| • Energy policies | EN1 to EN2, EN2A, EN3 to
EN4 |
| • Waste policies | W1 to W6 |
| • Minerals policies | MIN1 to MIN7, MIN9 to MIN10 |

C Supplementary Planning Guidance for Proposed Housing Redevelopment in West Central Hartlepool (adopted April 2005)

APPENDIX 3**STRATEGIES AND PROGRAMMES TO BE CONSIDERED****REGIONAL STRATEGIES:**

- Making It Happen: The Northern Way -Feb. 2004
- Regional Spatial Strategy (programmed for adoption in Winter 2006/2007)
- North East Regional Housing Strategy - July 2005
- Regional Economic Strategy - Unlocking our Potential

SUB REGIONAL STUDIES / STRATEGIES

- Tees Valley Vision
- Tees Valley Living - Building Sustainable Communities in Tees Valley
- Tees Valley Sub Regional Housing Market Renewal Strategy (January 2006)
- Tees Valley Sub-Regional Housing Strategy (under preparation)
- The Tees Valley Forest Plan 2000
- Tees Valley Biodiversity Plan
- Joint Waste Management Strategy for Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-on-Tees Borough Councils.
- Hartlepool Cycling Strategy
- Tees Valley Tourism Strategy - February 2003
- Coastal Arc Strategy (Phase 1 - 2004-07)
- Business Link Tees Valley Plan
- Tees Estuary Management Plan
- Cleveland Police Policing Plan

LOCAL STRATEGIES AND PROGRAMMES**Generic**

- Hartlepool Community Strategy (to be reviewed 2006/07)
- Neighbourhood Renewal Strategy
- Neighbourhood Action Plans

Housing

- Hartlepool Housing Regeneration Strategy (May 2005)
- Hartlepool Housing Strategy
- NDC Community Housing Plan (2003)
- North Central Hartlepool Masterplan (August 2004)

Jobs and the Economy

- Hartlepool Economic Strategy
- Hartlepool Town Centre Strategy

Tourism

- Hartlepool Tourism Strategy - March 2004
- Seaton Carew Tourism Strategy: 2003 – 2008

Environment and the Arts

- Shoreline Management Plan 1999 Seaham Harbour to Saltburn by the Sea
- Longhill and Sandgate Industrial Estate Landscape Masterplan
- Contaminated Land Strategy
- Hartlepool's Cultural Strategy (April 2003)
- Headland Environmental Improvement and Public Art Strategy

Transport

- Hartlepool Local Transport Plan 2001 – 2006 (under review)

Recreation

- Hartlepool Playing Pitch Strategy
- Sports Development Strategy
- Hartlepool Rights of Way Strategy
- Outdoor Equipped Play Facilities Strategy 2001

Lifelong Learning

- Connexions Strategy
- Cleveland College of Art & Design Strategic Plan
- Hartlepool Adult Learning Plan
- Hartlepool College of Further Education Strategic Plan
- Hartlepool Education Development Plan
- Hartlepool Library Plan
- Hartlepool Sixth Form College Strategic Plan
- Hartlepool Youth Service Strategy
- Learning & Skills Council Tees Valley Strategic Plan

Health

- Vision for Care
- Hartlepool CHD Strategy
- Hartlepool Public Health Strategy
- Hartlepool Teenage Pregnancy Strategy
- Hartlepool Drug Action Team Strategy

Community Safety

- Hartlepool Community Safety Strategy

APPENDIX 4**REPORTS CONTRIBUTING TO THE EVIDENCE BASE FOR
NEW LOCAL DEVELOPMENT DOCUMENTS****HOUSING AND HOUSING REGENERATION**

Hartlepool Housing Dynamics Study (NLP)	April 2000
Hartlepool Housing Aspirations Study (NLP)	December 2002
West Central Hartlepool NDC Housing Study (NLP)	2000
West Central Hartlepool NDC Options Report (NLP)	March 2002
Hartlepool Housing Urban Capacity Study (C/RG)	May 2002
NDC Community Housing Plan (NLP/SRB)	May 2003
NDC Area Assessment Report (HA)	August 2004
North Central Hartlepool Masterplan	August 2004
Victoria Harbour Housing Demand Study (RTP)	June 2004
Hartlepool Low Density Housing Study (NLP)	July 2005
Hartlepool Housing Regeneration Strategy (NLP)	Mid 2005
Regional Housing Aspirations Study	March 2005
Hartlepool Housing Market Assessment	To be prepared 2006

ECONOMY

Tees Valley Strategic Employment Land Review (JSU)	Draft May 2003-
Hartlepool Retail Study (DJ)	Update March 2005

ENVIRONMENT

Hartlepool Landscape Assessment	November 1999
Local Air quality management action plan	
NLUD	
Sustainability Appraisal Scoping Report	To be prepared
Strategic Flood Risk Assessment	To be prepared

RECREATION AND LEISURE

Outdoor Equipped Play Facilities Strategy	2001
Audit and Assessment of Allotment Provision in Hartlepool	May 2004
Playing Pitch Strategy	March 2004
Multi-Use Games Area Strategy	April 2006
PPG 17 Audit of Open Space	To be prepared

NLP	Nathanial Lichfield & Partners
C/RG	Chesterton and Ron Grieg
SRB	Social Regeneration Consultants
HA	Halcrow Group
RTP	Roger Tym and Partners
JSU	Tees Valley Joint Strategic Unit
DJ	Drivers Jonas