

CABINET AGENDA



Wednesday 23rd November 2005

at 2:30 p.m.

in Committee Room B

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Fortune, Hill, Jackson, Payne 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 7th November, 2005 (previously circulated)

4. BUDGET AND POLICY FRAMEWORK

- 4.2 None

5. KEY DECISIONS

- 5.1 Briarfields Allotments – *Acting Director of Adult and Community Services*
5.2 Construction, Property Management and Highways Partnership – *Steering Group of the Cabinet*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Extension of Groundwork East Durham into Hartlepool– *Assistant Director (Planning and Economic Development)*
- 6.2 Concessionary Local Bus Travel – *Director of Neighbourhood Services*
- 6.3 Supporting People Improvement Plan – *Director of Neighbourhood Services*

7. ITEMS FOR DISCUSSION

- 7.1 None

8. ITEMS FOR INFORMATION

- 8.1 None

9. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

- 9.1 None

EXEMPT ITEMS

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

10. EXEMPT KEY DECISIONS

- 10.1 None

11. OTHER EXEMPT ITEMS REQUIRING DECISION

- 11.1 Doctors Surgery at the Headland – (paras 5 and 7) - *Director of Neighbourhood Services*

CABINET REPORT

23rd November 2005



Report of: Acting Director of Adult and Community Services

Subject: BRIARFIELDS ALLOTMENT SITE

SUMMARY

1. PURPOSE OF REPORT

To place before Cabinet a report in response to the Local Government Ombudsman's conclusions on the future of the former Briarfields allotment site. To invite Cabinet to determine action to be taken in response.

2. SUMMARY OF CONTENTS

The report includes the relevant element of the Ombudsman Report, provides background information and costings in relation to the principal recommendations of the Ombudsman – re-establishment of the allotments. It also includes consideration of existing allotment provision and the sequence of options required in coming to a decision.

3. RELEVANCE TO CABINET

The actions criticised by the Ombudsman were executive functions determined by Cabinet.

4. TYPE OF DECISION

Key – Test (i)

5. DECISION MAKING ROUTE

Cabinet 23rd November 2005
Potentially Council – potential departure from Budget and Policy Framework.

6. DECISION(S) REQUIRED

That Cabinet consider the reinstatement of the Briarfields allotments and decide a preferred course of action.

Subject to Cabinet's decision at paragraph 11.1 Cabinet may need to seek Council's approval to add the scheme to the capital programme and to amend the approved prudential borrowing limits.

Report of: Acting Director of Adult and Community Services

Subject: BRIARFIELDS ALLOTMENT SITE

1. PURPOSE OF REPORT

- 1.1 This report follows from that presented to Cabinet on the 24th October 2005 by the Chief Solicitor which reflected upon the receipt of the Ombudsman Report relating to the findings of 'Maladministration causing injustice' in relation to the Briarfields site.
- 1.2 This report focuses upon the decision required in relation to the allotments and the actions to be taken. The report includes detailed analysis of the current allotment provision, the views of the former Briarfields allotment tenants and cost estimates of the re-establishment options.

2. BACKGROUND

- 2.1 So far as is relevant to this report, the Ombudsman recommended that the Council give serious consideration to the re-instatement of the Briarfields allotment (albeit possibly with fewer plots).
- 2.2 Steps which comply with the Ombudsman recommendation regarding consideration of the reinstatement of the allotments have already been taken. At the meeting of Cabinet on the 6th September 2005 when dealing with the item "Proposed Modification to the Hartlepool Local Plan" it accepted the Inspector's recommendations to the review of the Local Plan with regards to Briarfields (i.e. to remove the Briarfields Paddock and allotment site from low density housing provision). At the same time, Cabinet called for a report on the re-establishment of the Briarfields allotments. This report specifically addresses the issue.

3. THE FORMER BRIARFIELDS ALLOTMENT SITE

- 3.1 The former Briarfields allotments consisted of 32 allotments situated on the south side of the Briarfields Site, an area of 2.54 acres. The whole site is estimated at 8 acres in size.

- 3.2 The allotment tenants were given notice to quit in October 2002 effective from October 2003 and the site was eventually fully cleared of allotment fencing, structures and debris in February 2004. In the subsequent two growing seasons the area has become overgrown and no significant evidence of the former allotment site now exists.
- 3.3 A plan of the Briarfields site is attached at **Appendix 1**.
- 3.4 The Local Plan is currently out for consultation, if the Cabinet's agreed amendment made on the 6th September and subsequently agreed by Council is adopted, the former allotments land will have the status of key green open space. The draft Local Plan indicates that planning permission will only be given for developments which relate to the use of land within the key green spaces for a variety of specified uses, including allotments, subject to there being no significant adverse impact on the character of the area, recreation facilities, the green network or wildlife.
- 3.5 To revert to allotment use, this will require a designed layout and submission of the scheme for planning permission.
- 3.6 Prior to the submission of planning permission Cabinet would need to determine upon what basis it is creating land for allotment use. Whilst provision is a statutory responsibility of Local Authorities particularly where demand is demonstrated, the status of the site so created requires careful consideration. Essentially, the Cabinet would need to decide whether to re-establish the allotments on a statutory or non-statutory basis, the main relevant practical difference being that whilst statutory allotments needs the permission of the Secretary of State for disposal, non-statutory allotments do not; Hartlepool currently has both statutory and non-statutory sites.
- 3.7 Having secured the Secretary's of State permission, on two occasions, 17th September 2001 and again 25th October 2004, the latter without any conditions, to dispose of Briarfields, caution is required if re-establishment is to be considered on a statutory basis.
- 3.8 Clearly, if the Cabinet takes the decision to re-establish allotments at Briarfields and bearing in mind the potential investment required to achieve this (see Section 9), there would be an expectation that such a use would remain in place for the foreseeable future. The Cabinet should also have regard to the possibility of changes in circumstances in the longer term – possibly in relation to changes in allotment supply and demand or to uses of the adjoining land, for example – and should therefore seek to retain some degree of flexibility in terms of the longer term use of the site. To safeguard the ability to revert to alternative use without reference to the Secretary of State.

4. ALLOTMENT SITE VACANCY POSITION (SEPTEMBER 2005)

4.1 Much has been reported in the past upon the vacancy position of allotments within Hartlepool. It will be appreciated that the vacancy position is a fluid situation, however significant changes in tenancies always occur around May each year as new tenancy invoices are issued, inspections throughout the year also identify issues such as mis-use or non-cultivation which can lead to eviction notices being issued.

4.2 To illustrate the current position, a statistical position has been compiled for the 29th September 2005, this is attached at **Appendix 2**. The Appendix demonstrates the following:

Hartlepool has 1057 allotment plots (excluding Briarfields). The number of plots vacant were 128, which is 12% of the total allotment provision. These plots are in the process of being offered to those on the waiting list which consists of 106 individuals. Of the 106 individuals it should be pointed out that 15 are waiting for a specific plot, if and when it should become available, 46 individuals are waiting for a plot on a specific site. Of these two groups (i.e. 61 in total), 16 individuals are very specific in terms of plot or site where no vacancies exist. It will therefore be appreciated that such people could be on the waiting list for a considerable time, the table provided in **Appendix 2** gives a site by site breakdown.

4.3 The average time those currently on the waiting list have waited is 42 weeks and from the total list of 106 individuals:

24% of people have been on waiting list less than 3 months
56% of people have been on waiting list between 3 and 6 months.
18% of people have been on waiting list between 6 months and a year
26% of people have been on waiting list for over a year.

4.4 In May 2002 Independent ILAM Consultants undertook an assessment of Hartlepool's allotment provision and concluded that with 28 allotments per 1000 population, Hartlepool provided significantly higher than the national average number of allotments (15 per 1000).

4.5 The ILAM Consultant's report recommended that a reduction of allotment sites be considered in conjunction with maintenance of reasonable waiting list times, thereby allowing concentration of maintenance resources and future investment into a reduced allotment holding. The investment would upgrade those plots or sites which are difficult to let due to a lack of maintenance, excessive vandalism and anti-social behaviour problems.

- 4.6 One site at Waverley Terrace falls into the category, a site with 75% vacancies and due to be the recipient of major capital investment to establish a model, modern twelve plot site. This will be used as a model to consider for long term improvements in other allotment sites. It is also useful in providing a quality standard and pricing model should the decision be taken to re-establish the Briarfields Allotments.
- 4.7 The current snap shot demonstrating allotment vacancies and the existing significant investment required in the current allotment site stock would suggest that there is no justification in re-introducing allotments onto the Briarfields site on the basis of need when viewed from a Borough perspective.
- 4.8 Furthermore the suggestion that has been aired, of the former tenants being allowed to temporarily 'see out' their allotment interests in a new Briarfields cannot be justified when the costs of such reinstatement are considered. First and foremost, from a service-wide perspective any capital investment in providing improved allotment sites should be targeted towards upgrading the current sites.

5. DISCUSSION WITH THE FORMER TENANTS

- 5.1 To determine accurate input into this report a survey of the former tenants was undertaken, this was sent to the 16 former tenants who were given notices to quit in October 2002.
- 5.2 The survey form is attached at **Appendix 3a** and the analysis of the returns received is attached as **Appendix 3b**.
- 5.3 Of the 16 former tenants, one has retired permanently from allotment gardening and nine expressed a definite desire to return to Briarfields if the opportunity was given.
- 5.4 Five former tenants did not respond, One further response would not declare a preference until after the Cabinet / Council decision.
- 5.5 A small number of former tenants stipulated conditions in terms of a high quality site with good security, services and facilities. This was explored further in a meeting held with representatives of the Briarfields Allotment Association (BAA) on Friday 7th October 2005.
- 5.6 The meeting with the BAA sought to explore the expectations of the former tenants in a re-established site, should this be approved, namely:
 - i) The quality and scope of the re-establishments
 - ii) Physical location on the Briarfields site
 - iii) Management Options

6. QUALITY OF REINSTATEMENT

- 6.1 The former allotment site and adjacent Paddock is overgrown. It is presumed however that if an allotment site be re-instated, it should be of a high quality and of good appearance to ensure it is seen as a good neighbour and not a detrimental one. This would ensure that the site could in theory co-exist with low density housing should that be developed on the adjacent land in future years.
- 6.2 The model allotment layout proposed for Waverley Terrace allotments was shared and met with agreement as a possible blue print for a Briarfields reinstatement, attached, **Appendix 4**. This includes:
- a. 2.4m high steel perimeter fence
 - b. Internal hedge planting to partially screen the site
 - c. Internal plot fencing – low height
 - d. Compacted pathways
 - e. Water provision per every 4 allotments
- 6.3 In addition, to reach the allotment site, a compacted 4m roadway, a new water supply and a compacted car park and internal access roadway were identified. The BAA did not give a high priority to a roadway, however to reach the remote site this is deemed essential for a newly provided facility.
- 6.4 The BAA representatives also requested consideration of provision of greenhouses and sheds to each plot. For ease of consideration a £500 allowance per plot has been identified in the costings proposals for specific consideration by Members.

7. PHYSICAL POSITION OF ALLOTMENT

- 7.1 From the returns received, i.e. nine desiring to return, it was determined that it would be prudent to design any new allotment site based on a 12 site layout. The consensus of opinion from BAA was that a full thirty-two plot site could not be justified and a lower provision was specifically referenced to by the Ombudsman in his conclusion.
- 7.2 The preferred position of this twelve site plot was on the higher ground towards the south east corner of the site bounded by the public footpath and the right of way.
- 7.3 This would seem a reasonable location for any allotment site and would have the least impact on any development of the land should any future amendments to the Local Plan allow (**Appendix 5**).

8. MANAGEMENT OPTIONS

- 8.1 The BAA expressed interest in a future “self-management” of the site at least to a delegation model which is currently being tested by the Woodcroft Allotment site at Seaton Carew. This can be explored further as circumstances allow.

