

REGENERATION SERVICES COMMITTEE AGENDA



Friday 10 February 2017

at 9.30 am

**in Committee Room B,
Civic Centre, Hartlepool**

MEMBERS: REGENERATION SERVICES COMMITTEE

Councillors S Akers-Belcher, Barclay, Cranney, Hunter, Lindridge, Loynes and Thompson

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 Minutes of the meeting held on 13 January 2017 (*previously circulated and published*)

4. BUDGET AND POLICY FRAMEWORK

- 4.1 Council Plan 2017/18 – 2019/2020 – *Director of Regeneration and Neighbourhoods and Director of Public Health*

5. KEY DECISIONS

- 5.1 Hartlepool Adult Education Strategy 2016-2026 – *Assistant Director (Economic Growth and Regeneration)*

6. OTHER ITEMS REQUIRING DECISION

No items.



7. ITEMS FOR INFORMATION

- 7.1 Presentation - Review and Impact of Hartlepool Folk Festival 2016 – *Director of Hartlepool Folk Festival*

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

FOR INFORMATION:

Date of next meeting – Friday 10 March 2017 at 9.30am in the Civic Centre, Hartlepool



REGENERATION SERVICES COMMITTEE

10 February 2017



Report of: Director of Regeneration and Neighbourhoods
and Director of Public Health

Subject: COUNCIL PLAN 2017/18 – 2019/20

1. TYPE OF DECISION/APPLICABLE CATEGORY

Budget and Policy Framework.

2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to set out the Council's ambitions for the Borough and the strategic plan for achieving this. Specifically, the Committee is asked to consider the draft proposals that have been identified for inclusion in the Council Plan 2017/18 – 2019/20 which are of relevance to the remit of the Committee.

3. BACKGROUND

- 3.1 A comprehensive report - "Council Plan and Overall Medium Term Financial Strategy" was considered by the Finance and Policy Committee on 2nd December 2016.
- 3.2 The report stated that despite the impact of continuing austerity and cuts in Government funding the Council needs to remain ambitious for the town. This ambition is based upon achieving our key strategic objectives which will be focused around:
- Growing our Economy, Jobs and Skills
 - Regenerating our town;
 - Developing and promoting Hartlepool as a great place to live;
 - Developing new services for people and communities;
 - Building better beginnings and better futures for our children and young people;
 - Providing effective leadership based upon innovation and efficiency.

The strategic objectives are underpinned by a number of key deliverables.

- 3.3 This report provides the detailed proposals for the Council Plan and seeks the Committee's view on the proposed key deliverables, milestones and performance measures it includes which are of relevance to the remit of the Committee.

4. PROPOSALS

- 4.1 Since the report to Finance and Policy Committee on the 2nd December 2016 work has been underway to develop the detailed content of the Council Plan. In doing this, and in response to comments made by the Finance and Policy Committee at their meeting on 9th January 2017 a number of the Key Deliverables have been amended. The final draft Key Deliverables are set out in **Appendix 1** (to follow) along with the proposed milestones.
- 4.2 For the Committee's information **Appendix 2** (to follow) sets out the changes between the Key Deliverables previously reported to Finance and Policy Committee and those proposed for inclusion in the final plan.
- 4.3 The proposed performance measures by which progress on delivering the ambition of the Council Plan will be measured are set out in **Appendix 3**. Within the new Council Plan all performance measures will be targeted however at this stage it is not possible to have these all included as some are new indicators for which we will need to establish a baseline before setting targets.
- 4.4 Regeneration Services Committee are asked to specifically consider the following sections of **Appendix 1** and **Appendix 3** which are relevant to the remit of the Committee:

Appendix 1:

Strategic Priority	Key Deliverable	Page No.
Growing our Economy, Jobs & Skills	In partnership with private and public sector operators launch a new tourist marketing and promotion campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme by 2017.	1
	In partnership with the National Museum of the Royal Navy (NMRN) establish a world class visitor attraction by 2019.	1
	Open 'the Bis' in partnership with Cleveland College of Art & Design (CCAD) – a new world class managed workspace for emerging creative industries.	2
	Promote Hartlepool as a location for TV and film production by Summer 2018.	2

	Establish pathways to get young people into high value sustainable employment.	3
	Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for unemployed adults and parents.	3
	Enable and promote Hartlepool as a great place to invest.	4
	Increase local and public sector spending in the local supply chain in Hartlepool.	4
Regenerating our town	Complete Church Street and Church Square to coincide with the completion of the new CCAD campus by 2018.	5
	Deliver improvements to Stockton Street by 2018.	6
	Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018.	6
	Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.	6
	Complete a master plan for the Raby Road corridor and Mill House area and deliver investment in new sport and leisure facilities by 2019/20.	7
Developing and promoting Hartlepool as a great place to live	Facilitate the sustainable development of Hartlepool through the adoption of the Local Plan by 2018.	8
	Deliver new housing to meet the current and future needs of the Borough.	8
Developing new services for people and communities	Deliver three community hubs across Hartlepool by 2018	13
	Widen participation in sport and leisure activities by April 2018	13

Appendix 3:

Strategic Priority	Page No.
Growing our Economy, Jobs & Skills	1
Developing and promoting Hartlepool as a great place to live	2
Developing new services for people and communities	4

5. NEXT STEPS

- 5.1 Over the coming weeks the proposed Council Plan 2017/18 – 2019/20 will be taken to each of the Policy Committees for consideration.
- 5.2 The final draft of the Council Plan, which will reflect the comments made today and also those made by the other Policy Committees, will be taken to

Finance and Policy Committee on 6th March 2017 for consideration and approval. The Plan will then be taken to full Council on 23rd March 2017 for final approval.

- 5.3 The format of the published Council Plan will be different to previous years and the intention is to prepare a more accessible version for the people of Hartlepool. Through the production of this summary version we hope to respond to the views expressed in the Your Say, Our Future exercise.

6. RISK IMPLICATIONS

- 6.1 The Council needs appropriate planning and performance management arrangements in place in order to manage its key strategic risks. The aim of the Council Plan is to provide assurance to Elected Members that these risks are being managed.

7. FINANCIAL CONSIDERATIONS

- 7.1 All proposals will be prepared giving due regard to financial considerations. This year the Council Plan, Medium Term Financial Strategy and the 5 year Capital Plan are being developed as three parts of a single plan to ensure the links between the three are strengthened.

8. LEGAL CONSIDERATIONS

- 8.1 No implications.

9. CHILD AND FAMILY POVERTY CONSIDERATIONS (APPENDIX 4)

- 9.1 The strategic priorities and key deliverables identified in the Council Plan will work to reduce child and family poverty within Hartlepool. Specifically the plan aims to deliver: support for young people into high value sustainable employment and also apprenticeship opportunities; support for unemployed adults and parents into employment; improved educational attainment; affordable homes; and community hubs.

10. EQUALITY AND DIVERSITY CONSIDERATIONS (APPENDIX 5)

- 10.1 The strategic priorities and key deliverables identified in the Council Plan aim to have a positive impact on the whole population of Hartlepool. In relation to the protected groups identified in the Equality Act there are key deliverables focusing specifically on improving outcomes for young people, older people and those with disabilities.

11. STAFF CONSIDERATIONS

- 11.1 No implications.

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 No implications.

13. RECOMMENDATIONS

- 13.1 Regeneration Services Committee is requested to consider and provide a view on the key deliverables, milestones and performance measures that have been identified for inclusion in the Council Plan as set out in **Appendix 1** and **Appendix 3** which are of relevance to the remit of the Committee.
- 13.2 Regeneration Services Committee is requested to note that the draft Council Plan will be taken to each of the Policy Committees for consultation. The final draft of the Council Plan, incorporating the comments made today and by the other Policy Committees, will then be taken to Finance & Policy Committee on 6th March for consideration and approval. The Plan will then be taken to full Council on 23rd March 2017 for final approval.

14. REASONS FOR RECOMMENDATIONS

- 14.1 Regeneration Services Committee are the responsible Committee for a number of service areas contained within the proposed Council Plan.

15. BACKGROUND PAPERS

- 15.1 Medium Term Financial Strategy 2016/17 to 2018/19 report to Finance and Policy Committee on 2nd December 2016.

Medium Term Financial Strategy 2016/17 to 2018/19 report to Finance and Policy Committee on 9th January 2017.

Council Plan 2017/18 – 2019/20 report to Finance and Policy Committee on 10th February 2017.

16. CONTACT OFFICERS

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Strategic Priority: Growing our Economy, Jobs and Skills

Key Deliverables

Key Deliverable	Milestones	By when	By who
In partnership with private and public sector operators launch a new tourist marketing and promotion campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme by 2017	Develop a Destination Hartlepool brochure	April 2017	Assistant Director – Economic Growth and Regeneration
	Establish a Destination Hartlepool Board to coordinate town wide activities and events	April 2017	Assistant Director – Economic Growth and Regeneration
	Set up an officer group focused on delivering events and activities which promote Hartlepool as a visitor destination	April 2017	Assistant Director – Economic Growth and Regeneration
	Deliver a communication programme promoting Hartlepool as a key tourist destination	May 2017	Assistant Director – Economic Growth and Regeneration
	Introduce new signage and promotional material to signpost residents, tourists and visitors to events	May 2017	Assistant Director – Economic Growth and Regeneration
	Install Coastal Communities Artwork competition images at Hartlepool Railway Station	May 2017	Assistant Director – Economic Growth and Regeneration
	Introduce new banners along Stockton Street creating a sense of arrival	June 2017	Assistant Director – Economic Growth and Regeneration
	Develop the Destination Hartlepool website	June 2017	Assistant Director – Economic Growth and Regeneration
	Develop a promotional strategy identifying Hartlepool as a key destination, giving Hartlepool a higher profile across the Tees Valley and wider region	July 2017	Assistant Director – Economic Growth and Regeneration
	Implement a co-ordinated summer events programme including two key festivals	August 2017	Assistant Director – Economic Growth and Regeneration
Key Deliverable	Milestones	By when	By who
In partnership with the National Museum of the Royal Navy (NMRN) establish a world class visitor attraction by 2019	Agree and promote an event and exhibition programme to support the National Museum of the Royal Navy Hartlepool (NMRN)	April 2017	Assistant Director – Economic Growth and Regeneration
	Agree and promote the Trincomalee 2017 Bicentenary celebration programme	April 2017	Assistant Director – Economic Growth and Regeneration