9. COST ESTIMATES OF RE-ESTABLISHMENT

- 9.1 The cost estimates for re-establishment have been compiled for a new site, these should be sufficiently robust to accurately determine the upper cost limits required to reinstate the allotments.
- 9.2 The cost estimates were compiled on a number of scenarios, i.e. a 12 plot site, a 32 plot site, a high security steel fence, a traditional timber fence and common facilities including access road, car park and new water supply.
- 9.3 To ensure any allotment site is fit for use the site would also need removal of overgrowth, clearance and rotovation. The cost estimate (all options) are attached at **Appendix 6**. Having had detailed discussion with the former tenant representatives it is considered appropriate to focus on the provision of a twelve site plot with high security steel fence and roadway, car park and water supply to suit.
- 9.4 Using the cost estimate provided, column two (i.e. 12 plot site) identifies the following:

£

Site Clearance and Rotation	9,918.75
Fencing external and internal inc. gateways	33,825.00
Access works and Services	35,000.00
Prelims at 15%	11,811.56
Contingency at 10%	9,055.53
Fees at 12% including Planning etc.	<u>11,953.30</u>
	£111,564.14

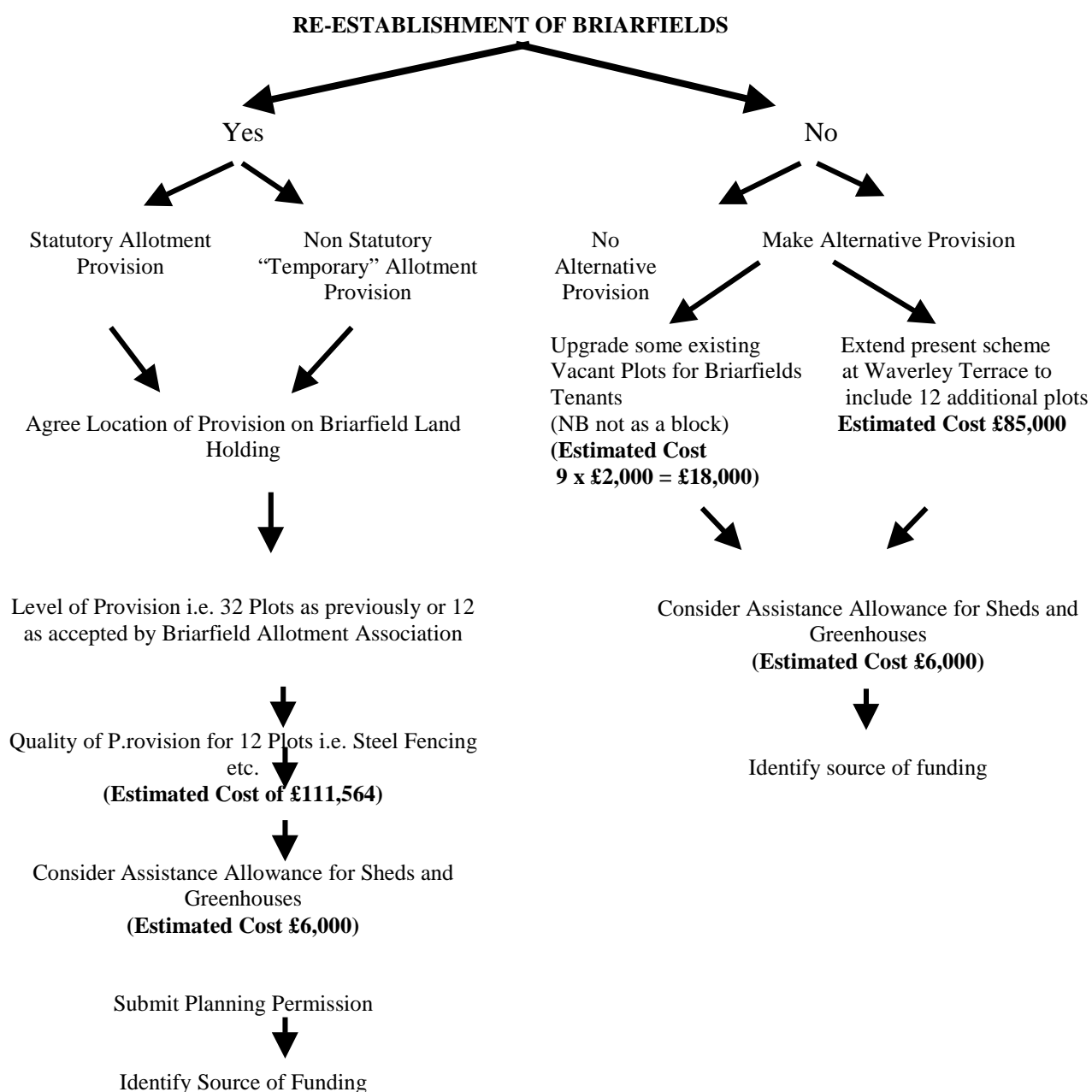
- 9.5 This allows some scope for cost movements. For instance, as the former allotments debris has already been removed in February 2004 it may be appropriate to remove the turf / overgrowth and dump elsewhere on site as a ‘green solution’, similarly any reductions in specific elements will reduce the percentage prelims, and fee totals, the total also includes a £9000 contingency.

- 9.6 However it would be unsafe to make any assumption at this stage that this 12 site allotment provision could be delivered for less than £100,000. This is a comparable cost to the 12 plot site at Waverley Terrace. The design has not been agreed by BAA, although the principles are accepted, these costings do not include the desire for sheds or greenhouses, a ball park budget of £500 per site (i.e. 12 x 500 = £6,000) should be allowed.

10. CONCLUSION

- 10.1 The Briarfields Allotments have been accepted to be surplus to requirements by the Secretary of State in 2002 and again in 2004. This has been confirmed in the Independent ILAM Consultant's report.
- 10.2 To fulfil the Ombudsman's recommendation requires "serious thought" to be given to the re-establishment of Briarfields as an allotment site. Whether or not to re-establish them calls for a decision which balances the interests of the allotment holders and the priorities of the Council in providing for the needs of the community as a whole.
- 10.3 The desire of the nine former allotment holders to return to a re-established site is a strong one, this is perfectly understandable as they did not want to leave in the first place.
- 10.4 The change in status of Briarfields from an anticipated 'low density housing' site to that of 'key open green space' is not particularly relevant as the Council could simply decide to leave the site as it is without reference to any short term 'green space' use.
- 10.5 A decision to accept re-establishment of the allotments or a decision declining such an option both lead to supplementary considerations. Furthermore should the re-establishment be approved, the funding to undertake the re-establishment must be identified as this is a departure from the existing budget framework and, as such, would require to be submitted to the Council for approval.
- 10.6 The one area that has not previously been explored, refers to working on alternative provision i.e. if "re-establishment" is rejected at Briarfields but some alternative provision is offered. This alternative option is unlikely to find immediate favour with the former Briarfields tenants but could be an option whereby not only do the former tenants receive a good quality 'refurbished' plot but the subsequent capital expenditure is being invested within the existing allotment holdings.

- 10.7 To be specific it would mean either refurbishment of a specific plot or plots within an existing site (meaning preference would be given to former Briarfields tenants over anyone on the current waiting list) or the further expansion of the “Model” Waverley Terrace allotment site with an additional block of twelve allotments in addition to the twelve currently planned.
- 10.8 Either of the options outlined above would require expenditure – an estimated £2000 per plot ($2000 \times 9 = £18,000$) on individual sites across town to those who wished to take up this option, or, an extension to Waverley at an estimated cost of £85,000 (i.e. the equivalent investment to that which is currently being planned).
- 10.9 All of these options and the decision process are outlined as follows:



- 10.10 The existing budget does not include provision to meet the capital costs of the options identified in the above table. Therefore, if Members wish to implement one of these options the capital costs will need to be funded from prudential borrowing as no other resources are available to meet these costs. As Members will be aware Scrutiny Co-ordinating Committee have recently completed a review of the Council's reserves. This review has confirmed that the Council's reserves are largely fully committed and reserves could not be used to fund this expenditure.
- 10.11 If Members do determine to implement one of the options identified in the report and to fund the capital costs from prudential borrowing the resulting revenue costs will need to be funded from within the overall budget from 2006/2007. This will increase the level of savings required to balance the 2006/2007 budget. Details of the revenue costs of the three options are summarised below, based on maximum estimated costs.

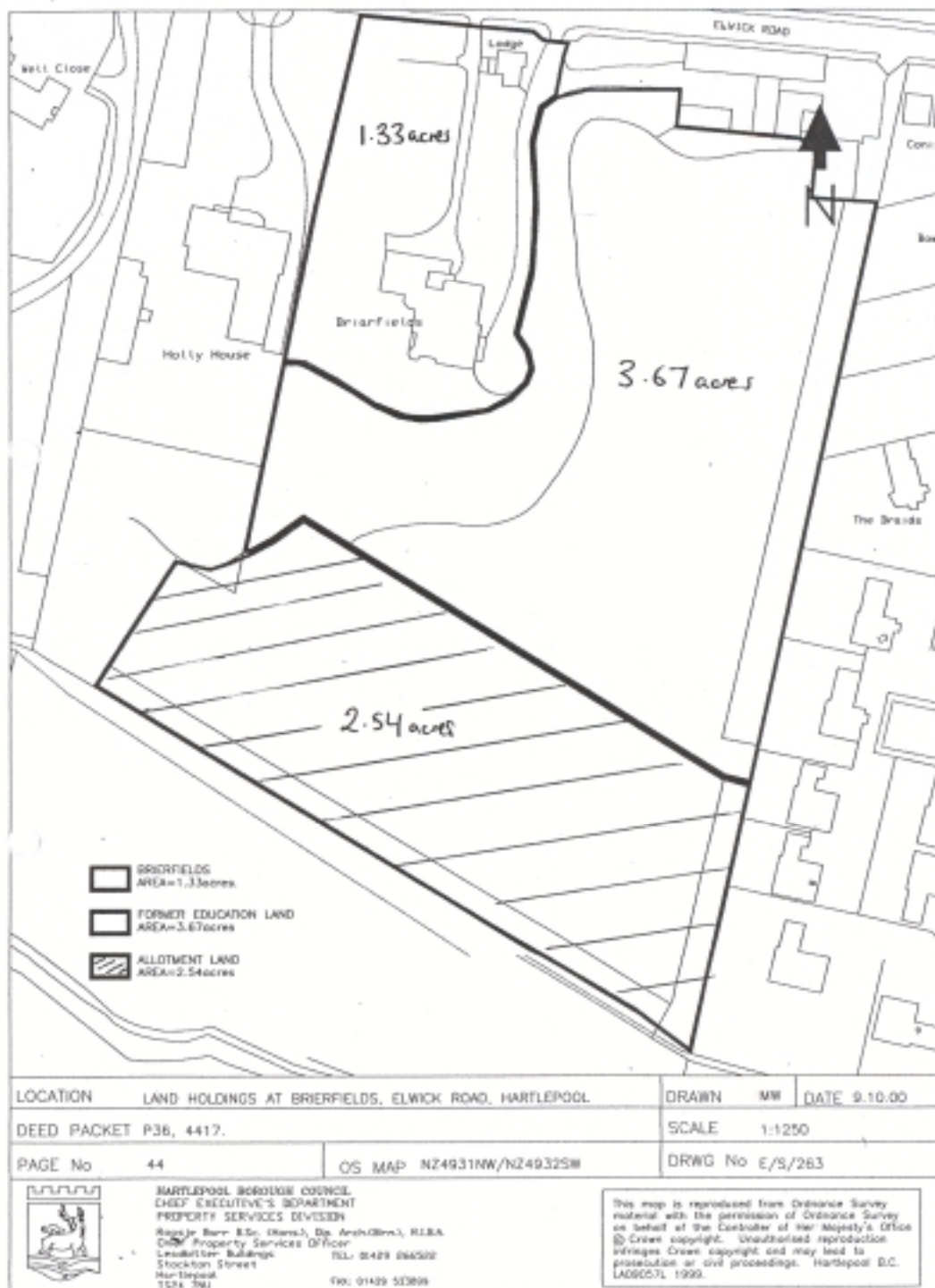
	<u>Capital Cost</u> <u>£'000</u>	<u>Revenue Cost</u> <u>£'000</u>
Provision at Briarfields	117	11
Improve existing plots	24	2
Extension Waverley Terrace	91	8

11. RECOMMENDATIONS

- 11.1 That Cabinet consider the reinstatement of the Briarfields allotments and decide a preferred course of action.
- 11.2 Subject to Cabinet's decision at paragraph 11.1 Cabinet may need to seek Council's approval to add the scheme to the capital programme and to amend the approved prudential borrowing limits.