	Agree the strategic investment plan, involving key stakeholders for the NMRN within the wider context of the regeneration of the Waterfront	June 2017	Assistant Director – Economic Growth and Regeneration
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Key Deliverable	Milestones	By when	By who
Open 'the Bis' in partnership with Cleveland College of Art & Design (CCAD) – a new world class managed workspace for emerging creative industries	Complete Due Dilligence on Local Growth Fund (LGF) funding application	April 2017	Assistant Director – Economic Growth and Regeneration
	RIBA Stage 4 Design complete for a construction tender	April 2017	Assistant Director – Economic Growth and Regeneration
	Produce and develop a joint marketing plan in conjunction with Cleveland College of Art and Design (CCAD).	April 2017	Assistant Director – Economic Growth and Regeneration
	Appoint a contractor for Bis development	July 2017	Assistant Director – Economic Growth and Regeneration
	Start on site, of the renovation and new-build extension to 13/17 Whitby Street	August 2017	Assistant Director – Economic Growth and Regeneration
	Recruit Centre Officer and start to put together business support framework with CCAD.	October 2017	Assistant Director – Economic Growth and Regeneration
	Handover and opening of the Bis	March 2018	Assistant Director – Economic Growth and Regeneration
	Centre open for graduates intake	March 2018	Assistant Director – Economic Growth and Regeneration
	Monitor and review the occupation and success of the Bis.	March 2019	Assistant Director – Economic Growth and Regeneration
	Monitor and review the occupation and success of the Bis. Based on the monitoring and understanding of how the Bis operates, in consultation with key partners, work towards making the business self sustainable by 2020.	March 2020	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Promote Hartlepool as a location for TV and Film production by Summer 2018	Form a project working group to include Cleveland College of Art and Design (CCAD), National Museum of the Royal Navy (NMRN) Hartlepool and Northern Film & Media	April 2017	Assistant Director – Economic Growth and Regeneration
	Complete the feasibility study/promotion strategy with project working group and seek Members approval.	April 2017	Assistant Director – Economic Growth and Regeneration

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Appendix 1

	Progress Local Growth Fund (LGF) funding application to establish CCAD TV & film studios	April 2017	Assistant Director – Economic Growth and Regeneration
	In consultation with CCAD start work on developing a business case	April 2017	Assistant Director – Economic Growth and Regeneration
	Refurbish facility including new cladding to exterior	December 2017	Assistant Director – Economic Growth and Regeneration
	Pilot the CCAD facilities to the market before launch to test the feasibility of the business.	June 2017	Assistant Director – Economic Growth and Regeneration
	Secure funding for film and TV production studio	August 2017	Assistant Director – Economic Growth and Regeneration
	Launch event	May 2018	Assistant Director – Economic Growth and Regeneration
	Promotional visit targeting film makers and production companies	June 2018	Assistant Director – Economic Growth and Regeneration
	Promotional visit targeting film makers and production companies	April 2019	Assistant Director – Economic Growth and Regeneration
Key Deliverable	Milestones	By when	By who
Establish pathways to get young people into high value sustainable employment	Review and evaluate the impact of the existing Youth Employment Initiative (YEI) after its first year	July 2017	Assistant Director – Economic Growth and Regeneration
	Review the impact of the apprenticeship programme in terms of sustainable employment	July 2017	Assistant Director – Economic Growth and Regeneration
	Celebration Event	July 2018	Assistant Director – Economic Growth and Regeneration
	Project evaluation completed	December 2018	Assistant Director – Economic Growth and Regeneration
Key Deliverable	Milestones	By when	By who
Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for	Undertake skills needs analysis on 100 companies to support the development of their workforce	August 2017	Assistant Director – Economic Growth and Regeneration
	Review existing learner provider model	October 2017	Assistant Director – Economic Growth and Regeneration
	Provide education and skills pathways to deliver skills gap	November 2017	Assistant Director – Economic Growth and Regeneration

unemployed adults and parents.	Agree new delivery model	December 2017	Assistant Director – Economic Growth and Regeneration
	Implement and launch new delivery model	March 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Enable and promote Hartlepool as a great place to invest.	Identify available and under utilised commercial land and work with property developers to explore opportunities for speculative development.	May 2017	Assistant Director – Economic Growth and Regeneration
	Identify public realm improvements including accessibility and the natural environment to commercial areas that would enhance the site offer to inward investment and expanding businesses.	July 2017	Assistant Director – Economic Growth and Regeneration
	Develop a marketing strategy to promote Hartlepool as a great place to invest in business	March 2018	Assistant Director – Economic Growth and Regeneration
	Develop marketing and promotion strategy to promote Hartlepool's Enterprise Zones.	March 2018	Assistant Director – Economic Growth and Regeneration
	Identify expanding businesses in the town that are looking to invest and grow and facilitate development on existing commercial land.	March 2018	Assistant Director – Economic Growth and Regeneration
	Work with key partners to extend the lifetime of the Hartlepool Enterprise Zones at The Port, Oakesway and Queens Meadow.	April 2018	Assistant Director – Economic Growth and Regeneration
	Explore funding opportunities to deliver the identified public realm improvements.	December 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Increase local and public sector spending in the local supply chain in Hartlepool.	Review Council procurement frameworks to develop local economy	April 2017	Assistant Director – Economic Growth and Regeneration
	Hold local business seminars/breakfasts based on the local circular economy	May 2017	Assistant Director – Economic Growth and Regeneration
	Develop a Supply Hartlepool strategy	July 2017	Director of Finance & Policy
	Review impact of Hartlepool Borough Council's Economic Regeneration and Tourism Forum	July 2017	Assistant Director – Economic Growth and Regeneration

Strategic Priority: Regenerating our town

Key Deliverables

Key Deliverable	Milestones	By when	By who
Complete Church Street and Church Square to coincide with the completion of the new CCAD campus by 2018.	RIBA Stage 4 of Design for the construction tenders	April 2017	Assistant Director – Economic Growth and Regeneration
	Complete Due diligence on Local Growth Fund (LGF) funding application.	April 2017	Assistant Director – Economic Growth and Regeneration
	Produce Architectural designs for the redevelopment of the interior of Hartlepool Art Gallery	June 2017	Assistant Director – Economic Growth and Regeneration
	Appointment of construction contractors	July 2017	Assistant Director – Economic Growth and Regeneration
	Secure funding and agree a grant programme for the delivery of the Church Street Revival Townscape Heritage Scheme.	August 2017	Assistant Director – Economic Growth and Regeneration
	Start on site of works in Church Street (subject to funding)	July 2017	Assistant Director – Economic Growth and Regeneration
	Completion of Public realm works in Church Street	December 2017	Assistant Director – Economic Growth and Regeneration
	Start on site of works in Church Square (subject to funding)	January 2018	Assistant Director – Economic Growth and Regeneration
	Submit funding applications for redeveloping the interior of Hartlepool Art Gallery	February 2018	Assistant Director – Economic Growth and Regeneration
	Completion of Public Realm works in Church Square	April 2018	Assistant Director – Economic Growth and Regeneration
	Complete the redevelopment of the interior of Hartlepool Art Gallery	June 2019	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Deliver improvements to Stockton Street by 2018.	Agree Stockton street improvement design scheme	April 2017	Assistant Director – Economic Growth and Regeneration
	RIBA Stage 4 of Design for the construction tender	April 2017	Assistant Director – Economic Growth and Regeneration
	Appoint construction contractors	April 2018	Assistant Director – Economic Growth and Regeneration
	Start on site of works (subject to funding) to include both improvements to Public Realm together with the provision of Gateway entrance features and single phase Crossing on Stockton Street.	June 2018	Assistant Director – Economic Growth and Regeneration
	Complete scheme	December 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018.	Coastal Community Fund Round 4 Award Announcement	April 2017	Assistant Director – Economic Growth and Regeneration
	Start on site to undertake phase 1 including water play, beach huts, landscaping and leisure facilities and improvements to the coach park on The Front.	July 2017	Assistant Director – Economic Growth and Regeneration
	Completion of phase 2 works to include improvements to the bus station and the surrounding public realm.	February 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.	Detailed Master-plan for the Waterfront completed	April 2017	Assistant Director – Economic Growth and Regeneration
	Completion of site development brief	April 2017	Assistant Director – Economic Growth and Regeneration
	Demand and tourism study completed	May 2017	Assistant Director – Economic Growth and Regeneration
	Investment Prospectus produced	May 2017	Assistant Director – Economic Growth and Regeneration
	Develop concept for a visitor attraction for past, present and future	May 2017	Assistant Director – Economic Growth and Regeneration

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Appendix 1

	Produce architectural designs for a new visitor attraction	June 2017	Assistant Director – Economic Growth and Regeneration
	Tender for a development partner	June 2017	Assistant Director – Economic Growth and Regeneration
	Appoint a development partner	September 2017	Assistant Director – Economic Growth and Regeneration
	Submit funding applications, including: Local Growth Fund (LGF), Arts Council Capital Grants and Heritage Lottery Fund, for construction of a new visitor attraction as part of the Waterfront development	April 2018	Assistant Director – Economic Growth and Regeneration
	Develop past, present and future exhibits including Hartlepool Borough Council (HBC) collections	April 2019	Assistant Director – Economic Growth and Regeneration
	Phase 1 of site complete and open.	September 2020	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Complete a master plan for the Raby Road corridor and Mill House area and deliver investment in new sport and leisure facilities by 2019/20.	Submit development fund application to Tees Valley Combined Authority (TVCA) regarding Masterplan for the physical regeneration of the overall site	May 2017	Assistant Director – Economic Growth and Regeneration
	Secure Committee agreement for a preferred option to invest in sport and leisure built facilities	June 2017	Director of Public Health
	Develop a design and prepare tender documentation	September 2017	Director of Public Health
	Submit bid to Sport England	December 2017	Director of Public Health
	Adopt Masterplan	December 2017	Assistant Director – Economic Growth and Regeneration
	Funding bid outcome	March 2018	Director of Public Health
	Start build	September 2018	Director of Public Health
	Build complete	Autumn 2019	Director of Public Health

Strategic Priority: Developing and promoting Hartlepool as a great place to live

Key Deliverables

Key Deliverable	Milestones	By when	By who
Facilitate the sustainable development of Hartlepool through the adoption of the Local Plan by 2018	Submission of Plan to Secretary of State	April 2017	Assistant Director – Economic Growth and Regeneration
	Planning Inspector appointed and Examination timetable published	May 2017	Assistant Director – Economic Growth and Regeneration
	Examination in Public of the Local Plan	August 2017	Assistant Director – Economic Growth and Regeneration
	Planning Inspector publishes report on whether the Local Plan is sound and legally compliant	October 2017	Assistant Director – Economic Growth and Regeneration
	Local Plan is amended when considering minor modifications advocated by the Planning Inspector	November 2017	Assistant Director – Economic Growth and Regeneration
	Adopt the Local Plan at Council	February 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Deliver new housing to meet the current and future needs of the Borough	Investigate the scope and potential of and implement a HBC delivery model to promote & encourage housing development	April 2017	Assistant Director – Economic Growth and Regeneration
	Provide land through the Local Plan and support the delivery of a minimum of 409 net additional dwellings each year which meets the current and future housing need.	April 2017 Ongoing Annual	Assistant Director – Economic Growth and Regeneration
	Work with private housebuilders through the planning process to deliver affordable homes as part of their private market offer	April 2017 Ongoing Annual	Assistant Director – Economic Growth and Regeneration
	The Council to identify sites and develop its own new affordable homes (subject to internal/external funding)	April 2017 Ongoing Annual	Assistant Director – Economic Growth and Regeneration