CONTACT OFFICER: John Mennear, Acting Assistant Director
(Community Services)

Background Papers



Update on Current Position	Provision		Vacancies			Waiting List					
	Total No. of Plots on site	No. of plots on site as a percentage of Borough Total	No. of plots vacant 29/9/05	No. of plots vacant as a percentage of the site total 29/9/05	No. of plots vacant as a percentage of the Borough total 29/9/05	No. of people waiting for a specific plot	No. of people waiting for any plot on one site alone	Total No. of people being specific about wanting a plot at just this site	No. of People on waiting list interested in a plot at a site with no vacancies	Maximum potential No. of people (106 individuals) on waiting list interested in a plot	% of people on waiting list that expressed an interest in an allotment at this site
Brierton	58	5.5%	12	20.7%	1.1%	0	2	2	0	26	25%
Burn Valley	76	7.2%	0	0.0%	0.0%	0	9	9	9	32	30%
Catcote	56	5.3%	6	10.7%	0.6%	1	3	4	0	23	22%
Chester Road	147	13.9%	10	6.8%	0.9%	6	0	6	0	32	30%
Greatham	3	0.3%	0	0.0%	0.0%	0	1	1	1	5	5%
Haswell	30	2.8%	1	3.3%	0.1%	0	1	1	0	20	19%
Nicholsons Field	169	16.0%	3	1.8%	0.3%	0	8	8	0	19	18%
Olive Street	1	0.1%	0	0.0%	0.0%	0	0	0	0	3	3%
Station Lane	79	7.5%	18	22.8%	1.7%	0	2	2	0	11	10%
Stranton	174	16.5%	11	6.3%	1.0%	0	4	4	0	28	26%
Thompson Gr.	5	0.5%	0	0.0%	0.0%	0	0	0	0	9	8%
Thornhill	86	8.1%	8	9.3%	0.8%	2	3	5	0	32	30%
Throston	82	7.8%	14	17.1%	1.3%	4	4	8	0	36	34%
Waverley	60	5.7%	45	75.0%	4.3%	2	3	5	0	16	15%
Woodcroft	31	2.9%	0	0.0%	0.0%	0	6	6	6	13	12%
Total	1057	100%	128	174%	12.1%	15	46	61	16	305	288%

Number of Allotments (excl Briarfields)	1057
Total number of Allotments Vacant	128
Percentage of allotments vacant	12.1%
Number of individuals on Waiting List	106
No. waiting for a specific plot	15
No. waiting for any plot at a specific site	46
Total No. of people being specific in terms of plot or site	61
No. of people specific about a site or plot where no vacancies exist	16
Of the 106 individuals on the waiting list the no. of applications is	305
Average Time those currently on waiting list have been on	42 weeks
% of people on waiting list less than 3 months	24%
% of people on waiting between 3 and 6 months	32%
% of people on waiting list between 6 months and a year	18%

FORMER BRIARFIELDS ALLOTMENT TENANTS QUESTIONNAIRE

Plot No: «Plot_No»
«LastName»

Name: «Title» «FirstName»

In answering please be aware that:

- i The exact configuration, size and access to any reinstated allotment site has yet to be determined*
- ii This questionnaire applies to yourself as a former Tenant and is not a transferable option to family members, friends or associates.*

Please Tick
as
Appropriate

1. I have retired from allotment gardening and do not wish to be considered for a re-instated Briarfields allotment ☐
2. If the opportunity arises, I would wish to resume allotment gardening at a reinstated Briarfields Site. ☐
3. I now have an alternative allotment allocated (please complete SITE: _____ PLOT N^O _____) and wish to retain my new allotment. Therefore I do not wish to be considered for a reinstated Briarfields Allotment. ☐
4. I have an allotment elsewhere (please complete SITE: _____ PLOT N^O _____) but wish to be considered for a transfer to a reinstated Briarfields allotment. ☐

Question 5 – Applicable to all recipients of this questionnaire:

5. I wish to discuss the original offer which proposed the allocation of an upgraded/ prepared allotment on either a site of my choice/site nearer to my home ie a non Briarfields Site Allotment. ☐

Additional comments or questions

Signed : _____ Date: _____

**Please Return in the attached prepaid envelope to:
(Before Friday 7th October 2005)**

John Mennear, Acting Assistant Director (Cultural Services)
Adult and Community Services Department, PO Box 96, Civic Centre, Victoria Road,
Hartlepool, TS24 8YW

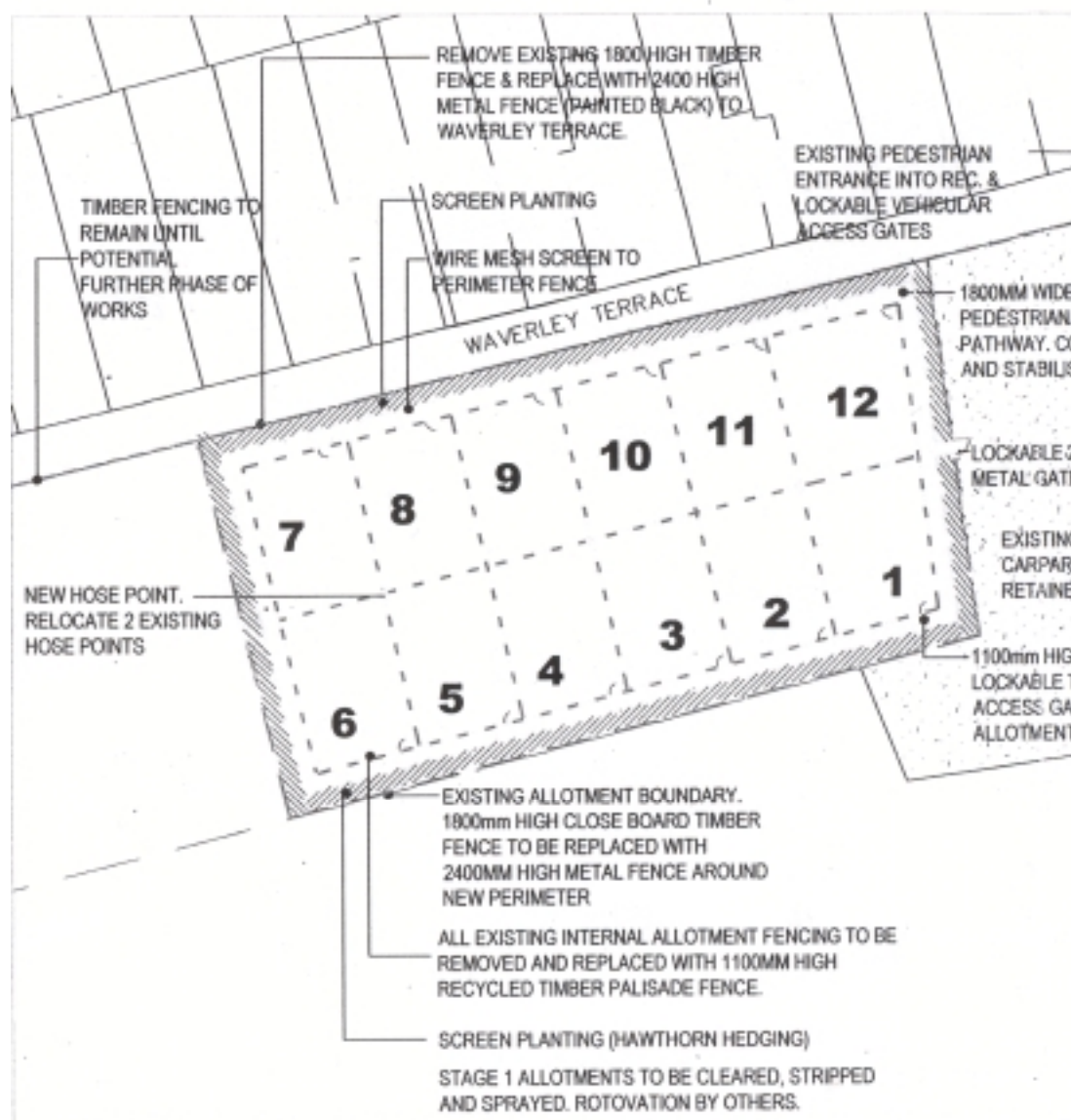
Tel: 01429 523914 Email: john.mennear@hartlepool.gov.uk

RETURN ANALYSIS

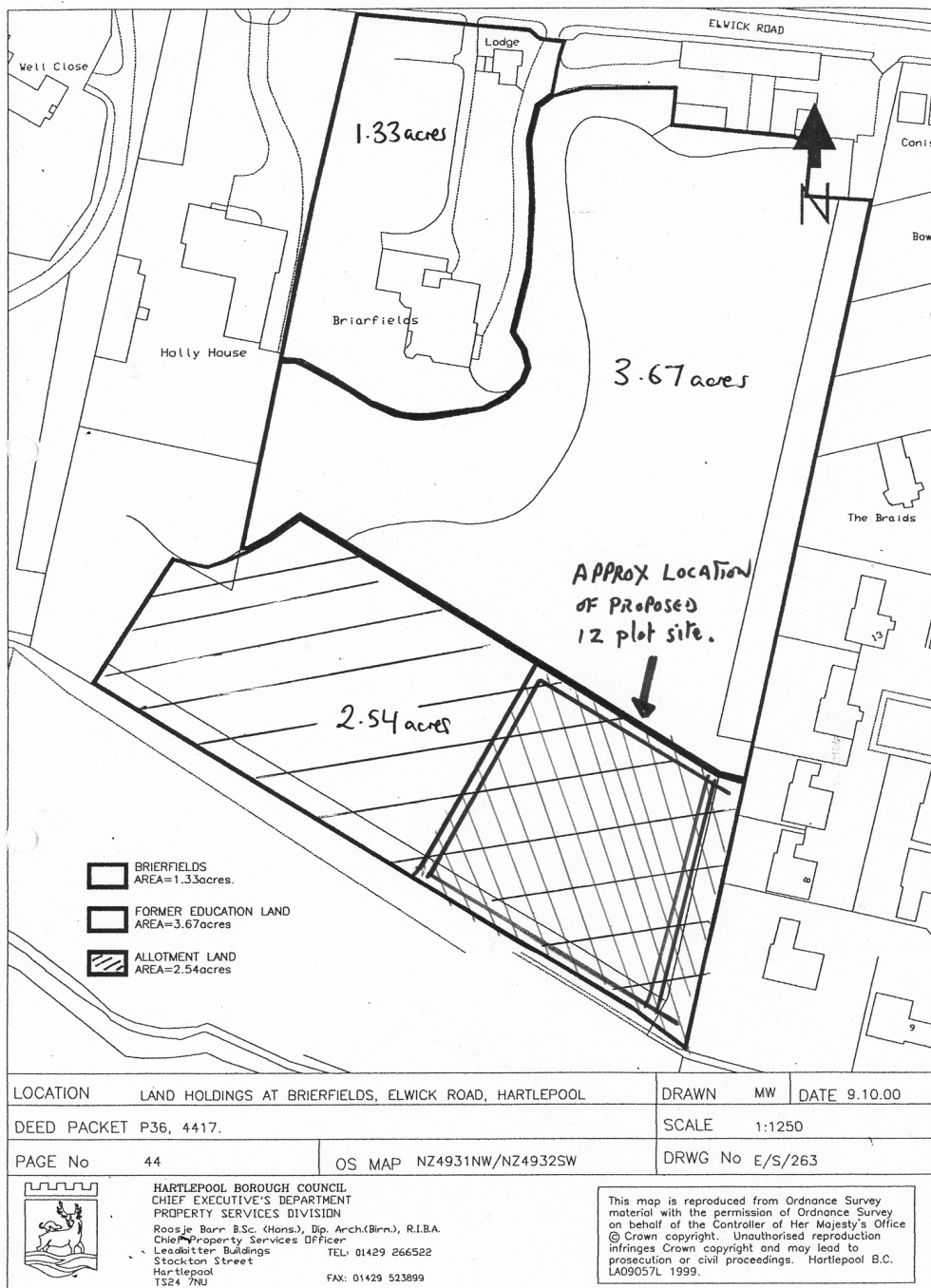
Notice to quit and compensated * (2003)	Retired	Opportunity for return confirmed	Alt. Plot and Satisfied	Alt. Plot and request return	Consider original offer
J Smith	-	-	-	-	-
A Kitching		✓		✓	
Reece		✓			✓
C Beattie		✓ ¹			
E Allan		✓			✓
K Sharp	-	-	-	-	-
P Pickens*		✓			✓
J Everett		✓			✓
F Halbert		✓			
R Smithwhite*		✓			
RA Noddings		✓			
A Jones	✓				
M King	-	-	-	-	-
K Parker	-	-	-	-	-
J N Scott	-	-	-	-	-
E Trundley	-	-	-	-	? ²
	1	9	0	1	4

¹ – only to a secure high quality site² – doesn't wish to consider options until after Cabinet/Council decision

* - refused to accept compensation, ie outstanding



2. STAGE 1 OF ALLOTMENT REDEVELOPMENT



Briarfields Allotment Refurbishment

Preliminary cost estimates

Revision:

Revision:		12 No. allotments		32 No. allotments	
		timber fence	metal fence	timber fence	metal fence
Ref	Description	Amount	Amount	Amount	Amount
Site clearance					
1	Spray weed killer to allotment plots	661.25	661.25	1,662.50	1,662.50
2	Clear existing turf/ vegetation to plots & remove to licenced tip.	7,935.00	7,935.00	19,950.00	19,950.00
3	Rotovate allotment areas to 250mm deep	1,322.50	1,322.50	3,325.00	3,325.00
		9,918.75	9,918.75	24,937.50	24,937.50
Fencing					
4a	Supply & install 2000mm high closeboard timber palisade fence to perimeter	11,000.00	N/A	17,500.00	N/A
4b	Supply & install 2400mm high galv powdercoated palisade fence to perimeter	N/A	19,800.00	N/A	31,500.00
5	Supply & install 1400mm high timber palisade fence to interior plots	13,125.00	13,125.00	39,200.00	39,200.00
6	New 1400mm timber access gate to allotments.	720.00	720.00	1,920.00	1,920.00
7	New 2000mm access gate to allotment perimeter	100.00	180.00	100.00	180.00
		24,945.00	33,825.00	58,720.00	72,800.00
Access works & services					
8	Clear loose material, stabilise, spread and compact 4000mm wide road access	15,500.00	15,500.00	15,500.00	15,500.00
9	Clear loose material, stabilise and compact car park area	6,800.00	6,800.00	17,000.00	17,000.00
10	Clear loose material, stabilise and compact 2000mm wide footpath	9,700.00	9,700.00	17,800.00	17,800.00
11	Supply & install water points to allotments	3,000.00	3,000.00	6,000.00	6,000.00
		35,000.00	35,000.00	56,300.00	56,300.00
Total of capital works		69,863.75	78,743.75	139,957.50	154,037.50
Preliminaries (at 15%)		10,479.56	11,811.56	20,993.63	23,105.63
Contingency (at 10%)		8,034.33	9,055.53	16,095.11	17,714.31
		88,377.64	99,610.84	177,046.24	194,857.44
Fees (at 12%, inc. planning and CDM)		10,605.32	11,953.30	21,245.55	23,382.89
Grand total		98,982.96	111,564.15	198,291.79	218,240.33
Rationalised total		£98,983	£111,564	£198,292	£218,240

CABINET REPORT

23RD NOVEMBER 2005



Report of: The Steering Group of Cabinet

Subject: CONSTRUCTION, PROPERTY MANAGEMENT AND
HIGHWAYS PARTNERSHIP

SUMMARY

1.0 PURPOSE OF REPORT

The Views of the Cabinet are sought with respect to the next steps in the potential of establishing a partnership with a private sector company to provide construction, property management and highways related services to the Council.

2.0 SUMMARY OF CONTENTS

The report provides an assessment of the current position with regard to the preparation of the outline business case for the potential of establishing a strategic service delivery partnership and considers other options.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Potential to affect the way the Council will work in the future.

4.0 TYPE OF DECISION

Key (test (i) applies)

5.0 DECISION MAKING ROUTE

Cabinet 23rd November 2005

6.0 DECISION(S) REQUIRED

The Cabinet's direction on the next steps is sought.

Report of: The Steering Group of Cabinet

Subject: CONSTRUCTION, PROPERTY MANAGEMENT AND
HIGHWAYS PARTNERSHIP

1. PURPOSE OF REPORT

- 1.1 The views of the Cabinet are sought with respect to the next steps in the potential of establishing a partnership with a private sector company to provide construction, property management and highways related services to the Council.

2. BACKGROUND

- 2.1 The Cabinet on 29th November 2004 agreed that a partnership with a private sector company on the basis of a Joint Venture Company (JVC) with in-house provision (secondment) be pursued for the delivery of a selection of construction, property management, highways and transport services.
- 2.2 An Outline Business Case has been developed. This has included input from work-streams focussing on HR/Managerial issues, Specification/Technical issues, Contract/Legal issues and Financial issues. The workstreams have included Technical / Property Services Staff, trade unions and staff from other relevant departments.
- 2.3 The scope of services has been limited to 'white collar' services; 'blue collar' services have been excluded from the scope of the JVC. There are approximately 100 staff involved. The final list of posts to be included has yet to be firmly established.

3. CONSIDERATIONS

3.1 Project Team Structure

The previous project manager left the Council in May 2005 moving to another local authority. There was some delay over June / July whilst a new project manager was put in place. This has caused some difficulties in progress.

3.2 '4P's' Gateway 1 Review

The local government procurement agency '4Ps' (Public Private Partnerships Programme) has visited the authority to provide practical support, guidance and project assurance. The review overall rating was "Amber" – that the project should go forward with actions and recommendations to be considered before the next '4Ps' stage-gate.

Thirteen recommendations have been made (see **Appendix A**). All recommendations will be addressed during the development of the detailed Business Case. Some specific issues are highlighted below.

3.3 **Range of Options (Recommendations 1 and 2)**

The Steering Group have revisited a range of options including a public-public partnership (least favoured option at the original option review) a Social Enterprise (an option with some potential in the future, but possibly not at this stage) and framework agreements (an incremental option, but does not meet all objectives).

3.4 **Performance Measures (Recommendations 4 and 7)**

The Council has already established its key objectives, which addresses what the Council will require from the partnership. This, however, needs developing with specific 'SMART' targets for the partnership to achieve.

The key objectives are:

- Located in Hartlepool
- Job protection for existing staff on HBC Terms and Conditions
- Strategic Service-delivery Partnership (SSP) embodying the principle of the National Procurement Strategy for Local Government

With other objectives to create:

- Existing service delivery to be maintained and improved
- Additional job opportunities within the SSP
- Regeneration within Hartlepool - provision of other employment from additional business
- Overall financial benefits for the Council with some percentage of profit made by SSP
- Training and development programme

A key requirement for the Contract will be to set up an "intelligent client" role to monitor the contract.

3.5 **Communications (Recommendations 3 and 5)**

It was felt that due to the delay over summer and the length of time elapsed since the November Cabinet resolution that further briefings were needed for staff, Members and clients. Consequently the Director of Neighbourhood Services recently briefed staff at a series of specific meetings. This had been undertaken previously via quarterly communication meetings. It is intended that these be supplemented via newsletters when there is specific news to be shared. Members were also updated at a briefing session on 26th September 2005.

A communications strategy is to be developed to allow all stakeholders to be kept up to date. Discussions have also taken place with Tees Valley Regeneration regarding the potential interfaces with Consultants working particularly on the Victoria Harbour Development. Discussions have also been held with Partnerships for Schools (PFS) regarding the potential involvement in Building Schools for the Future (BSF) programme.

3.6 Programme (Recommendation 6)

The review team recommended that more time should be made available to allow clearer record of the range of options reviewed, including review of stakeholders' views. This would also allow Members and stakeholders to be briefed prior to the formal decision making meetings. This has been undertaken through September and October.

3.7 Local Links (Recommendations 8 & 9)

There is a need to define how the Council see the JVC working alongside other council contracts, the Hartlepool LSP, and external partners. The effect on potential workload should also be defined. This will be undertaken in the detailed business case.

3.8 Risk and Governance Issues

Beechcroft Wansbroughs has been appointed as legal consultant and their initial comments on the outline Business Case have covered key risk issues such as company governance and staff secondment. These issues will need to be examined more closely during the preparation of the detailed Business Case.

4. OUTLINE BUSINESS CASE

4.1 At the Steering Group meeting held on 23rd September 2005 the Outline Business Case was examined and several additions and amendments were suggested. It was also highlighted that more extensive financial information was required. Since that meeting some amendments have been made but the detailed financial information has not yet been included.

4.2 There are two broad steps to follow if the potential JVC Option was to be pursued; i.e. develop a detailed business case, and work from detailed Business Case to commencement of the partnership. The first part of the programme is forecast to be of 4 months duration. This is conditional on receiving specialist financial advice. The second part of the programme, from approval of detailed Business Case to service delivery, will be approximately 15 months.

4.3 Consultants will be required to guide and advise. The principal consultant will be providing legal direction and advice, and has already been appointed. A financial consultant will be required to prepare the financial forecast.

4.4 The work-streams and Business Case development work are being carried out by the Council staff with assistance of our legal consultants.

4.5 There will be a cost for employing the Legal Consultants. They have been employed initially to give important legal advice up to the completion of the Outline Business Case. It is anticipated that this will cost no more than £25,000. The following stage, through procurement and up to contract award, is anticipated to cost £80k. These appointments and funding arrangements were agreed at the Cabinet meeting on 6th June 2005.

- 4.6 There would be a need to appoint Financial consultants if the JVC option was to be developed.
- 4.7 Funding for these developments is included in the Way Forward budget.