	The Council to continue delivering the Empty Homes strategy; bringing vacant homes back into use.	April 2017 Ongoing Annual	Assistant Director – Economic Growth and Regeneration
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Key Deliverable	Milestones	By when	By who
Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites	Schemes identified and Programme agreed by Members	April 2017	Director of Regeneration & Neighbourhoods
	Phase 1 schemes completed	March 2018	Assistant Director – Environment & Neighbourhood Services
	Phase 2 schemes completed	March 2019	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Deliver a wider range and choice of supported accommodation for care leavers and vulnerable adults	Work with external providers to increase the range of supported accommodation options for vulnerable adults, to meet identified local needs.	March 2019	Assistant Director – Adult Services
	Work with strategic partners to develop options for various sites across the Borough that meet identified local needs and provide alternatives to residential care for older people.	March 2019	Assistant Director – Adult Services
	Commission supported accommodation to deliver sufficiency of accommodation options for care leavers.	March 18	Assistant Director – Adult Services

Key Deliverable	Milestones	By when	By who
Launch new joined up approach to enforcement and community safety	New Service model agreed by Community Safety Partners	May 2017	Director of Regeneration and Neighbourhoods
	Project plan approved by Safer Hartlepool Partnership	May 2017	Director of Regeneration and Neighbourhoods
	Implementation of Phase 1 of new model completed	October 2017	Assistant Director – Environment & Neighbourhood Services
	Implementation of Phase 2 of new model completed	January 2018	Assistant Director – Environment & Neighbourhood Services
	Official Launch Event	February 2018	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Expand the wildflower programme	Develop a Perennial wildflower meadowing scheme to compliment the current annual wild flower scheme in large open spaces.	April 2017	Assistant Director – Environment & Neighbourhood Services
	Agree Programme with Members	April 2017	Assistant Director – Environment & Neighbourhood Services
	Undertake Phase 1 (summer 17) groundwork's for introduction of perennial wildflower meadowing schemes (circa 20,000m ²).	May 2017	Assistant Director – Environment & Neighbourhood Services
	Undertake Phase 2 (summer 18) groundwork's for expansion of perennial wildflower meadowing schemes circa (20,000m ²).	May 2018	Assistant Director – Environment & Neighbourhood Services
	Undertake Phase 3 (summer 19) groundwork's for expansion of perennial wildflower meadowing schemes circa (20,000m ²).	May 2019	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Improve sustainable transport and travel patterns for pedestrians and cyclists	Implement year 1 programme of works of the Hartlepool Active Travel Hub	March 2018	Assistant Director – Environment & Neighbourhood Services
	Consultation with businesses / stakeholders	March 2018	Assistant Director – Environment & Neighbourhood Services
	Programme of works agreed by Members	March 2018	Assistant Director – Environment & Neighbourhood Services
	Implement year 2 programme of works of the Hartlepool Active Travel Hub.	March 2019	Assistant Director – Environment & Neighbourhood Services
	Implement year 3 programme of works of the 3-year Hartlepool Active Travel Hub.	March 2020	Assistant Director – Environment & Neighbourhood Services
	Implement projects as part of the Tees Valley Local Growth Fund 'Sustainable Access to Employment' programme for Years 2 to 4 from April 2017	March 2020	Assistant Director – Environment & Neighbourhood Services
	Complete the implementation of a 3-year programme of sustainable transport improvements supported under the Council's Local Transport Plan (LTP) funding.	March 2020	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Improve the allotment infrastructure to meet the diverse needs of our communities	Agree Phase 2 of the allotment review which will prioritise capital works and identify potential new sites following the implementation of Phase 1 (Stranton re-location)	April 2017	Assistant Director – Environment & Neighbourhood Services
	Complete the capital works programme to improve existing allotment infrastructure	March 2019	Assistant Director – Environment & Neighbourhood Services
	Creation of new allotment sites completed	March 2020	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Implement a Clean and Green Strategy and reduce demand on Council resources	Obtain committee approval for an education and awareness programme in relation to recycling	September 2017	Assistant Director – Environment & Neighbourhood Services
	Introduce an awards scheme to recognise and reward the Clean and Green volunteering efforts of schools and community groups	November 2017	Assistant Director – Environment & Neighbourhood Services
	Introduce a Residents' Charter in relation to clean and green services	November 2017	Assistant Director – Environment & Neighbourhood Services
	Complete Year 1 recycling education and awareness programme	March 2018	Assistant Director – Environment & Neighbourhood Services
	Carry out a major public litter campaign	June 2018	Assistant Director – Environment & Neighbourhood Services

Strategic Priority: Developing new services for people and communities

Key Deliverables

Key Deliverable	Milestones	By when	By who
Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities	Complete review of existing public involvement and participation arrangements	April 2017	Assistant Director (Corporate Services)
	Finance and Policy Committee to agree new approach to public involvement and participation through Your Say, Our Future	June 2017	Assistant Director (Corporate Services)
	Implement new approach to public involvement and participation	July 2017	Assistant Director (Corporate Services)
	Launch new Community Engagement and Cohesion Strategy	October 2017	Assistant Director – Environment & Neighbourhood Services
	Launch campaign to encourage young people to register to vote	January 2018	Chief Solicitor and Monitoring Officer
	Work with the Joseph Rowntree Foundation to implement the Stronger Neighbourhoods Project.	March 2018	Assistant Director – Environment & Neighbourhood Services
	Review approach to public involvement and participation	July 2018	Assistant Director (Corporate Services)
Key Deliverable	Milestones	By when	By who
Implement a new approach to supporting the development of the community and voluntary sector by 2017.	Agree consultation plan in relation to potential VCS model	April 2017	Assistant Director – Environment & Neighbourhood Services
	Complete consultation on VCS model and report on options	August 2017	Assistant Director – Environment & Neighbourhood Services
	Delivery model for securing a strong voluntary and community sector infrastructure agreed by Council	October 2017	Assistant Director – Environment & Neighbourhood Services
	New Voluntary and Community Sector support and development model launched	November 2017	Assistant Director – Environment & Neighbourhood Services

Key Deliverable	Milestones	By when	By who
Deliver three community hubs across Hartlepool by 2018	Workforce development review and pre-launch publicity campaign	June 2017	Director of Public Health
	3 community hubs operational	July 2017	Director of Public Health
	Consultation on re-shaping of library and information offer	December 2017	Director of Regeneration and Neighbourhoods
	Review and further development of community hub offer	January 2018	Director of Public Health
	Full community hub offer operational	April 2018	Director of Public Health

Key Deliverable	Milestones	By when	By who
Implement a new model for encouraging and supporting healthy lifestyles by 2018.	Review the model of delivery for NHS Health Checks	July 2017	Director of Public Health
	Redesign the health improvement offer into community hubs	September 2017	Director of Public Health
	Review use of community pharmacy in supporting healthy lifestyle	December 2017	Director of Public Health
	Deliver new health and well being offer	April 2018	Director of Public Health

Key Deliverable	Milestones	By when	By who
Work with health partners to establish new integrated health and social care services as set out in Hartlepool Matters by 2018.	Commence implementation of Year One Action Plan against recommendations	March 17	Director of Child and Adult
	Implement Integrated Discharge Pathways to improve hospital discharge process and prevent delayed transfers of care.	October 2017	Assistant Director – Adult Services
	Develop new multi disciplinary approaches with primary care to prevent avoidable hospital admissions.	December 2017	Assistant Director – Adult Services

Key Deliverable	Milestones	By when	By who
Widen participation in sport and leisure activities by April 2018.	Review fees and charges to ensure the sport and leisure offer is commercially competitive	April 2017	Director of Public Health
	Complete the indoor sports strategy to ensure planning and investment in services reflects need	May 2017	Director of Public Health

	Work with sporting bodies and associations to increase the range and quality of activities on offer	September 2017	Director of Public Health
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Key Deliverable	Milestones	By when	By who
Increase the availability of high quality care for older people with care and support needs	Commission feasibility study regarding alternative delivery models for services for older people.	March 2017	Assistant Director – Adult Services
	Determine future delivery model for services for older people.	October 2017	Assistant Director – Adult Services
	Improve targeting of preventative and low level services that promote independence.	March 2018	Assistant Director – Adult Services
	Deliver new approach to providing high quality residential and nursing care for older people.	December 2018	Assistant Director – Adult Services

Key Deliverable	Milestones	By when	By who
Implement a new model for supporting drug and alcohol recovery by September 2017.	Design a new recovery model	December 2016	Director of Public Health
	Undertake due diligence with existing provider	March 2017	Director of Public Health
	Launch new recovery service	April 2017	Director of Public Health
	Review new service model	December 2017	Director of Public Health

Key Deliverable	Milestones	By when	By who
Deliver new opportunities for working age adults with care and support needs to live independent and fulfilling lives.	Open and maximise the benefits of the new Centre for Independent Living through new service delivery model focused on employment, wellbeing and independence.	September 2017	Assistant Director – Adult Services
	Review of delivery model and service user satisfaction.	March 2018	Assistant Director – Adult Services

Strategic Priority: Building better beginnings and better futures for our children and young people

Key Deliverables

Key Deliverable	Milestones	By when	By who
Get every school to good or outstanding by 2019.	Deliver an early language and early talk training offer for parents, carers and professionals working with children	September 2017	Assistant Director Education and Skills
	Deliver a developed Leadership Development Programme in partnership with Teesside University	September 2017	Assistant Director Education and Skills
	Launch a programme of careers education, information and guidance for children and young people from 5- to 16-years-of-age	September 2017	Assistant Director Education and Skills
	89% of schools rated good or outstanding by Ofsted	December 2017	Assistant Director Education and Skills
	Deliver a full 'transition guarantee' for children moving from primary to secondary school	July 2018	Assistant Director Education and Skills
	All schools will be rated good or outstanding by Ofsted	December 2018	Assistant Director Education and Skills

Key Deliverable	Milestones	By when	By who
Launch a new centre for excellence in technical education in creative industries at the Northern Lights Academy by September 2017.	Secure a lead education provider	February 2017	Assistant Director Education and Skills
	Finalise business plan, finance model and educational offer in partnership with lead education provider	March 2017	Assistant Director Education and Skills
	Staff recruited and curriculum offer secured with lead educational delivery partner	July 2017	Assistant Director Education and Skills
	Launch event to commence delivery.	September 2017	Assistant Director Education and Skills

Key Deliverable	Milestones	By when	By who
Establish a youth foundation to co-	Agree Constitution for Young People Foundation	June 2017	Assistant Director Children's

ordinate investment in and deliver youth provision within neighbourhoods by 2019.			Services
	Employment of Young People Foundation staff	September 2017	Assistant Director Children's Services
	Development and implementation of fundraising plan.	September 2017	Assistant Director Children's Services
	Work with businesses/charities to attract and sustain investment	January 2018	Assistant Director Children's Services

Key Deliverable	Milestones	By when	By who
Launch a programme to improve the emotional wellbeing of children and young people by 2017.	Launch phase 1 (cluster based) of support offer for children with social, emotional and mental health needs	September 2017	Assistant Director Education and Skills
	Develop and implement joint commissioning framework	March 2018	Assistant Director Children's Services / Assistant Director Education and Skills
	Implement Workforce Development Programme.	March 2018	Assistant Director Children's Services / Assistant Director Education and Skills
	Launch phase 2 (town wide) of support offer for children with social, emotional and mental health needs	September 2018	Assistant Director Education and Skills
	Work with pilot schools to implement emotional wellbeing programmes and evaluate effectiveness	December 2018	Assistant Director Children's Services / Assistant Director Education and Skills

Key Deliverable	Milestones	By when	By who
Implement multidisciplinary locality based teams which meet the health, development and care needs of children and help families provide the stability and security their children need to prevent problems from getting worse	Implement transfer of Children's health staff to Local Authority	May 2017	Assistant Director Children's Services
	Review model of delivery for early help and social care services and deliver workforce development programme to implement evidenced based interventions	September 2018	Assistant Director Children's Services
	Review children's social care services to align to locality based working	December 2018	Assistant Director Children's Services
	Implement locality based working with all children's services partners	December 2018	Assistant Director Children's Services

	Work with Changing Futures NE to implement healthy relationships programme across all services	March 2019	Assistant Director Children's Services
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Key Deliverable	Milestones	By when	By who
Implement improvements in the way organisations work together to protect and safeguard children at risk of harm by 2018.	Establish multi agency audit process within the Local Safeguarding Children Board (LSCB) that informs learning	September 2017	Assistant Director Children's Services
	Establish multi agency mental health sub group, establish needs analysis and implement plan	September 2018	Assistant Director Children's Services
	Implement LSCB workforce development plan and review effectiveness	September 2018	Assistant Director Children's Services
	Review of role and function of LSCB in light of recommendations from Wood review	March 2018	Assistant Director Children's Services
	Implement substance misuse strategy and review effectiveness of services	December 2018	Assistant Director Children's Services

Key Deliverable	Milestones	By when	By who
Deliver the specialist support services children in care need to ensure they are cared for and feel cared about in stable and secure placements and that they are healthy, happy and making good educational progress.	Find permanent families for children without delay through the creation of a regional adoption agency	December 2017	Director Child and Adult Services
	Review progress against Looked After Strategy (2014-2017) and identify priorities for 2018-2021	December 2017	Assistant Director Children's Services
	Increase the range and choice of suitable accommodation for care leavers	March 2018	Assistant Director Children's Services
	Carry out consultation on draft Looked After Children Strategy (2017-2021)	March 2018	Assistant Director Children's Services
	Implement recruitment and retention strategy for foster carers	March 2018	Assistant Director Children's Services

Key Deliverable	Milestones	By when	By who
Implement improvements to the support provided to children with special educational needs and disabilities by 2018.	Deploy Special Educational Need (SEN) Consultant to work directly with schools	April 2017	Assistant Director Children's Services
	Collaborate with Tees Valley Local Authorities on establishment of a free special school	July 2017	Assistant Director Children's Services
	With health partners, deliver improvements in the local arrangements for the identification, needs analysis, joint	March 2018	Assistant Director Children's Services

	commissioning and monitoring of the effectiveness of services for children with special educational needs and/or disabilities		
	Implement revised High Needs Funding block for schools	July 2018	Assistant Director Children's Services

Key Deliverable	Milestones	By when	By who
Establish a new high quality alternative education provision for children and young people who don't access full-time mainstream education.	Establish a reviewed vision and business model for the role of the Pupil Referral Unit (PRU) in an alternative delivery model for children experiencing difficulties in accessing a mainstream curriculum	September 2017	Assistant Director Education and Skills
	Newly shaped school at the PRU launched and fully operational	September 2018	Assistant Director Education and Skills
	Fully developed alternative education curriculum offer available to secondary schools	September 2018	Assistant Director Education and Skills

Strategic Priority: Providing effective leadership based upon innovation and efficiency

Key Deliverables

Key Deliverable	Milestones	By when	By who
Implement new ways of communicating the change that is happening in Hartlepool both within and outside of the Borough	Complete the review of existing communication arrangements (supported by LGA review)	April 2017	Assistant Director (Corporate Services)
	Agree communication arrangements including potential new ways of communicating, local and national promotion and an annual communications plan for 2017/18 based on the milestones identified in the Council Plan	June 2017	Assistant Director (Corporate Services)
	Implement new ways of communicating and the annual communication plan including raising our profile nationally	July 2017	Assistant Director (Corporate Services)
	Agree annual communications plan for 2018/19 based on the milestones identified in the Council Plan	March 2018	Assistant Director (Corporate Services)

Key Deliverable	Milestones	By when	By who
Strengthen arrangements to enable elected members to fulfil their role as democratically elected community champions	Development seminar programme agreed for Elected Members for 2017/18 municipal year	May 2017	Assistant Director (Corporate Services)
	Development seminar programme for Elected Members reviewed	February 2018	Assistant Director (Corporate Services)
	Elected Members development programme and new Elected Member induction programme agreed for 2018/19 municipal year	May 2018	Assistant Director (Corporate Services)

Key Deliverable	Milestones	By when	By who
Increase availability and take up of	Launch SMS text reminder and payment link service for Council Tax arrears	June 2017	Assistant Director (Finance & Customer Services)

digitally delivered services	Launch promotion campaign to increase the take up of digital services including electronic Council Tax and Business Rate bills	October 2017	Assistant Director (Finance & Customer Services)
	Phase 1 implementation of Firm Step (customer service technology) completed making more council transactions available online	March 2018	Assistant Director (Finance & Customer Services)
	E-forms for Revenues & Benefits (including change of address, direct debit requests and single person discount applications) live on Council website	March 2018	Assistant Director (Finance & Customer Services)
Key Deliverable	Milestones	By when	By who
Introduce a new workforce and leadership and management development programme to unlock the potential of our staff to play a key role in finding alternative ways of delivering efficiencies and increasing income.	Complete review of existing training arrangements for staff and identify new requirements	May 2017	Assistant Director (Corporate Services)
	Develop and agree new Workforce and Leadership and Management Development programme	June 2017	Assistant Director (Corporate Services)
	Corporate Management Team agree new programme and officers required to attend individual training modules and commence phased roll out of new programme	August 2017	Assistant Director (Corporate Services)
	Agree new formal appraisal process for Council employees	September 2017	Assistant Director (Corporate Services)
	Review effectiveness of the Workforce and Leadership and Management Development programme and agree 2018/19 programme and participants	March 2018	Assistant Director (Corporate Services)
Key Deliverable	Milestones	By when	By who
Develop the apprenticeship opportunities provided by the Council	Finance and Policy Committee approve apprenticeship programme following the review of new Apprenticeship levy system and impact on the Council's existing apprenticeship programme	June 2017	Assistant Director (Corporate Services)
	Recruitment of apprentices	July 2017	Assistant Director (Corporate Services)
	Apprentices commence	September 2017	Assistant Director (Corporate Services)

Summary of changes to the proposed Key Deliverables since last considered by Finance & Policy Committee**Growing our Economy, Jobs and Skills – Key Deliverables**

Original Proposed Wording	Current Proposed Wording	Comment
In partnership with private and public sector operators launch a new tourist marketing and promotion campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme by 2017	In partnership with private and public sector operators launch a new tourist marketing and promotion campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme by 2017	No change
In partnership with the National Museum of the Royal Navy (NMRN) establish a world class visitor attraction by 2019	In partnership with the National Museum of the Royal Navy (NMRN) establish a world class visitor attraction by 2019	No change
Open 'the Bis' in partnership with Cleveland College of Art & Design (CCAD) – a new world class managed workspace for emerging creative industries by September 2017	Open 'the Bis' in partnership with Cleveland College of Art & Design (CCAD) – a new world class managed workspace for emerging creative industries by September 2017	No change
Promote Hartlepool as a location for Film production by Summer 2018	Promote Hartlepool as a location for TV and Film production by Summer 2018	Addition of TV.
Extend the lifespan and promote the development of the Queens Meadow, The Port and Oakesway Enterprise Zones as centres of excellence in advance manufacturing and engineering.		Key deliverable removed – activity merged into key deliverable 'Enable and promote Hartlepool as a great place to invest'.

Original Proposed Wording	Current Proposed Wording	Comment
Expand the Youth employment initiative by 2018.	Establish pathways to get young people into high value sustainable employment	Removed reference to YEI in response to Finance & Policy Committee on 9 th January 2016.
Launch a partnership with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for unemployed adults and parents.	Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for unemployed adults and parents.	Removed reference to launching a partnership as arrangements already in place.
Improve the commercial land and premises offer in Hartlepool to attract new business investment and grow existing businesses	Enable and promote Hartlepool as a great place to invest.	Merged with Enterprise Zone activities and amended to focus on investment.
Increase local and public sector spending in the local supply chain in Hartlepool and expand employment and apprenticeship opportunities in the procurement of construction schemes	Increase local and public sector spending in the local supply chain in Hartlepool.	Removed specific reference to construction schemes.

Regenerating our town – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
Complete Church street and Church Square to coincide with the completion of the new CCAD campus by 2018.	Complete Church street and Church Square to coincide with the completion of the new CCAD campus by 2018.	No change. Detailed milestones reflect the agreed delivery of the individual components of these works.
Deliver improvements to Stockton Street by 2018.	Deliver improvements to Stockton Street by 2018.	No change. See above.
Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018.	Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018.	No change.
Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.	Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.	No change.
Complete a master plan for the Mill House area and deliver investment in new sport and leisure facilities by 2019/20.	Complete a master plan for the Raby Road corridor and Mill House area and deliver investment in new sport and leisure facilities by 2019/20.	Addition of Raby Road corridor.

Developing and promoting Hartlepool as a great place to live – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
Facilitate the sustainable development of Hartlepool through the adoption of the Local Plan by 2018	Facilitate the sustainable development of Hartlepool through the adoption of the Local Plan by 2018.	No change.
Build more affordable and low carbon homes through a new housing investment programme	Deliver new housing to meet the current and future needs of the Borough.	Amended to focus on housing needs.
Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites	Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites.	No change.
Deliver more supported accommodation for vulnerable adults	Deliver a wider range and choice of supported accommodation for care leavers and vulnerable adults.	Amended to range and choice of supported accommodation and care leavers added.
Launch new joined up approach to enforcement and community safety	Launch new joined up approach to enforcement and community safety.	No change.
Expand the wildflower programme	Expand the wildflower programme.	No change.
Improve sustainable transport and travel patterns for pedestrians and cyclists	Improve sustainable transport and travel patterns for pedestrians and cyclists.	No change.
Improve the allotment infrastructure to meet the diverse needs of our communities	Improve the allotment infrastructure to meet the diverse needs of our communities.	No change.
	Implement a Clean and Green Strategy and reduce demand on Council resources.	Additional key deliverable added.

Developing new services for people and communities – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities by September 2017.	Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities by September 2017.	No change but activity from deleted key deliverable 'Review arrangements for facilitating public involvement and participation in shaping the future of Hartlepool' merged into this key deliverable.
Implement a new approach to supporting the development of the community and voluntary sector by 2017.	Implement a new approach to supporting the development of the community and voluntary sector by 2017.	No change
Deliver three community hubs across Hartlepool by 2018.	Deliver three community hubs across Hartlepool by 2018.	No change
Implement a new model for encouraging and supporting healthy lifestyles by 2018.	Implement a new model for encouraging and supporting healthy lifestyles by 2018.	No change
Work with health partners to establish new integrated health and social care services as set out in Hartlepool Matters by 2018.	Work with health partners to establish new integrated health and social care services as set out in Hartlepool Matters by 2018.	No change
Widen participation in sport and leisure activities by April 2018.	Widen participation in sport and leisure activities by April 2018.	No change
Increase the availability high quality residential and nursing care in Hartlepool by the end of 2018.	Increase the availability of high quality care for older people with care and support needs.	Amended.
Implement a new model for supporting drug and alcohol recovery by September 2017.	Implement a new model for supporting drug and alcohol recovery by September 2017.	No change
Fully open and maximise the benefits of the new Centre for Independent Living for people with learning disabilities.	Deliver new opportunities for working age adults with care and support needs to live independent and fulfilling lives.	Amended.