5. CONCLUSIONS

- 5.1 The draft business case suggests that the JVC option is likely to be feasible and the Councils objectives would be met. Further work is still going on in respect of the likely financial implications.
- 5.2 The feedback from Staff and Members briefings has indicated some uncertainty and concerns around the JVC option, although there is a general understanding and acceptance that there is some difficulty within the services and that there are issues to address to ensure sustainability. The ability to recruit staff and the potential drop in workload particularly within the Building Consultancy remains a concern.
- 5.3 It is clear that a decision is urgently required to remove uncertainty and avoid a waste of time and resources.
- 5.4 Gateway conclusions advised the Council to:-
- take more time over decision making
 - look at other options and in particular the “Public – Public” collaboration option and in this regard we have had an approach from a North East Local Authority who have spare capacity which could be used in a collaborative agreement.
 - Consider consolidating with framework agreements as an incremental approach. This could be a two way partnership where the partners’ staff work in Hartlepool and we could encourage them to develop external work.
- 5.5 The Steering Group recognised that we cannot follow a ‘do nothing’ option as there are problems that we must address. Issues covered in work to date will need to be addressed in the future for most forms of collaboration options in this and other areas, and will therefore be valuable. It is likely that consideration will be needed around private sector partnering or other special purpose vehicle as we develop proposals for BSF and other large projects/developments in the future.
- 5.6 It must be recognised that some of the potential options might not achieve all of our objectives which are highlighted in Section 3.4.

6. POTENTIAL NEXT STEPS

- 6.1 The Steering Group have recommended the following actions and the Cabinets Views are sought:
- 6.1.1 JVC: The completion of the outline business case including financial detail to enter into a potential partnership with a private sector partner on the basis of a JVC with in-house provision (secondment) for the provision of construction, property management and highways related services. On the basis that in future we might need to go in this direction and we will be in a better state of preparation.
- 6.1.2 Public-Public: The working up of a proposal to enter into a collaboration with one or more local authorities or possibly the JSU in Tees Valley.
- 6.1.3 Framework: The working up of a proposal to enter into a single framework agreement with a private sector partner. This could be achieved in incremental stages to replace current framework agreements.
- 6.1.4 The Steering Group to report back to Cabinet in March 2006 for a decision on the way forward based on the options that are endorsed by Cabinet.

7. RECOMMENDATIONS

- 7.1 The Cabinet's direction on the next steps is sought.

8. BACKGROUND PAPERS

- Gateway Review Draft Report Recommendations **Appendix A**

APPENDIX A: GATEWAY 1 REVIEW - SUMMARY OF RECOMMENDATIONS

- Red – Take action immediately.
 Amber – Take action by the next 4ps Gateway Review.
 Green – Take action as required.

Ref. No.	Recommendation	R/A/G Status
1.	That the full range of options is reviewed to ensure that all stakeholders' suggestions have been given due consideration and the OBC can be considered comprehensive.	A
2.	That the scope for a Public-Public or Public-Public-Private partnership and any other options be more fully explored and documented in the OBC.	A
3.	That client department representatives be brought into the decision making loop to ensure that the terms of any proposed exclusivity agreement are corporately supported and agreed.	G
4.	That SMART targets be developed so that the desired project outcomes can be monitored and consideration be given to the need for an "intelligent customer / client" function within HBC.	A
5.	That a comprehensive Communications Strategy be developed that employs a wide variety of communication and consultation techniques.	A
6.	That the project programme be reviewed with a view to allowing more time for members and other stakeholders to be briefed prior to formal decision making.	A
7.	That HBC reviews its threshold requirements so that, whilst expressing its current preference(s), it indicates its willingness to allow potential partners the opportunity to "shape the deal", thereby retaining stronger market interest than might otherwise be the case.	A
8.	That the future potential workload for public sector commissioned CP&HS within the Hartlepool area be more widely explored, possibly through the auspices of the LSP and its constituent bodies.	A
9.	That the envisaged interconnections/ communications between the proposed JVC, other council contracts and the Hartlepool LSP and external partners be more explicitly defined.	A
10.	That consideration be given as to how the restructuring exercise can be concluded as soon as possible and how the impact of the JE exercise upon the project can be managed to minimise staff concerns.	G
11.	That the Risk Register be developed and managed with timescales and key actions being set for resolving risks wherever possible and associated costs being identified, and that HBC continues to liaise with other authorities that have already set up or are setting up JVCs in order to share knowledge and identify all potential risks.	A
12.	That an exit strategy be developed so that future risks can be minimised.	A
13.	That a strategy be devised for managing the relationship with incumbent suppliers in the run up to the proposed JVC in order to manage risks, particularly relating to intellectual property rights.	A

CABINET REPORT

23rd November 2005



Report of: The Assistant Director (Planning and Economic Development)

Subject: EXTENSION OF GROUNDWORK EAST DURHAM INTO HARTLEPOOL

SUMMARY

1. PURPOSE OF REPORT

To inform Cabinet of the potential for the extension of the operation of Groundwork East Durham into Hartlepool and to consider the position on such an extension subject to the ongoing budget review.

2. SUMMARY OF CONTENTS

The report summarises the findings of the Phase 2 study into the potential role for a Groundwork Trust in Hartlepool. It sets out programmes of work, which might be developed by Groundwork Project Officers and establishes a model for Groundwork Trust operation in the borough.

3. RELEVANCE TO CABINET

Groundwork Trust could contribute to Hartlepool's continuing regeneration.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Cabinet.

6. DECISION(S) REQUIRED

That Cabinet note the position on the potential for the extension of Groundwork East Durham into Hartlepool, but defers any formal commitment for consideration of this “priority” in the context of the 2006-7 budget process.

Report of: The Assistant Director (Planning and Economic Development)

Subject: EXTENSION OF GROUNDWORK EAST DURHAM INTO HARTLEPOOL

1. PURPOSE OF REPORT

- 1.1 To inform Cabinet of the potential for the extension of the operation of Groundwork East Durham into Hartlepool and to consider the position on such an extension subject to the ongoing budget review.

2. GROUNDWORK TRUST

- 2.1 Groundwork is a federation of independent Trusts that work with partners in disadvantaged areas to improve the local environment, the lives of local people and the success of local businesses. Established in 1981, there are now 50 Trusts in the UK and each Trust is a partnership between public, private and voluntary bodies.
- 2.2 Groundwork's stated purpose is "to build sustainable communities through joint environmental action", which they do through practical projects aimed at improving quality of life.

Projects have one or more of the following aims:

- Creating opportunities for people to learn new skills and take local action.
 - Creating better, safer and healthier neighbourhoods.
 - Helping businesses and individuals fulfil their potential.
- 2.3 There are six themes to Groundwork's projects: communities; land; employment; education; business and youth. Each Trust is designed around local needs and will therefore vary in the emphasis it gives to these themes.
- 2.4 Nationally, in 2001/2002, Groundwork generated £88 million of which 16% came from Local Authorities, with the private sector providing 18% and regeneration agencies such as Regional Development Agency, Single Regeneration Budget etc providing the biggest contribution at 34%.

3. BACKGROUND

- 3.1 Groundwork currently operates in the boroughs of Middlesbrough and Redcar & Cleveland in the form of Groundwork South Tees. The Tees Valley Joint Strategy Unit, in conjunction with Groundwork UK and the Borough Councils of Hartlepool, Darlington and Stockton-on-Tees, appointed the BE group to undertake a Phase 1 Feasibility study to examine the need and opportunities for a Groundwork Trust operation in the Tees Valley, north of the Tees.
- 3.2 The Phase 1 Feasibility study involved extensive consultation with officers in the Borough Council and members of a wide range of community organisations. The feedback from consultees was generally positive in favour of a Groundwork Trust being established in Hartlepool. (The case for a Groundwork operation in Stockton, however, was not accepted).
- 3.3 Following Portfolio Holder approval, BE Group was commissioned in January 2005 to undertake a Phase 2 study into the delivery of Groundwork in Hartlepool. The Phase 2 Study looked at what programmes of work it would be appropriate for Groundwork to undertake in the Borough, and conversely which areas it should avoid so as to avoid clashing with or duplicating the work of other bodies. The study also looked at what partnerships it would seek to establish and would establish a steering group, which will manage the start up process.
- 3.4 Initial discussions were undertaken around a wide range of potential delivery options. Some such as a stand alone trust for Hartlepool were immediately discounted (due to the associated costs) however the strategic importance of the Tees Valley and the benefits of working with an established Trust meant the feasibility of the following options was more carefully considered:
- Stand alone North Tees Trust incorporating Hartlepool and Darlington
 - Restructuring Groundwork South Tees and forming a Tees Valley Trust
 - Extension of Groundwork East Durham.
- 3.5 Extensive discussion highlighted that the first two options were unfeasible. Without the Borough of Stockton, a North Tees Trust would be operating without contiguous borders between local authorities. Meanwhile a Tees Valley Trust would mean restructuring Groundwork South Tees for a second time to extend it simultaneously in two directions. This was not considered to be a feasible option for a still relatively young Trust whose first restructuring was in 2003. As such the study recommended that the most appropriate means of delivering Groundwork in Hartlepool would be the extension of Groundwork East Durham.

4. CONSULTATION

- 4.1 The first part of the Phase 2 study involved extensive consultation with officers of the Borough Council and other stakeholders. This included Neighbourhood Services, including Town Care Managers; Parks & Countryside; Economic Development and Education as well as discussions with the Environment Theme Partnership and the newly formed Environmental Education Working Group. The consultation process has focused on identifying a programme of work for Groundwork in Hartlepool, the results of which are outlined in the section below, however consultees were also asked to raise any concerns.
- 4.2 The concerns that were raised focused on the actual delivery of Groundwork and secondly that it should not duplicate the work of Hartlepool Borough Council, its partners and the existing voluntary sector activities. Both of these concerns can be addressed through ensuring effective communication between HBC, other existing stakeholders and Groundwork. One mechanism of achieving this is the formation of a Working Group that could meet regularly with Groundwork to monitor and advise on project development. A Service Level Agreement could also be drawn up that sets out expectations of both the Council and Groundwork.

5. PROGRAMME OF ACTIVITY

- 5.1 Set out below are the specific, general and strategic programmes that have been identified through the consultation process. From these programmes it will be necessary to identify priorities for the first year. Subject to approval being received from HBC and the Office of the Deputy Prime Minister a detailed, annual, delivery plan would be drawn up by Groundwork East Durham.

All the projects identified fall within four key areas:

- Neighbourhood Action Plans
- Parks
- Youth
- Business Environment Action

- 5.2 Specific programmes for development

These programmes could potentially be developed by Groundwork Project Officers and delivered in Year One, subject of course to project funding being secured:

- improvements schemes to specific parks, allotment sites, playgrounds and other open spaces,
- schemes with a youth development dimension,
- schemes emerging from the Neighbourhood Action Plans,

- schemes addressing anti-social behaviour issues.

5.3 General programmes for development

A number of general programmes have been identified. Further discussion, were Groundwork to be established in the Borough, would allow delivery of these programmes:

- work with Groundwork West Durham and Groundwork South Tees to establish a role for Groundwork delivering community consultation for Tees Valley strategic projects,
- developing play areas, in particular in rural areas, where access to Section 106 funding is limited,
- helping community groups to access funding and deliver projects,
- supporting ILM to access funding for 'training to employment' and helping coordinate activity across the Borough. Currently two teams are run through Economic Development, another by NACRO,
- deliver a 'living streets' programme across the Borough in partnership with Tees Forest,
- input into second Local Transport Plan specifically around environmental improvements to existing bridleway networks, creation of new networks and education on sustainable transport.

5.4 Strategic development in Hartlepool

In addition to these projects it is envisaged that Groundwork could have a role in the following areas:

- A seat on the Environment sub group of the Hartlepool LSP
- As required help on development and implementation of strategies for example Green Space Strategies
- As required working with the HVDA to strengthen the voluntary sector.

6. PROGRAMME COSTS & FUNDING

6.1 Should the extension of the Groundwork Trust be agreed it is proposed that funding from Hartlepool Borough Council and ODPM would be used to cover core staffing, administration, overheads, telephone, premises, training, equipment and recruitment. Table 1 sets out the financial commitment envisaged from HBC, the anticipated level of ODPM match funding and the level of staffing that this would result in, as well as the projected programme size. (Note: The contribution from ODPM is not secured and is dependent on a number of factors including financial demands from other parts of the Groundwork network.)

6.2 The figures for the programme size are based on experience of what Groundwork officers can deliver and typically it is found that turnover would triple over a six-year period. However the core contribution from Hartlepool would remain the same over that six-year period.

- 6.3 There is considerable flexibility as to how the HBC contribution for the first three years of operation is spread, provided that a total contribution of £150k is met over this period.

Table 1 Programme costs and size

Staff	Operations Manager (part time) Senior Project Officer (full time) Junior Project Officer (part time)
HBC contribution	£50,000 pa (over a six year period)
ODPM contribution	£70,000 pa
Programme size (approximate)	£500,000 in year one growing to £1.5 million over six years

- 6.4 Potentially, funding for the programme of projects would be drawn from a wide range of sources, reflecting the nature, scale and location of projects and the partner organisations involved.

Therefore sources of funding will include but not be limited to:

- Barclays Spaces for Sport
- Business Sponsorship
- CDENT
- Charitable Trusts
- Children's Fund
- Community Fund
- DEFRA
- Environment Agency
- European Funding
- Groundwork UK including Young Voices and Motiv8
- Heritage Lottery
- Living Landmarks
- Local Heritage Initiative
- Neighbourhood Renewal Funding
- New Deal for Communities
- Section 106 Agreements
- Single Programme Funding – One North East
- Sustrans 'Safer Routes to School' Programme
- Young Routes.

7. ORGANISATION & GOVERNANCE

- 7.1 The existing Groundwork East Durham would be extended with the company name "Groundwork East Durham & Hartlepool". The company would be a member of the Federation of Groundwork Trusts, based on the Groundwork Partnership Agreement (November 1999)

- 7.2 The Groundwork East Durham board would grow to include two Members from Hartlepool Borough Council. This is in line with representation from the other local authority regions covered by Groundwork East Durham. Local Authority officers would also be given invitations as observers to Board meetings.

8. CONCLUSION

- 8.1 An extension of Groundwork East Durham in Hartlepool could make a positive contribution to Hartlepool's ongoing regeneration. It is supported by a number of consultees who see a role for Groundwork in assisting in their areas of operation. The support comes with the caveat that Groundwork shouldn't duplicate or conflict with any existing activities, but it should be feasible to put mechanisms in place this risk. As the report has outlined, Groundwork operations elsewhere have succeeded in securing substantial additional external funding, although it must be acknowledged that for many of the potential sources, competition for resources is increasing significantly.
- 8.2 In order to establish a Groundwork Trust operation in Hartlepool, there would need to be a core contribution of £50k pa from Hartlepool Borough Council for at least six years. Whilst there is considerable scope for varying the level of contribution on an annual basis, the commitment to £300k over a six-year period needs to be considered in the light of current and potential future budgetary constraints.
- 8.3 In the current Council budgeting context, revenue support towards the core costs of a Groundwork operation in Hartlepool is obviously an essential potential budget "priority". Members are invited to consider and note the prospect of Groundwork being established in Hartlepool, but defer any commitment to enable the financial implications to be considered in the context of the 2006-7 budget process.

9. OFFICER RECOMMENDATIONS

- 9.1 That Cabinet note the position on the potential for the extension of Groundwork East Durham into Hartlepool, but defers any formal commitment for consideration of this "priority" in the context of the 2006-7 budget process.

CABINET REPORT

23 November 2005



Report of: Director of Neighbourhood Services

Subject: CONCESSIONARY LOCAL BUS TRAVEL

SUMMARY

1. PURPOSE OF REPORT

To inform the Cabinet of the Government's changes to the statutory minimum requirement for older and disabled persons' travel concessions from the 1st April 2006 and the implications and opportunities for Hartlepool.

2. SUMMARY OF CONTENTS

Background information on the current concessionary fares scheme operating within Hartlepool, the new statutory minimum scheme and proposed enhancements.

3. RELEVANCE TO CABINET

It is the responsibility of the Mayor and Portfolio Holder for Culture, Housing and Transportation.

4. TYPE OF DECISION

This is a non key decision.

5. DECISION MAKING ROUTE

This is an executive decision of the Mayor and the Portfolio Holder for Culture, Housing and Transportation.

6. DECISION(S) REQUIRED

That the Cabinet approve the procedure for implementing the new statutory concessionary bus travel scheme on the basis of seeking enhancements that will enable journeys to be made within and between any participating Tees Valley authority throughout the day.

Report of: Director of Neighbourhood Services

Subject: CONCESSIONARY LOCAL BUS TRAVEL

1. PURPOSE OF REPORT

- 1.1 To inform the Cabinet of the Government's changes to the statutory minimum requirement for older and disabled persons' travel concessions from the 1st April 2006 and the implications and opportunities for Hartlepool.

2. BACKGROUND

Current Concessionary Fares Scheme

- 2.1 Hartlepool Borough Council currently operates a concessionary bus travel scheme in accordance with the statutory minimum requirements of the Transport Act 2000, with the addition of a number of enhancements made at the Council's discretion.
- 2.2 The statutory minimum requirement is for all Hartlepool residents aged 60 and over and disabled people to travel at half-fare on registered off-peak local bus services within the Hartlepool area. In addition, the blind are entitled to travel at full concession.
- 2.3 Hartlepool Borough Council has added a number of enhancements to the statutory minimum scheme based on judgements of local circumstances. This includes enabling travel before 9.30 a.m. Mondays to Fridays and allowing concessions on specific cross-boundary journeys between Hartlepool and Billingham, Stockton and Middlesbrough. In 2004/05, a total of 1,324,737 journeys were undertaken by Hartlepool concessionary pass holders at a total cost to the Council of £427,130. This cost is funded from the Council's overall budget.

Extended Concessionary Fares Scheme

- 2.4 The Chancellor of the Exchequer announced in the Budget on 16th March 2005 that the statutory concessionary fares scheme for bus services would be extended from 1st April 2006. This will provide free off-peak concessionary travel on registered local bus services in England for people aged 60 and over and disabled people. The Government has set aside an additional £350 million to local authorities in 2006/07 to finance the scheme distributed through the Rate Support Grant (RSG) formulae with no ring-fencing.

- 2.5 Since the Budget announcement, individual local authorities have expressed considerable concern as to the adequacy of the £350 million set aside to finance the enhanced scheme, and the means by which the additional funding will be distributed to individual authorities.
- 2.6 In July 2005, the Office of the Deputy Prime Minister consulted authorities in the Local Government Finance: Formula Grant Distribution consultation paper. This paper provided an indicative figure of £1,171,814 as the additional funding that could be received by Hartlepool Borough Council to support the extended concessionary travel scheme. The deadline for responses was 10th October 2005. The final decision on the distribution of the £350 million set aside to finance the scheme, and the amount to be received by Hartlepool Borough Council, has yet to be made. At this stage, the Council is therefore unaware of the additional amount that will be received to support the enhanced concessionary travel scheme, despite the need to implement free concessionary travel on 1st April 2006.
- 2.7 As the issues and requirements facing the Tees Valley authorities are identical, agreement was reached on a study being undertaken by the TAS Consultancy on the feasibility and costs of introducing a Tees Valley wide concessionary fares scheme. This study has now been completed.
- 2.8 Table 1 provides the indicative allocation and projected additional costs to Hartlepool Borough Council of implementing a compliant scheme (statutory minimum requirement), an all day scheme (no morning peak restrictions) and a Tees Valley wide scheme. The additional costs are based on patronage and reimbursement for 2004/05 plus an element to allow for the additional trips that could be generated by a free travel scheme.

Table 1: Indicative allocation and projected additional cost to Hartlepool Borough Council

Indicative Additional Allocation by ODPM	Additional Cost for Compliant Scheme	Additional Cost for All Day Scheme	Additional Cost for Tees Valley Wide Scheme
£1,171,814	£466,343	£507,992	£546,247

- 2.9 These figures indicate that a surplus of funding could be made available. However, it must be stressed that these costs are considered to be an underestimate given the recent increases in average fare levels over the past twelve months (over 10%) as a result of significant increases in bus operator costs including fuel, wages and insurance. The indicative additional allocation is also considered to be optimistic and will not be ring fenced. Further information on the financial implications of the changes in this service are detailed in section 4.

- 2.10 At a minimum, the Council must provide the new statutory minimum scheme set out by the Government, which provides free off-peak local bus travel for older and disabled people within the authority's area. There is nothing to prevent the Council operating an enhanced scheme. This could include concessions outside of the Hartlepool area or on other modes of travel such as rail, taxis, and non-registered bus services based on a judgement of local needs and circumstances and overall financial priorities.
- 2.11 Because the level of funding available and the costs of operator payments are not known, it is recommended that options involving other modes of travel such as rail, taxis and non-registered bus services are not pursued at this stage, but reviewed once the costs of implementing free bus travel throughout the Tees Valley for Hartlepool residents is known.
- 2.12 If the Council were to offer an enhanced scheme, the authority is able to make a charge for the pass. In these circumstances, a scheme that meets the statutory minimum requirements must also remain as an option.

Other Partner Authorities

- 2.13 The Government's change to the statutory concessionary fares scheme is considered to provide a unique opportunity to standardise concessionary travel across the Tees Valley. Indications at meetings of the Tees Valley Bus Quality Partnership are that the other Tees Valley local authorities would like to participate in a Tees Valley wide scheme in principle. However, until the amount made available to each local authority to cover a free-fare concessionary travel scheme is confirmed, the ability for the other authorities to participate in a Tees Valley wide scheme will not be known.
- 2.13 It is therefore recommended that Hartlepool Borough Council support the principle of a Tees Valley wide scheme based on allowing journeys throughout the day. Should any other Tees Valley authority decide not to participate in the scheme, then a broader scheme should still be sought based on the existing cross-boundary arrangements already in place. This would enable Hartlepool concessionary pass holders to travel to Stockton and Middlesbrough in order to access health care and other services.

Agreements with Operators

- 2.14 Under the 1985 Transport Act, the Council must ensure that operators are "no better nor no worse off" than they would be if no concessionary fares scheme existed. The current method for reimbursement to bus operators is based on monthly payments to bus operators for 80% of concessionary journeys made multiplied by half the average fare. The average fare is based on the total income divided by the number of full paying passengers for a sample of journeys in Hartlepool.

- 2.15 Given the uncertainty in the additional trips that could be generated by a free travel scheme and the increasing operator costs and fare levels, a fixed payment method agreed with the local bus operators is preferred by the Council. This method would secure the agreed scheme in budgetary terms and guarantee payments for both the Council and bus operators. It would also enable achievement of a wider Tees Valley scheme to be achieved through combining payments.

3. CONSULTATION

- 3.1 The Transport Act 2000 requires Hartlepool Borough Council to give a minimum of four months notice to bus operators of proposed changes to their reimbursement arrangements resulting from the implementation of the new statutory minimum. As the new free travel scheme has to be available from 1st April 2006, then statutory notice must be given no later than 1st December 2005. Final reimbursement arrangements must be made at least 28 days before the scheme commences, in this case 3rd March 2006.
- 3.2 It is therefore recommended that the Council gives formal notification on 1st December 2005 of its intention to implement the new statutory minimum scheme enabling free travel within the Hartlepool area only, but also state that it is minded to provide an enhanced scheme effective across the Tees Valley subject to agreement with other partner authorities, the bus operators and financial implications.