Building better beginnings and better futures for our children and young people – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
Get every school to good or outstanding by 2019.	Get every school to good or outstanding by 2019.	No change
Launch a new centre for excellence in technical education in creative industries at the Northern Lights Academy by September 2017.	Launch a new centre for excellence in technical education in creative industries at the Northern Lights Academy by September 2017.	No change
Establish a youth foundation to co-ordinate investment in and deliver youth provision within neighbourhoods by 2019.	Establish a youth foundation to co-ordinate investment in and deliver youth provision within neighbourhoods by 2019.	No change
Launch a programme to improve the emotional wellbeing of children and young people by 2017.	Launch a programme to improve the emotional wellbeing of children and young people by 2017.	No change
Implement four multidisciplinary locality based teams which meet the health, development and care needs of children and help families provide the stability and security their children need to prevent problems from getting worse by 2017.	Implement multidisciplinary locality based teams which meet the health, development and care needs of children and help families provide the stability and security their children need to prevent problems from getting worse.	Amended
Implement improvements in the way organisations work together to protect and safeguard children at risk of harm by 2018.	Implement improvements in the way organisations work together to protect and safeguard children at risk of harm by 2018.	No change
Deliver the specialist support services children in care need to ensure they are cared for and feel cared about in stable and secure placements and that they are healthy, happy and making good educational progress.	Deliver the specialist support services children in care need to ensure they are cared for and feel cared about in stable and secure placements and that they are healthy, happy and making good educational progress.	No change

Implement improvements to the support provided to children with special educational needs and disabilities by 2018.	Implement improvements to the support provided to children with special educational needs and disabilities by 2018.	No change
Establish a new high quality alternative education provision for children and young people who don't access mainstream education.	Establish a new high quality alternative education provision for children and young people who don't access full-time mainstream education.	Amended to include full-time.

Providing effective leadership based upon innovation and efficiency – Key Deliverables

Original Proposed Wording	Current Proposed Wording	Comment
Implement new ways of communicating the change that is happening in Hartlepool both within and outside of the Borough.	Implement new ways of communicating the change that is happening in Hartlepool both within and outside of the Borough.	No change
Review arrangements for facilitating public involvement and participation in shaping the future of Hartlepool		Key deliverable deleted and activity merged into key deliverable 'Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities by September 2017'.
Introduce a new workforce and leadership and management development programme to unlock the potential of our staff to play a key role in finding alternative ways of delivering efficiencies and increasing income.	Introduce a new workforce and leadership and management development programme to unlock the potential of our staff to play a key role in finding alternative ways of delivering efficiencies and increasing income.	No change
Expand apprenticeship opportunities provided by the Council.	Develop the apprenticeship opportunities provided by the Council.	Amended to reflect the new Apprenticeship Levy.
	Strengthen arrangements to enable elected members to fulfil their role as democratically elected community champions.	New
	Increase availability and take up of digitally delivered services.	New

Strategic Priority: Growing our Economy, Jobs and Skills

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Visitor Numbers	Assistant Director – Economic Growth and Regeneration	3.9M	4M	4.1M
Value of visitor economy	Assistant Director – Economic Growth and Regeneration	£154M	£155M	£156M
Visitor numbers for the National Museum of the Royal Navy	Assistant Director – Economic Growth and Regeneration	45,000	50,000	55,000
Business stock (business units in Hartlepool)	Assistant Director – Economic Growth and Regeneration	332	334	337
New business registration rate	Assistant Director – Economic Growth and Regeneration	60	63	65
Youth Unemployment Rate	Assistant Director – Economic Growth and Regeneration	3%	2.8%	2.6%
Youth Employment Rate	Assistant Director – Economic Growth and Regeneration	47%	49%	51%
Unemployment Rate	Assistant Director – Economic Growth and Regeneration	4.3%	4.1%	3.9%
Employment Rate	Assistant Director – Economic Growth and Regeneration	65%	67%	69%
Number of learners participating in skills programme	Assistant Director – Economic Growth and Regeneration	800	825	850
Number of learners participating in community learning programme	Assistant Director – Economic Growth and Regeneration	400	425	450
Number of clients engaged on Youth Employment Initiative (YEI)	Assistant Director – Economic Growth and Regeneration	4500	6500	n/a
Number of new business projects on Enterprise Zone sites	Assistant Director – Economic Growth and Regeneration	1	2	1
Number of new business projects on Enterprise Zone sites	Assistant Director – Economic Growth and Regeneration	1	2	1
Number of new jobs on Enterprise Zone sites	Assistant Director – Economic Growth and Regeneration	4	8	5

Strategic Priority: Developing and promoting Hartlepool as a great place to live

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Number of total additional homes delivered (net)	Assistant Director – Economic Growth and Regeneration	409	409	409
Number of affordable homes delivered (gross)	Assistant Director – Economic Growth and Regeneration	144	144	144
Number of empty homes brought back into use	Assistant Director – Economic Growth and Regeneration	68	68	TBC
Crime rate per 1000 head of population	Assistant Director – Environment & Neighbourhood Services	Reduce	Reduce	Reduce
ASB rate per 1000 head of population	Assistant Director – Environment & Neighbourhood Services	Reduce	Reduce	Reduce
Number of users/participants involved in sustainable travel activities organized and promoted by the Hartlepool Active Travel Hub	Assistant Director – Environment & Neighbourhood Services	2000	2000	2000
Length of new routeways developed or improved (includes walkways, cycleways and shared routes) (m)	Assistant Director – Environment & Neighbourhood Services	3000	3000	3000
Number of major new facilities constructed that support sustainable travel (includes signage, interpretation, new road crossings, cycle parking, safe routes to school, electrical vehicle charge points)	Assistant Director – Environment & Neighbourhood Services	5	5	5
Number of kilograms of residual household waste collected per household	Assistant Director – Environment & Neighbourhood Services	600kg	550kg	500kg
Percentage of household waste sent for reuse, recycling and composting	Assistant Director – Environment & Neighbourhood Services	40%	44%	46%

4.1
APPENDIX 3

Percentage of municipal waste land filled	Assistant Director – Environment & Neighbourhood Services	5%	5%	5%
Increase the number of allotment plots	Assistant Director – Environment & Neighbourhood Services	Baseline to be provided	TBC	TBC
Increase the number of tenanted allotment plots	Assistant Director – Environment & Neighbourhood Services	Baseline to be provided	TBC	TBC

Strategic Priority: Developing new services for people and communities

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Increase in number of people using community hubs	Director of Public Health	Establish baseline	25%	50%
Increase in number of people using leisure services from 16/17 baseline	Director of Public Health	1%	2%	3%
Increase in the % of people accessing the recovery support service	Director of Public Health	10%	20%	30%
Percentage total vote turnout at local election	Chief Solicitor and Monitoring Officer	N/A – no local election in May 2017	20% May 2018	21% May 2019
Number of Hartlepool residents volunteering their time	Assistant Director – Environment & Neighbourhood Services	Baseline data will not be available until 2017	increase	increase
Number of volunteer hours/days	Assistant Director – Environment & Neighbourhood Services	Baseline data will not be available until 2017	increase	increase
Number of neighbourhood improvement projects/ events delivered by local community groups	Assistant Director – Environment & Neighbourhood Services	10	30	60
Number of VCS groups supported, signposted, assisted	Assistant Director – Environment & Neighbourhood Services	increase	increase	increase
Percentage of people who feel that they can influence decisions in their local area	Assistant Director – Environment & Neighbourhood Services	increase	increase	increase
Percentage of people who feel part of the local community	Assistant Director – Environment & Neighbourhood Services	increase	increase	increase
Access to equipment and Telecare: users with Telecare equipment	Assistant Director - Adults	1700	Increase	Increase

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Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Number of admissions of supported residents aged 65 or over to residential/nursing care per 10,000 population.	Assistant Director - Adults	933.8*	Maintain / reduce	Maintain / reduce
Clients receiving a review as a percentage of adults and older clients receiving a service.	Assistant Director - Adults	75%	Maintain	Maintain
Percentage of reablement goals (user perspective) met by the end of the reablement package/episode (in the period).	Assistant Director - Adults	80%	Increase	Increase
Percentage of older people achieving independence for older people through rehabilitation/intermediate care.	Assistant Director - Adults	85%	Maintain / increase	Maintain / increase
Social care clients receiving Self Directed Support	Assistant Director - Adults	90%	Maintain / increase	Maintain / increase
Average rate of delayed transfers of care (attributable to social care) from all NHS hospitals, acute and non-acute, per 100,000 population aged 18+.	Assistant Director - Adults	2.8*	Maintain/ decrease	Maintain/ decrease
Carers receiving needs assessment or review and a specific carer's service, or advice and information as a percentage of all people receiving a community based service.	Assistant Director - Adults	40%	Increase	Increase

* These targets form part of the Better Care Fund Performance Framework. Targets for 2017/18 will need to be agreed jointly with the CCG and signed off by the Health & Wellbeing Board as part of the BCF planning process. BCF Planning Guidance for 2017/18 was due to be published in November / December 2016 but, as of 31 January 2017, was not available.