4. FINANCIAL IMPLICATIONS

- 4.1 Assessing the financial implications of a new concessionary travel scheme at this stage is difficult as the extent and scope of the new scheme has yet to be determined. No agreement on reimbursement to the bus operators has been reached and the amount of additional Government funding available has still to be confirmed.
- 4.2 At an absolute minimum, the Council is required to fund free off-peak travel within Hartlepool, regardless of the level of additional funding made available from the £350 million set aside by the Government for this purpose. The Government has not yet determined the basis for allocating the additional funding to individual local authorities. There is a risk that this funding may be subsumed within the overall revenue grant allocation and it will not be possible to determine how much has been allocated for this specific issue. Therefore, for planning purposes, it was reported to Cabinet on 10th October that at best the introduction of the new concessionary fares scheme will be budget neutral and at worst will be a cost pressure of £0.5M

- 4.3 If the additional resources made available by the Government exceed £600,000, then a free travel scheme allowing cross-boundary travel may be achievable if Members wished to give this a higher priority than protecting existing services. Participation in a Tees Valley wide concessionary travel scheme should also be achievable for slightly more. Should the available funding be less, then the Council will need to decide whether to implement the statutory minimum scheme only, or make additional resources available to fund an enhanced scheme.

5. OFFICER ADVICE

- 5.1 Approval is given in principle seeking a Tees Valley wide concessionary travel scheme.
- 5.2 Approval is given to issue the statutory notice indicating that Hartlepool Borough Council will comply with the Government's statutory minimum scheme, but is minded to enhance the scheme subject to financial implications.
- 5.3 Officers be authorised to commence negotiations with the bus operators to securing unlimited free travel for people aged over 60 and people with disabilities at any time of day, with journeys allowable both between and within participating authorities.
- 5.4 Officers be authorised to negotiate with neighbouring authorities as how best to administer and enhance the scheme.
- 5.5 Cabinet be provided with a report on the conclusion of negotiations with bus operators and partner authorities setting out the recommended scheme to be implemented on 1st April 2006.

CABINET REPORT

23 November 2005



Report of: Director of Neighbourhood Services

Subject: SUPPORTING PEOPLE IMPROVEMENT PLAN

SUMMARY

1. PURPOSE OF REPORT

- 1.1 This report advises the Cabinet of the informal feedback received from the Audit Commission Inspectors who have recently carried out an inspection of the Supporting People service for which the Council are the responsible body.
- 1.2 The report also includes a proposed improvement plan to address key issues raised by the Inspection.

2. SUMMARY OF CONTENTS

- 2.1 The report details
 - (a) A brief description of the service
 - (b) The inspection process and timetable and the importance of the inspection in respect of the next Comprehensive Performance Assessment (CPA) which is due to take place between November 2006 and March 2007.
 - (c) The key issues that the inspection team have fed back during the course of the inspection
 - (d) An improvement plan to address the key issues raised by the inspection.

3. RELEVANCE TO CABINET

- 3.1 Due to the Inspection holiday the Council has enjoyed as a result of its excellent status there have been no inspections in recent years. It is vital therefore that the Council responds in a positive way to this inspection and full cabinet backing is required.

4. TYPE OF DECISION

- 4.1 This is a Non Key decision

5. DECISION MAKING ROUTE

5.1 This is a Cabinet decision.

6. DECISION(S) REQUIRED

6.1 That the Cabinet note the feedback received to date from the Inspection Team

6.2 That the Cabinet approve:-

- (a) the improvement plan prepared to address the issues raised
- (b) that an interim manager to take the role of Head of Housing be appointed as quickly as possible in advance of a permanent appointment
- (c) the funding arrangements both the interim and permanent appointments

Report of: Director of Neighbourhood Services

Subject: SUPPORTING PEOPLE IMPROVEMENT PLAN

1. PURPOSE OF REPORT

- 1.1 An Inspection of the Supporting People Service has highlighted a number of issues that need to be addressed. This report describes those and contains an action plan to improve the service.

2. BACKGROUND TO THE SUPPORTING PEOPLE SERVICE INSPECTION

- 2.1 Supporting People was introduced following a Court decision that housing benefit should not cover 'support' – it should be a 'bricks and mortar' only payment. The Government, pending a new regime, split housing benefit into HB (for rent and service charges) and transitional housing benefit (THB) – for support services. Additionally all other funds of housing support were to be brought into SP – including funding through probation and the housing corporation.
- 2.2 The Government set up pilot projects in a number of authorities, including Hartlepool
- 2.3 Supporting People aims to make the provision of supported housing more 'strategic'. It is the Government's long-term policy aimed at local Councils planning and commissioning support services to help vulnerable people live independently. The programme 'went live' 1st April 2003.
- 2.4 As part of a national inspection programme of Supporting People Services the Audit Commission have recently inspected the service with the site work taking place between 31st October and 4th November 2005.
- 2.5 During the site work the Inspection Team have offered feedback on their interim findings.
- 2.6 The draft report and proposed score will not be received until early January with the final report and score being published nationally in February 2006.
- 2.7 It is clear however that the service has a number of weaknesses which the Council needs to address to make improvements for the benefit of the residents requiring the service. Whilst there may be some opportunity to challenge some of the likely findings the main issues that have been raised in feedback are accepted and there is a need to develop an action plan to address the weaknesses without delay.

- 2.8 In addition the Council will be inspected under the CPA during the 2006/7 financial year. The Supporting People inspection will have an impact on both the housing block and the Audit Commission's overall assessment of how well the Council is performing. It is essential, therefore, that progress is made on improving the service immediately in advance of the final report and score being received and that this improvement is acknowledged by the Audit Commission before our CPA inspection in 2006. An initial assessment suggests that a poor Supporting People inspection score could itself put the excellent status at risk.
- 2.9 It should be made clear that it is the management of the programme that was inspected rather than the services themselves. People in need of Supporting People Services are receiving their services through the range of providers used to deliver the programme.

3. KEY FEEDBACK FROM THE INSPECTION TEAM

- 3.1 The Inspection team have concluded broadly that the service has not moved forward effectively since the pilot and is two to three years behind many other Supporting people Services.
- 3.2 The service does not have a sound strategic foundation, as the Supporting People Strategy is incomplete. Although there is a draft strategy prepared it requires more input from users, providers and partners to be the foundation of an excellent and effective service.
- 3.3 The interim feedback has been made under seven headings and can be summarised as follows.
- 3.4 Governance – Governance arrangements need to be improved and there is a need for more clarity of roles between the various groups and improved standards for meeting management. The Commissioning Body in particular needs to act more strategically.
- 3.5 Delivery Arrangements – The need to complete the Supporting People Strategy, risk management arrangements need to be improved and new IT system needs to be introduced.
- 3.6 Service Reviews – are to be completed by the end of March 2006 and the capacity problems have put that target in jeopardy. A programme has been developed to achieve that target. Key policies to back services reviews need to be completed.
- 3.7 Service User Involvement – The inspectors expressed concern at the lack of service user involvement in the development of the strategy and the services. Service users were heavily involved in the reviews upon which the strategy was based but it is accepted that there needs to be an increase in service user involvement on an ongoing basis.

- 3.8 Access to Information – The need to make more information about the programme available to all including service users and potential service users.
- 3.9 Service User Outcomes - the need to develop the programme so that achieves more strategic outcomes for a wider range of service users.
- 3.10 Value for Money – Part of the review process relates to Value for Money and there needs to be a more structured approach in the way this is assessed.
- 3.11 Performance Management – The performance management arrangements are regarded as inadequate to assess the performance and outcomes delivered by the programme

4. PROPOSED IMPROVEMENTS

- 4.1 There are two key problems that have led to this situation, leadership and capacity.
- 4.2 Leadership - The transfer of the housing stock to Housing Hartlepool was a major exercise which in itself soaked up a huge amount of resource. Most of the senior housing professionals were transferred to Housing Hartlepool leaving a small, but essential, unit delivering a number of vital housing related services for which the Council is responsible as Housing Authority.
- 4.3 The responsibility for the housing function rests within the Public Protection and Housing Division within the Neighbourhood Services Department. The Division head has a background in environmental health and prior to 2002 had no recent or significant housing experience.
- 4.4 The departure of the previous Director of Neighbourhood Services in May 2004 added to this vacuum of senior housing experience.
- 4.5 Capacity – The retained housing services are managed by the Housing Strategy Officer who is the sole dedicated strategy officer within the retained housing function. Consequently the pressure of managing the function, including supporting people, has resulted in key strategies within the housing function being incomplete/late in their preparation.
- 4.6 The supporting people team itself consists of four and a half full time posts and is led by a Team Leader who has a length and depth of experience in housing field particularly in respect of services which deal directly with vulnerable people.
- 4.7 Two members of the team have been off with long-term sickness absence including the Team Leader and this has added to the lack of both skill and capacity within the team. Some temporary appointments have been made to cover this period but the disruption to the team has resulted in the service not making the progress that it should have done over a recent years.

- 4.8 I propose, therefore, to introduce a Head of Housing into the management structure immediately to provide high-level expertise and strategic direction into the service. This will also release the Housing Strategy Officer from the day-to-day management duties as these will now be taken by the Head of Housing. The Strategy post holder will however retain the role of Deputy Head of Housing within the function.
- 4.9 The Head of Public Protection and Housing will take a much greater lead in the Public Health and work closely with the Primary Care Trust in developing a single approach to public health. I therefore recommend that the post is renamed head of Public Protection and Health to recognise this change.
- 4.10 The Head of Housing post will be in an interim appointment at first. I will be holding further discussions with the Director of Planning and Regeneration and the new Director of Adult and Community Services to explore whether any other structural changes could be made to the way the service is delivered in the long term and I will report back to a future cabinet.
- 4.11 The two officers who have been on long term sickness absence are due to return imminently and I am making arrangements to retain temporary resources which have been introduced into the service for a further twelve months so that the additional capacity within the team can contribute to the delivery of the improvement plan.
- 4.12 A draft improvement plan with key milestones to address the key detailed issues is contained in **Appendix 1** to this report and work has already commenced on this. The interim Head of Housing will consider and update this when in post.

5. FINANCIAL IMPLICATIONS

- 5.1 The cost of an interim manager and the additional resources for the remainder of the current financial year will be approximately £40,000 depending on when an appointment can be made.
- 5.2 The permanent appointment of a Head of Housing would cost in the region of £60,000 per annum and as indicated I will explore whether there are other more effective ways of managing the services without the need for an additional appointment.
- 5.3 The cost of the interim manager, continued temporary resources and a subsequent permanent appointment, should that be the way forward, can be funded from the corporate Supporting People base budget.

6. RECOMMENDATIONS

- 6.1 That the Cabinet note the informal feedback received to date from the Inspection Team
- 6.2 That the Cabinet approve:-
 - (a) the improvement plan prepared to address the issues raised
 - (b) that an interim manager to take the role of Head of Housing be appointed as quickly as possible in advance of a permanent appointment
 - (c) the funding arrangements described in Section 5 for both the interim and permanent appointments

Supporting People - Draft Improvement Plan

Objective 1. <u>Leadership and Capacity</u>				Outcome:. To provide the right level of leadership, skills and capacity in the Supporting People team to make the service and excellent service by April 2007.		
Ref. No./Priority	Actions Required	Responsible Person	Timescale	Resources	Performance Measure	Progress
1.1	Appoint an Interim Head of Housing Services	Ian Parker	30/11/05	£40,000 SP reserve	Achieve in time	Discussion with agency ongoing
1.2	Re-structure the team to provide additional resources to complete service reviews by 31 st March 2006	Ralph Harrison	30/11/05	Existing budgets	Prepare plan for completion of service reviews by 31 st March and deliver	Reallocating tasks within team to make best use of resources Consider options for bringing in additional resources.
1.4	Existing Team Leader to be back in post full time	IHoH	28/02/06	Existing budgets	Achieve in time	

Objective 2.. <u>Governance</u>				Outcome: To rebuild the Governance Arrangements to provide the correct strategic and operation direction to the programme.		
Ref. No./Priority	Actions Required	Responsible Person	Timescale	Resources	Performance Measure	Progress
2.1	Refocus the Commissioning Body and plan agendas for the remainder of the year	Ian Parker	31/12/05	Existing budgets	Agreement of all partners to new approach	Meetings organised for 2006; revised MOU agreed; to seek views of CB members about future role.
2.2	Develop standards for administration of CB meetings. E.g. minutes/agendas/reports	Peter Morgan	13/12/05	Existing budgets	Minuted agreement to new standards and 100% achievement from 01/01/06	Agree timescales for papers/agenda to be issued; minutes to be issued; Provide P.A. support to CB..
2.3	Produce Terms of Reference for the Partnership Board that are fit for purpose	Peter Morgan	31/12/05	Existing budgets	Minuted Agreement to new TOR	Draft TOR to go to Nov SPPB and take to CB in Dec for approval.
2.4	Encourage new members for SPPB	Penny Garner-Carpenter	31/12/05	Existing budgets	Achieve three new members	Revised TOR will identify groups that we want to engage with.
2.5	Clarify role of provider members of Partnership Board with Provider Reference Group	Peter Morgan	31/12/05		Agree role and selection Agree feedback methods	To include in TOR what the expectations provider reps are and how they report back to PRG
2.6	Clarify role of Provider Reference Group and role of members.	Peter Morgan	31/12/05		Seek Provider lead in setting agenda for PRG, look to have independent chair or provider as chair of meetings.	To discuss at next Provider Reference Group.
2.7	Programme in meetings for SPPB and PRG for 2006	Peter Morgan	31/12/05		Arrange bi-monthly meetings.	Agree programme at next Provider Reference Group.