Strategic Priority: Building better beginnings and better futures for our children and young people

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Proportion schools judged by Ofsted as good or outstanding	Assistant Director Education and Skills	33 / 38 = 87%	35 / 38 = 92%	38 / 38 = 100%
Proportion of fixed term exclusions in primary schools	Assistant Director Education and Skills	0.10%	0.10%	0.10%
Proportion of permanent exclusions in primary schools	Assistant Director Education and Skills	0%	0%	0%
Proportion of fixed term exclusions in secondary schools	Assistant Director Education and Skills	5.5%	5.3%	5.0%
Proportion of permanent exclusions in secondary schools	Assistant Director Education and Skills	0.2%	0.1%	0.0%
Proportion of children reaching a Good Level of Development at the end of reception	Assistant Director Education and Skills	71%	72%	73%
Proportion of children reaching the required standard in the Year 1 Phonics Screening Check	Assistant Director Education and Skills	87%	89%	90%
Proportion of children attaining at least the expected standard in combined reading, writing and mathematics (CRWM) at the end of Key Stage 2 (KS2)	Assistant Director Education and Skills	55%	57%	60%
Gap between disadvantaged children and national non-disadvantaged children in the KS2 CRWM standard	Assistant Director Education and Skills	20% pts	18% pts	15% pts
Key Stage 2 progress score greater than or equal to zero for reading	Assistant Director Education and Skills	53%	55%	58%
Key Stage 2 progress score greater than or equal to zero for writing	Assistant Director Education and Skills	85%	67%	69%
Key Stage 2 progress score greater than or equal to zero for mathematics	Assistant Director Education and Skills	55%	57%	59%
Proportion of students attaining 5+A*-C (new Grade 5 and above) grades including in English and mathematics	Assistant Director Education and Skills	50%	52%	55%
Gap between disadvantaged students and national non-disadvantaged students in the 5+A*-CEM standard	Assistant Director Education and Skills	30% pts	25% pts	20% pts
Proportion of students attaining the English Baccalaureate	Assistant Director Education	17%	20%	25%

4.1
APPENDIX 3

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
(EBacc)	and Skills			
Overall Attainment 8 score in Hartlepool secondary schools	Assistant Director Education and Skills	48	49	50
Proportion of secondary schools below average for Progress 8 measure	Assistant Director Education and Skills	3/5 = 60%	1/5 = 20%	0/5 = 0%
Gap between disadvantaged students and national non-disadvantaged students in the Progress 8 measure	Assistant Director Education and Skills	-0.4	-0.2	0.0
Rate of Children in Need per 10,000 population	Assistant Director Children's Services	441.5	436	428
Rate of Child Protection Plans per 10,000 population	Assistant Director Children's Services	59.6	56	50
Rate of Looked After Children per 10,000 population	Assistant Director Children's Services	113.5	107	100

Strategic Priority: Providing effective leadership based upon innovation and efficiency

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Number of subscribers to Leader's Bulletin	Assistant Director (Corporate Services)	Baseline Year	TBC	TBC
Average Twitter impressions per month	Assistant Director (Corporate Services)	60,000	62,500	65,000
Average Facebook reach per month	Assistant Director (Corporate Services)	60,000	62,500	65,000
Percentage of officers completing leadership, management and development programme	Assistant Director (Corporate Services)	95%	95%	95%
Percentage Council Tax bills issued electronically	Assistant Director (Finance & Customer Services)	Baseline Year	TBC	TBC
Take up of digital services indicator TBC	Assistant Director (Finance & Customer Services)	Baseline Year	TBC	TBC
Availability of services digitally indicator TBC	Assistant Director (Finance & Customer Services)	Baseline Year	TBC	TBC
Percentage of apprenticeships successfully completed	Assistant Director (Corporate Services)	80%	85%	90%

POVERTY IMPACT ASSESSMENT FORM**1. Is this decision a Budget & Policy Framework or Key Decision? YES****If YES please answer question 2 below****2. Will there be an impact of the decision requested in respect of Child and Family Poverty? YES****If YES please complete the matrix below**

GROUP	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
Young working people aged 18 - 21	✓			There is a focus on support for young people into high value sustainable employment and also apprenticeship opportunities.
Those who are disabled or suffer from illness / mental illness	✓			There is a focus on supporting working age adults with care and support needs to live independent and fulfilling lives.
Those with low educational attainment	✓			There is a focus on improving educational attainment and also improving the skills and employment pathways for unemployed adults and parents.
Those who are unemployed	✓			There is a focus on support for young people into high value sustainable employment and improving skills and employment pathways for unemployed adults and parents.
Those who are underemployed			✓	
Children born into families in poverty	✓			There is a focus on improving educational attainment.
Those who find difficulty in managing their finances			✓	
Lone parents	✓			There is a focus on improving skills and employment pathways for unemployed adults and parents.
Those from minority ethnic backgrounds			✓	

Poverty is measured in different ways. Will the policy / decision have an impact on child and family poverty and in what way?				
Poverty Measure (examples of poverty measures appended overleaf)	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
Children in Low Income Families (%)	✓			There is a focus on improving skills and employment pathways for unemployed adults and parents.
Children in Working Households (%)	✓			There is a focus on improving skills and employment pathways for unemployed adults and parents.
Overall employment rate (%)	✓			There is a focus on improving skills and employment pathways for unemployed adults and parents.
Proportion of young people who are NEET	✓			There is a focus on support for young people into high value sustainable employment and also apprenticeship opportunities.
Adults with Learning difficulties in employment	✓			There is a focus on supporting working age adults with care and support needs to live independent and fulfilling lives.
Free School meals attainment gap (key stage 2 and key stage 4)	✓			There is a focus on improving educational attainment.
Gap in progression to higher education FSM / Non FSM	✓			There is a focus on improving educational attainment.
Achievement gap between disadvantaged pupils and all pupils (key stage 2 and key stage 4)	✓			There is a focus on improving educational attainment.
Number of affordable homes built	✓			There is a focus on providing affordable housing.
Prevalence of obese children in reception year	✓			There is a focus on encouraging health lifestyles and participation in sport and leisure.
Prevalence of obese children in reception year 6	✓			There is a focus on encouraging health lifestyles and participation in sport and leisure.
Life expectancy	✓			There is a focus on encouraging health lifestyles and participation in sport and leisure.

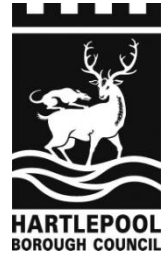
Overall impact of Policy / Decision			
NO IMPACT / NO CHANGE – the impact will be positive.	✓	ADJUST / CHANGE POLICY / SERVICE	
ADVERSE IMPACT BUT CONTINUE		STOP / REMOVE POLICY / SERVICE	

Equality Impact Assessment Form

Department	Division	Section	Owner/Officer
All	N/A	N/A	Catherine Grimwood
Service, policy, practice being reviewed/changed or planned	Council Plan 2017/18 – 2019/20		
Why are you making the change?	New Council Plan required as previous version only runs until end of March 2017.		
How might this impact (positively/negatively) on people who share protected characteristics?			
Please tick		POSITIVELY	NEGATIVELY
Age		✓	
There is focus in the Council plan on getting young unemployed people into work or apprenticeships. There is a focus on improving skills and employment pathways for unemployed adults and parents. There is also a focus on improving health and care support for older people.			
Disability		✓	
There is a focus in the Council Plan on improving health and care support and housing options for people with disabilities. There is also a focus on improving arrangements for those with Special Education Needs (SEND).			
Gender Re-assignment			
Not directly			
Race			
Not directly			
Religion			
Not directly			
Gender			
Not directly			
Sexual Orientation			
Not directly			
Marriage & Civil Partnership			
Not directly			
Pregnancy & Maternity			
Not directly			
Has there been consultation /is consultation planned with people who will be affected by this policy? How has this affected your decision making?		The priorities identified in the proposed Council Plan have been informed by the Council's Your Say, Our Future exercise that took place over summer 2016. Some of the proposals within the Council Plan may be subject to specific consultation prior to implementation.	
As a result of your decision how can you mitigate negative/maximise positive outcomes and foster good relationships?		The aim of the Council Plan overall is to improve outcomes across a range of themes across Hartlepool. Changes to individual services which are included within the Council Plan will be subject to their own Equality Impact Assessments.	
Describe how you will address and monitor the impact		1. No Impact - No Major Change Overall there should be a positive impact across Hartlepool including all equality groups.	
		2. Adjust/Change Policy	
		3. Adverse Impact but Continue as is	
		4. Stop/Remove Policy/Proposal	
Initial Assessment	31/1/17	Reviewed	
Completed	31/1/17	Published	

REGENERATION SERVICES COMMITTEE

10 February 2017



Report of: Assistant Director (Economic Growth and Regeneration)

Subject: HARTLEPOOL ADULT EDUCATION STRATEGY
2016 - 2026

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Key decision (test (i)/(ii)). Forward Plan Reference No. RN 11/16.

2. PURPOSE OF REPORT

2.1 To seek approval from Members to endorse the Hartlepool Adult Education Strategy 2016-2026.

3. BACKGROUND

3.1 The Hartlepool Adult Education Strategy 2016-2026 provides the policy and strategic framework to support the ongoing implementation of Government and local priorities relating to areas such as increasing the Apprenticeship rate, improving community learning, increasing employment and skill levels, widening participation, developing stronger communities and transforming the quality of learning.

3.2 The Mission Statement, Aim and Objectives will support the expectations of OFSTED and wider sub-regional priorities such as the *Tees Valley Transformation Education Board and Combined Authority* which are:

Mission Statement: Transforming Learning, Transforming Lives, Meeting the needs of the Community and Businesses.

Aim: To promote personal and professional growth by providing bespoke, high quality learning and educational opportunities that responds to the whole community and meets the demands of employers.

Objectives:

- Increase the economic inclusion of young people and adults through community learning and bespoke personal, social and employability initiatives.
- Increase the employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy.
- Improve business growth by enhancing the culture of entrepreneurship.
- To continuously raise performance in all aspects of our provision.
- To increase retention, achievement and success rates to 90% in all subject areas and increase progression rates for all learners to 75%.

3.3 In addition, this strategy will support the Council's now established six strategic priorities as shown below:

1. Growing our Economy, Jobs and Skills
2. Regenerating our town
3. Developing and promoting Hartlepool as a great place to live
4. Developing new services for people and communities
5. Building better beginnings and better futures for our children and young people
6. Providing effective leadership based upon innovation and efficiency

4. HARTLEPOOL ADULT EDUCATION STRATEGY 2016-2026

4.1 The strategy has been designed to ensure optimum benefits for the community, employers and the wider economy and has been split according to the key priority themes of: -

- Careers Education, Information, Advice and Guidance
- Employability
- Youth Employment
- Learner Engagement
- Community and Family Learning
- Employer Engagement
- Traineeships and Apprenticeships
- Skills Development
- Enterprise Development
- Maths, English and Digital Skills and English for Speakers of Other Languages
- Volunteering
- E-Learning
- Quality Improvement

- 4.2 Within these themes, the strategy sets out how initiatives and activities will be developed that will lead to a greater emphasis on socio-economic inclusion for all, addressing skills shortages and upskilling the future workforce, tackling marginalisation and the causes of family poverty through partnership working, raising a learner's aspirations and progressing people into higher levels of education and learning and sustained employment.
- 4.3 The strategy has been developed to strategically position the service to work alongside key stakeholders such as educational establishments, post-16 providers, welfare to work providers, specialist providers and the voluntary and community sector so that there is a town wide curriculum offer that meets the demands of learners and growth sector areas.
- 4.4 The completed Hartlepool Adult Education Strategy 2016-2026 is shown in **Appendix 3**.

5. CONSULTATION

- 5.1 The Hartlepool Adult Education Strategy 2016-2026 has been developed with the full involvement of staff from Adult Education and there has been consultation with key stakeholders such as:

- Relevant Council Officers
- Learners through the newly established Learner Voice Forum
- Adult Education Independent Strategic Board, and
- Hartlepool Economic Regeneration & Tourism Forum.

6. RISK IMPLICATIONS

- 6.1 There are no risks associated with this report.

7. FINANCIAL CONSIDERATIONS

- 7.1 There are no financial considerations associated with this report.

8. LEGAL CONSIDERATIONS

- 8.1 There are no legal considerations associated with this report.

9. CHILD AND FAMILY POVERTY (APPENDIX 2)

- 9.1 This strategy will positively contribute to tackling the longer term causes and consequences of child and family poverty by improving the educational attainment of residents and supporting them into further education, employment, training and self employment/business start up.

10. EQUALITY AND DIVERSITY CONSIDERATIONS (APPENDIX 1)

10.1 This strategy will provide learning opportunities for local residents particularly amongst vulnerable groups such as those shown below: -

- Looked after children and care leavers;
- Offenders (including those leaving the secure estate);
- Lone Parents;
- Residents with specific learning difficulties and/or disabilities;
- Residents with mental health issues, and;
- Residents with drug and alcohol misuse issues.

11. SECTION 17 OF THE CRIME AND DISORDER ACT 1998 CONSIDERATIONS

11.1 This strategy will positively contribute to Section 17 by providing education, employment and training opportunities for local residents including individuals who may have been identified as high risk of offending.

12. RECOMMENDATIONS

12.1 Members are recommended to endorse the Hartlepool Adult Education Strategy 2016-2026.

13. CONTACT OFFICER

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EQUALITY AND DIVERSITY IMPACT ASSESSMENT

Department	Division	Section	Owner/Officer
Regeneration & Neighbourhoods	Regeneration	Learning & Skills	Patrick Wilson
Function/ Service	Adult Education Strategy 2016 - 2026		
Information Available	The Equality & Diversity Data for Adult Education is reported as part of the funding and is shown below: -		
		Learners	Enrolments
	Total Number of Learners	1,555	2,407
	Gender	Learners	Enrolments
	Male	672	934
	Female	883	1,473
	Ethnicity	Learners	Enrolments
	White / English / Welsh / Scottish / Irish / Traveller	1,346	2,082
	BME	114	206
	Unknown/Not Provided	95	119
		Learners	Enrolments
	Disability	430	893
	Age	Learners	Enrolments
	Under 19	37	48
	19-24	238	341
	25-34	312	458
	35-44	316	485
	45-54	377	613
	55-64	220	373
	Over 65	55	89
	There has been consultation which shows that Adult Education actively engages and supports residents regardless of Gender Re-Assignment, Race, Religion, Sexual Orientation, Marriage & Civil Partnership or Pregnancy & Maternity.		
Relevance	Age		
Identify which strands are relevant or may be affected by what you are reviewing or changing	The Adult Education Strategy will support the growth of learning and skills across Hartlepool. The service supports all residents aged 16+ as shown within the above Equality and Diversity Information.		
	Disability		

EQUALITY AND DIVERSITY IMPACT ASSESSMENT

	<i>Adult Education leads on the Promoting Change, Transforming Lives Project which will increase the number of residents with a Learning Difficulty / Disability. This will support the Adult Education Strategy.</i>	
	Gender Re-assignment	
	<i>There will be no changes as the Adult Education Strategy will continue to support all residents regardless of Gender.</i>	
	Race	
	<i>There will be no changes as the Adult Education Strategy will continue to support all residents regardless of Race.</i>	
	Religion	
	<i>There will be no changes as the Adult Education Strategy will continue to support all residents regardless of Religion.</i>	
	Gender	
	The above Equality & Diversity Information shows that of the learners in 2015/16 43% were Male and 57% were Female. The Adult Education Strategy will ensure that all residents can access provision regardless of Gender.	
	Sexual Orientation	
	<i>There will be no changes as the Adult Education Strategy will continue to support all residents regardless of Sexual Orientation.</i>	
	Marriage & Civil Partnership	
	<i>There will be no changes as the Adult Education Strategy will continue to support all residents regardless of Marital Status.</i>	
	Pregnancy & Maternity	
	<i>There will be no changes as the Adult Education Strategy will continue to support all residents regardless of Maternity.</i>	
	Information Gaps	
	<p><i>The Equality & Diversity Information which is collected as part of the funding for Adult Education does not collect data for: -</i></p> <ul style="list-style-type: none"> • Gender Re-Assignment • Race • Religion • Sexual Orientation • Marriage & Civil Partnership 	

EQUALITY AND DIVERSITY IMPACT ASSESSMENT

	<ul style="list-style-type: none"><i>Pregnancy & Maternity</i> <p><i>These gaps will be overcome by Adult Education as part of the delivery of the Adult Education Strategy. This will be part of the consultation and feedback process undertaken with each learner who commences with Adult Education. There will also be discussions with other stakeholders who can support this such as Hart Gables and Salaam Centre.</i></p>		
What is the Impact	<p><i>The Adult Education Strategy will add value to the existing support which ensures that all residents regardless of Age, Disability, Race, Religion, Sexual Orientation, Gender, Marital Status or Pregnancy.</i></p>		
Addressing the impact	<p>1. No Impact- No Major Change - <i>It is clear that there is no potential for discrimination or adverse impact on the above Protected Characteristics. All opportunities to promote Equality have been taken and further consultation will be carried out as part of the Adult Education Strategy.</i></p>		
Actions			
<p><i>It will be useful to record and monitor any actions resulting from your assessment to ensure that they have had the intended effect and that the outcomes have been achieved.</i></p>			
Action identified	Responsible Officer	By When	How will this be evaluated?
<i>Improve Equality & Diversity Monitoring</i>	<i>Craig Taylor</i>	<i>31/03/17</i>	<i>This will be reported within the Adult Education Management Team.</i>
Date sent to Equality Rep for publishing		00/00/00	
Date Published		00/00/00	
Date Assessment Carried out		00/00/00	

APPENDIX 2**CHILD AND POVERTY IMPACT ASSESSMENT FORM****1. Is this decision a Budget & Policy Framework or Key Decision? YES****If YES please answer question 2 below****2. Will there be an impact of the decision requested in respect of Child and Family Poverty? YES****If YES please complete the matrix below**

GROUP	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
Young working people aged 18 - 21	X			The Adult Education Strategy will increase Traineeships and Apprenticeships especially for those aged 18 to 24 years old.
Those who are disabled or suffer from illness / mental illness	X			The Adult Education Strategy will be the catalyst for the Promoting Change, Transforming Lives Project which supports residents with a Learning Difficulty/Disability or Mental Health Problem.
Those with low educational attainment	X			The Adult Education Strategy will increase Functional Skills Provision and offer provision to those with Low Education Attainment.
Those who are unemployed	X			The Adult Education Strategy promotes the joint working with Hartlepool Working Solutions so all unemployed and employed residents are offered Information, Advice and Guidance.
Those who are underemployed	X			The Adult Education Strategy promotes the joint working with Hartlepool Working Solutions so all unemployed and employed residents are offered Information, Advice and Guidance.
Children born into families in poverty	X			The Adult Education Strategy will improve the engagement with

APPENDIX 2**CHILD AND POVERTY IMPACT ASSESSMENT FORM**

				priority groups however the service already works in partnership with other Council Teams such as Adult Services and Youth Support Service.
Those who find difficulty in managing their finances	X			The Adult Education Strategy will add value to the existing provision which provides a range of courses to increase financial management and Maths Skills.
Lone parents	X			The Adult Education Strategy will complement the current service which offers courses in local community settings and at times suitable for Lone Parents.
Those from minority ethnic backgrounds	X			The Adult Education Strategy promotes all residents regardless of their ethnic background and the service already engages a significant number of BME Residents.
Poverty is measured in different ways. Will the policy / decision have an impact on child and family poverty and in what way?				
Poverty Measure (examples of poverty measures appended overleaf)	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
Overall employment rate	X			The Adult Education Strategy will improve the employment rate of local residents by ensuring the adults have the skills and attributes to access the labour market.
Proportion of young people who are NEET	X			The Adult Education Strategy will promote access to the Youth Employment Initiative which will positively reduce the NEET Rate.

APPENDIX 2

CHILD AND POVERTY IMPACT ASSESSMENT FORM

Adults with Learning difficulties in employment	X			The Adult Education Strategy will promote access to the Promoting Change, Transforming Lives Project which will positively support adults with learning difficulties / disabilities into employment.
Unemployment Rate	X			The Adult Education Strategy will reduce the unemployment rate by ensuring that local residents are supported into employment or education, training or self-employment.
Overall impact of Policy / Decision				
NO IMPACT / NO CHANGE	X	ADJUST / CHANGE POLICY / SERVICE		
ADVERSE IMPACT BUT CONTINUE		STOP / REMOVE POLICY / SERVICE		
Examples of Indicators that impact of Child and Family Poverty.				
Economic				
Children in Low Income Families (%)				
Children in Working Households (%)				
Overall employment rate (%)				
Proportion of young people who are NEET				
Adults with Learning difficulties in employment				
Education				
Free School meals attainment gap (key stage 2 and key stage 4)				
Gap in progression to higher education FSM / Non FSM				
Achievement gap between disadvantaged pupils and all pupils (key stage 2 and key stage 4)				
Housing				
Average time taken to process Housing Benefit / Council tax benefit claims				
Number of affordable homes built				
Health				
Prevalence of underweight children in reception year				
Prevalence of obese children in reception year				
Prevalence of underweight children in year 6				
Prevalence of obese children in reception year 6				
Life expectancy				

Hartlepool Borough Council



Hartlepool Adult Education Strategy 2016-2026

*Transforming Learning, Transforming Lives,
Meeting the needs of the Community and Businesses*

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- 6. Key Strategic Themes**
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 - Employability
 - Youth Employment
 - Learner Engagement
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 - Employer Engagement
 - Traineeships and Apprenticeships
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 - Maths, English and Digital Skills and English for Speakers of Other Languages

- Volunteering
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- Quality Improvement

7. **Learner's Pathway and Support Offer**
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APPENDIX 3

1. Foreword by Councillor Kevin Cranney – Chair of Regeneration Services Committee

- 1.1 As Chair of the Hartlepool Borough Council's Regeneration Services Committee, I am extremely proud to introduce the first *Hartlepool Adult Education Strategy* that sets out our shared ambition and vision to drive forward employment and skills development, community learning, entrepreneurship and business development that will lead to greater community cohesion, and a more prosperous, growing and resilient economy.
- 1.2 This will be a proactive strategy that will remain flexible to support key drivers such as the Council's Corporate Plan, Hartlepool Vision, Master plan, Economic Regeneration Strategy and the Tees Valley Combined Authority which will regenerate the Borough and sub-region.
- 1.3 The Strategy has been designed in consultation with partners to respond to the fast pace of economic change and to meet current and future demands of both learners and employers. It will also respond to the key ambitions of the Tees Valley Education, Employment and Skills Board.
- 1.4 It will contribute to Government targets such as increasing the Apprenticeship rate, improving Functional Skills (English, Maths and Digital Skills), preparing young people for the world of work, promoting a culture of enterprise and creating pathways to sustained employment within key growth sectors.
- 1.5 With ongoing investment, major regeneration developments, business growth and the forecasted 25,000 new jobs and circa 120,000 replacement jobs to be created over the next decade across Tees Valley, community learning, employment readiness and workforce skills development has never been so critical. That is why the Council will continue to enhance and formalise partnership arrangements with the public, private and voluntary sector so that we can collectively ensure residents have the right skills, work experience and qualifications to achieve their career aspirations and take full advantage of new opportunities.
- 1.6 The direction of this strategy will be formulated through the examination of data and local intelligence and engagement with stakeholders from the community, partners, employers, industry experts and educationalists who have the knowledge and expertise in which to ensure our resources have the greatest positive impact on the area. In addition and of fundamental importance, it will significantly contribute to the wider ambition of Tees Valley Combined Authority's growth strategy.
- 1.7 On behalf of Regeneration Services Committee, we fully endorse this strategy and look forward to reviewing its progress.