Appendix 1

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Objective 3.. <u>Delivery Arrangements</u>				Outcome: To review and recreate delivery arrangements which meet the needs of users, the aspirations of the providers and the objectives of the Commissioning Body		
Ref. No./Priority	Actions Required	Responsible Person	Timescale	Resources	Performance Measure	Progress
3.1	Complete and gain approval for the eligibility criteria	IHoH	17/01/06	Existing	To have criteria agreed by all partners and signed-off by CB	Ongoing, latest draft to be discussed at CB
3.2	Revise and review the risk register so that risks are effectively managed	Ralph Harrison (IHoH)	31/01/06	Existing		
3.3	Produce risk log, action plan and contingency plans	Ralph Harrison (IHoH)	31/01/06	Existing		
3.4	IT – implement new IT system	Anthony Granville	31/12/05	Existing Budgets	Achieve in time	Implementation started
3.5	Agree Data Sharing Agreements with Housing Benefits, Housing Advice & Adult and Community Services	Anthony Granville	31/02/06	Existing Budgets	Arrange monthly meetings	Negotiations entered into to redesign current arrangements. Assess legal point of view
3.6	Agree joint commissioning strategy with Adult Services	IHoH/Phil Hornsby	30/04/06	Existing	To have in place and agreed with NS, Adult & Community Services	Discussions underway with Adult & Community Services
3.7	Issue draft SP Strategy for comments	PGC	30/01/06	Existing	Suggest to aim to have the final version agreed and signed off by date	Latest draft version with PCG's comments circulated 09/11/05 to all partners
3.8	Identify gaps	PGC	30/01/06	Existing	As Above	As Above
3.9	Agree priorities and strategy including user and provider engagement before sign-off	PGC	30/03/06	Existing	As Above	As Above

Appendix 1

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Objective 4.. <u>Service Reviews and Value for Money</u>				Outcome: Complete a review of all services by 31st March 2006		
Ref. No./Priority	Actions Required	Responsible Person	Timescale	Resources	Performance Measure	Progress
4.1	Develop a programme and allocate reviews to available staff to achieve the target of 31 st March 2006	Peter Morgan	18/11/05	Existing budgets	Twice-weekly review of progress Develop an action plan with targets for completion of validation/validation feedback, VFM	Revised timescale for completion. Completion of reallocation of SP tasks to increase review capacity. Agree completion date for key elements of review.
4.2	Complete the service review process and send and discuss with all providers ensuring that this covers reporting mechanism to CB/SPPB and robust quality assurance.	Peter Morgan	31/12/05	Existing budgets	Aim to have agreement at SPPB 18/11/05 signed off by CB by 13/12/05	Circulated draft policy to CB. Issue to providers 10/11/05. Aim to obtain agreement at next SPPB and then to be signed off by CB
4.3	Seek co-operation from Adult and Community Services in the review process	Peter Morgan/Phil Hornsby?	31/12/05	Existing	Formal agreement to involve Adult & Community Services in the review process.	Discussions started
4.4	Need to review Service Review process to ensure that: <ul style="list-style-type: none"> • We indicate where and when cross-authority and cross-departmental working should take place • We address the use of moderation systems. 	IHoH	30/09/06	Existing	Refine process for use in future contract management	Not started yet – IHOH not in post

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4.5	Agree VFM methodology policy.	Peter Morgan	31/12/05	Existing	Have interim policy in place to enable benchmarking methodology with option for more in depth assessment.	Issued to providers for comment, discussed at PRG and CB. To get report from SPPB (18/11) seeking approval from CB (13/12)
4.6	Where reviews completed, providers to be formally notified of outcome of review.	Peter Morgan	31/11/05	Existing	Inform provider of outcome, future contracting and VFM arrangements, etc	
4.7	Produce steady state contract to issue to providers by March 2006.	Peter Devlin	31/03/06	Existing	Fit for purpose contract to include relevant PI's , including outcome based targets in agreement with providers.	Draft being prepared by legal with target date of 31/12/05.

Objective 5. Service User Involvement				Outcome: To ensure that services users are consulted and involved in the development and the delivery of the SP programme		
Ref. No./Priority	Actions Required	Responsible Person	Timescale	Resources	Performance Measure	Progress
5.1	Produce a "Service User Charter" detailing how users will be involved in service design and delivery	Angela Read	31/12/05	Existing budgets	Produce charter and incorporate elements in relevant policies (ie involvement of SU's in design of new project should be included in Procurement strategy) with involvement of relevant service users.	
5.2	Produce a list of leaflets that are required for the SP programme	Angela Read/Karen Hutchinson	31/03/06	Existing	Produce range of leaflets/info to be distributed via service providers and appropriate agencies.	
5.3	Review role of existing service users on SPPB and encourage wider representation.	Penny Garner-Carpenter	31/12/05	Existing	Produce minutes and agendas/conduct meetings in format that is sensitive to the needs of relevant service users.	
5.4	Develop mechanism for feeding back to service users as part of service review/ work with providers to agree suitable format.	Karen Hutchinson	31/01/06	Existing	Agree timescale for feeding back to service users once review completed.	

5.5	Need to develop protocol for involving specialist advocacy and support group expertise to assist in service reviews	Adult & Community Services?	31/09/06	Existing	Have agreed protocols in place within timescale.	
5.6	Need to develop better mechanism for engaging with hard to reach clients, taking into account the participation work developed by children's services. Contribute to development of Corporate Diversity Strategy and ensure it informs future delivery of SP programme.	Vijaya Kotour/Peter Morgan	31/03/06	Existing	Policy agreed within timescale.	

Appendix 1

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Objective 6.. <u>Diversity and Access to Services and Information</u>				Outcome: Ensure that good practice in respect of diversity is at the heart of the Supporting People Service and access and information about all aspects of the programme is available and usable to all.		
Ref. No./Priority	Actions Required	Responsible Person	Timescale	Resources	Performance Measure	Progress
6.1	Develop a programme to achieve level 3 of the CRE code by April 2007	Vijaya Kotour	31/03/07	Existing	Achieve within timescale	
6.2	Ensure that all information is assessed for its approach to diversity.	Angela Read	30/11/05	Existing	Achieve within timescale	
6.3	Develop a programme of Diversity Impact Assessments for the SP programme	Carol Davis	31/03/06	Existing	Achieve within timescale	
6.4	Ensure info on website reviewed and updated regularly.	Peter Morgan	31/12/05	Existing	Monitor monthly to ensure relevant info up to date.	
6.5	Liaise with press office to produce appropriate consultation documents and publicise key aspects of the programme.	Peter Morgan	31/12/05	Existing	Achieve within timescale, but monitor monthly or at appropriate intervals.	
6.6	Develop information for service users about the programme and planning and development of services in Hartlepool. (Cross reference 5.2)	Angela Read/Karen Hutchinson	31/03/06	Existing	Produce range of leaflets/info to be distributed via service providers and appropriate agencies.	

Appendix 1

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6.7	Ensure Supporting People is incorporated in "Better care higher standards" document when updated by Adult & Community Services.	Peter Morgan/Ray Turnbull	31/03/06 (need to confirm with A&C)	Existing	Submit relevant SP info to A&C by 31/1/06	
6.8	Ensure service review process addresses diversity and equality issues.	Karen Hutchinson	31/12/05	Existing	Tie in with timescale for agreeing service review process.	
6.9	Engage with providers to help address diversity issues within the town.	Peter Morgan	31/03/06	Existing	Help in identifying need for services for specific diverse groups and assess how existing services are meeting needs currently.	

Objective 7. Service User Outcomes				Outcome:. To ensure that services within the Supporting people programme deliver positive outcomes for all service users.		
Ref. No./Priority	Actions Required	Responsible Person	Timescale	Resources	Performance Measure	Progress
7.1	Increase availability of 'move-on' – increasing access to suitable accommodation with floating support where needed.	Peter Morgan/Lynd a Garbutt	31/03/07	Existing if savings achieved through reviews.	More floating support-how much?	
7.2	Encourage and facilitate 'move-on' from supported accommodation– work with Housing Aid, providers and mainstream RSL's, ensure effective implementation of Harp Protocol. Develop formal protocols with H. Aid to monitor move on, and also with providers & RSL's to achieve move on.	Peter Morgan/Lynd a Garbutt	31/03/06	Existing	Need to agree move on targets with providers.	High priority given to tenants of supported housing; Housing Aid monitor short term schemes to ensure move on occurs within required timescale.
7.3	Ensure sustainability of tenancies- work with providers and RSL's as above to ensure managed move in with necessary floating support.	Peter Morgan/Lynd a Garbutt	31/09/06	Existing if savings achieved through reviews.	Increase in FS units, quicker move on, reduction in repeat homelessness, length of tenancy sustainment, level of arrears within relevant client group, reduction in complaints etc.	

7.4	Increase access to SP services amongst owner occupied sector.	IHoH	31/03/07	Existing if savings achieved through reviews.	Increased access to SP services amongst owner occupied sector.	
7.5	Ensure service delivery improvements are achieved as reviews completed	Peter Morgan	31/03/06	Existing	Better service delivery and improved outcomes for service users.	
7.6	Review the effectiveness of Fairer Charging take up.	Anthony Granville	31/02/06	Existing	Increase take up of FC assessments.	

Objective 8. Performance Management				Outcome: To ensure that robust performance management arrangements are in place to deliver service objectives and improvements		
Ref. No./Priority	Actions Required	Responsible Person	Timescale	Resources	Performance Measure	Progress
8.1	Monitor progress in completing reviews by March 2006 deadline.	Peter Morgan	31/03/06	Existing	Identify targets for completing key aspects of review, monitor progress through twice weekly meetings, inform providers of required deadlines.	
8.2	Develop range of relevant PI indicators for the delivery of SP programme.	IHoH/Peter Morgan	31/3/06	Existing	Identify SMART targets and ensure incorporated in corporate PI monitoring.	
8.3	Develop Service Plan for SP, with key targets milestones for 2006/7	IHoH/Peter Morgan	31/3/06	Existing	Identify SMART targets and ensure incorporated in corporate PI monitoring.	
8.4	Develop outcome based PI's for providers to meet, monitor as part of contractual obligations.	IHoH/Peter Morgan	31/03/06	Existing	Agree outcomes with providers and establish monitoring arrangements.	
8.5	Develop, shared, cross-cutting PI's with other sections (ie repeat homelessness monitored by Housing Aid)	IHoH/Peter Morgan	31/03/06	Existing	Identify SMART targets and ensure incorporated in corporate PI monitoring.	