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2. Introduction

- 2.1 Hartlepool Adult Education Strategy 2016-2026 provides the policy and strategic framework to support the ongoing implementation of Government and local priorities relating to areas such as increasing the Apprenticeship rate, improving community learning, increasing employment and skill levels, widening participation, developing stronger communities and transforming the quality of learning.
- 2.2 The strategy has been designed to ensure optimum benefits for the community, employers and the wider economy and has been split according to the key priority themes of: -
- Careers Education, Information, Advice and Guidance
 - Employability
 - Youth Employment
 - Learner Engagement
 - Community and Family Learning
 - Employer Engagement
 - Traineeships and Apprenticeships
 - Skills Development
 - Enterprise Development
 - Maths, English and Digital Skills and English for Speakers of Other Languages
 - Volunteering
 - E-Learning
 - Quality Improvement
- 2.3 Within these themes, the strategy sets out how initiatives and activities will be developed that will lead to a greater emphasis on socio-economic inclusion for all, addressing skills shortages and up skilling the future workforce, tackling marginalisation and the causes of family poverty through partnership working, raising a learner's aspirations and progressing people into higher levels of education and learning and sustained employment.

APPENDIX 3

- 2.4 The strategy has been developed to strategically position the service to work alongside key stakeholders such as educational establishments, post-16 providers, welfare to work providers, specialist providers and the voluntary and community sector so that there is a town wide curriculum offer that meets the demands of learners and growth sector areas.

APPENDIX 3

3. Mission Statement, Aim and Objectives

The council has now established six strategic priorities as shown below which this strategy will support:

1. Growing our Economy, Jobs and Skills
2. Regenerating our town
3. Developing and promoting Hartlepool as a great place to live
4. Developing new services for people and communities
5. Building better beginnings and better futures for our children and young people
6. Providing effective leadership based upon innovation and efficiency

The mission statement, aim and objectives of this strategy are shown below

Hartlepool will be an ambitious, healthy, respectful, inclusive, thriving and outward-looking community, in an attractive and safe environment, where everyone is able to realise their potential.	Community Strategy		
To promote personal and professional growth by providing bespoke, high quality learning and educational opportunities that responds to the whole community and meets the demands of employers.		Our Aim	
<ol style="list-style-type: none"> 1. Increase the economic inclusion of young people and adults through community learning and bespoke personal, social and employability initiatives. 2. Increase the employment and skills levels and develop a competitive workforce that meets the demands of employers and the economy. 3. Improve business growth by enhancing the culture of entrepreneurship. 4. To continuously raise performance in all aspects of our provision. 5. To increase retention, achievement and success rates to 90% in all subject areas and to increase progression rates for all learners to 75%. 			Our Objectives

APPENDIX 3**4. Measuring Success of the Strategy**

Key Performance Indicator	Current Value	2019 Target	2022 Target	2026 Target
Overall Employment Rate	63% (June 2016)	65%	68%	70%
Unemployment Rate	4.7% (November 2016)	4%	3%	2.5%
Youth Employment Rate – 16 to 24 Years	45.3% (June 2016)	48%	53.5%	55%
Youth Unemployment Rate	3% (November 2016)	2.8%	2.4%	2%
Self-Employment Rate	10.6% (June 2016)	11%	11.5%	12%
Apprenticeship Starts	1,460 (2015/16)	1,500	1,600	1,700
Proportion of Residents with No Qualifications	11.8% (2015)	11%	10.5%	10%
Proportion of Residents with NVQ Level 2 or Above	69.1% (2015)	70%	71%	72%
Proportion of Residents with NVQ Level 4 or Above	24.3% (2015)	25%	26%	28%
Reduction in Child Poverty	32.2% (2015)	Monitor Only	Monitor Only	Monitor Only
Reduction in the number of young people not in education, employment and/or training	4.5% (2015)	0%	0%	0%

5.1 Priority Areas

- 5.1.1 As the strategy evolves the curriculum will be further expanded, diversified and tailored to be responsive to local residents, the business community and emerging and growth sector areas.
- 5.1.2 The employment, learning, enterprise and skills programmes offered will be designed to support learners to effectively develop the necessary characteristics to succeed in employment and learning such as confidence, self-motivation, grit and resilience. Alongside this, there will be a real purpose and intent to equip non-employed and employed people with a range of skills, specialist sector specific knowledge and expertise to secure sustained, high quality employment. Specialist qualifications and programmes will be designed in consultation with industry experts and Tees Valley Combined Authority. Tees Valley Combined Authority will offer learners a plethora of options including traineeships, apprenticeships, on and off-site training, work placements and volunteering.
- 5.1.3 Employers will be engaged with so that a comprehensive training needs analysis is undertaken on the whole workforce to facilitate up skilling, career development and progression training

5.2 Priority Learners

- 5.2.1 The priority learners groups have been split to employed and non-employed as shown below (This is not an exhaustive list and will be revised according to need identified)

5.2.2 Employed People:

- With low or no Functional Skills (English, Maths and Digital Skills)
- Without Level 2 / 3 Qualifications
- To receive specialist, bespoke training that enables individuals to develop new skills and/or be re-trained
- To support them to progress onto Higher Skilled Apprenticeships
- To receive Careers Advice & Training Plans for Career Progression
- Who are on low incomes and/or those who lack job security

5.2.3 Non Employed

- Unemployed
- Young unemployed, particularly long term unemployed
- 16 to 18 Year Old NEETs
- Lone Parents
- Male and Female returners to the labour market
- Carers
- Older People aged 50+
- Black and Minority Ethnic (BME)
- Learning Difficulties and Disabilities (LDD and/or mental health problems)
- People with Low or No Skills
- Homeless People
- People for whom English is a Second or Other Language
- Working Age Adults who are unemployed and living in workless households

5.3 Geographical Areas

- 5.3.1 Over the past thirty years, Hartlepool's regeneration and economic development activity has significantly improved the social, economic and environmental vitality of the town and it is now an enriched, vibrant and attractive area in which to live, work and socialise within.
- 5.3.2 The town has transformed key regeneration areas within this period including the docks and specific employment land sites, with The Marina and areas such as Queens Meadow Business Park acknowledged as flagship initiatives with the former offering excellent office, housing and maritime tourism facilities and the latter providing improved business infrastructure facilities which have increased inward investment. Furthermore, the UK Steel Enterprise Innovation Centre and the redeveloped Hartlepool Enterprise Centre offer excellent start-up units which have increased the number of new businesses across the town.
- 5.3.3 The town is now recognised as a major retail, service and manufacturing centre which significantly contributes to the sub region's Gross Domestic Product (GDP) and there is a long term Vision for Hartlepool and Master plan driven by the council

APPENDIX 3

which is supported by the community and businesses that will further aid major infrastructure work to regenerate the area and encourage and attract major investment which will lead to sustained economic growth

- 5.3.4 Through this transformation, the town has witnessed considerable success in tackling inequalities and social exclusion has helped narrow the gap on key regional and national indicators such as youth unemployment. However, deprivation and poverty still remain across Hartlepool and the town is still ranked the 18th most deprived area in the country, with eleven wards and 58
- 5.3.5 In Hartlepool, nearly 50% of the population live in a deprived area with over 24% claiming a key out of work benefit such as Jobseekers Allowance. The overall worklessness rate remains high at 27.3% with 15,800 adults economically inactive – higher than the North East and national rates of 25.1% and 22.3% respectively. Of this group, over 5,900 adults are on a sickness benefit such as Employment Support Allowance and are unfit for work. Over the last three years unemployment and youth unemployment have reduced within the town with unemployment falling from 8.2% in February 2013 to 4.8% in February 2016, however further work needs to continue to close the gap to the North East Rate of 3%
- 5.3.6 Reversing worklessness is a key responsibility of Adult Education and is a socio-economic priority for the town. To tackle intergenerational worklessness requires Adult Education to work with key stakeholders from the public, private and voluntary sector to focus their resources and expertise on those geographical areas with the greatest need of support. It will also entail working closely with and enhancing the excellent work of key players such as Children's Centres who are at the heart of supporting out key priority learners.
- 5.3.7 Tackling worklessness within deprived areas requires an holistic and innovative approach as long term unemployment is linked to multiple issues including families and their children living in poverty, people having no formal qualifications (over 8,000 working age adults or 13.8% of the population fit into this category), limited or no work experience, low confidence and often poor physical and mental health
- 5.3.8 The map on the next page shows those wards where existing education and training activity is delivered by Adult Education and Hartlepool Working Solutions and through the Strategy and annual Action Plan there will be intensive of priority groups, wards and workless streets to further tackle inequalities.

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5.4 Priority Sectors

- 5.4.1 As this strategy is developed there will be a greater focus for Hartlepool Adult Education to continue to be outward focused and to work with key stakeholders such as Tees Valley Combined Authority and providers to ensure that there is a comprehensive training package available for employers across all sectors and occupational areas.
- 5.4.2 Across the Borough, there are exceptional examples of innovation by companies and major regeneration and development activity were there will be significant growth leading to job creation and safeguarding of jobs.
- 5.4.3 Whilst Hartlepool, has always celebrated its skilled and motivated workforce, the demands by employers have never been higher as companies aim to remain competitive within a global market and grow and thrive.
- 5.4.4 It is an economic imperative that partners work together to support the business community, from indigenous micro businesses to large employers to find real solutions to legacy challenges including a lack of skilled workers in key priority sectors
- 5.4.5 Adult Education will work alongside specialist training providers and co-consult with employers so that any new activity contributes towards increasing the number of young people and adults who are work-ready and support the existing workforce within the following priority sectors
- **Nuclear**
 - **Offshore Oil and Gas**
 - **Low Carbon Economy including Offshore Wind**
 - **High Value Added Engineering**
 - **Knowledge Intensive Business Services**
 - **Process and Chemicals**
 - **Hospitality and Tourism**
 - **Retail**
 - **Health and Social**
 - **Construction**
 - **Partnerships**

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- 5.4.6 Hartlepool Adult Education will build on existing successful partnerships and form new relationships with stakeholders from the public, private and voluntary sector to improve the overall education and learning offer for the community and businesses. With demand increasing and resources being finite, Adult Education acknowledges that the best sustainable solution is to collaborate directly with partners such as training providers, Children's Centres and the courses successfully delivered through this services Learning Lounges, specialist agencies and critically employers to co-design future programmes that will have the maximum positive impact on improving skills levels and the employment rate.
- 5.4.7 Hartlepool Adult Education will be bold in its commitment to working with stakeholders to reduce duplication of effort through the forming of localised partnership agreements which complements the key strengths of organisations working within the locality.

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6. Key Strategic Themes

6.1 Careers Education, Information, Advice and Guidance

- 6.1.1 Economic growth and personal development is aligned to individuals' receiving professional Careers Education, Information, Advice and Guidance (CEIAG) that provides them with an understanding of the current labour market, direction of travel on growth sectors and advice on pathways to higher level qualifications and sustained, high quality employment.
- 6.1.2 Adult Education's Ambition is to provide excellence in careers advice that meets the demands of both the community and economy.
- 6.1.3 By working closely with Employment Advisors within Economic Regeneration, the service will work towards its goal of ensuring that a minimum of 75% of all learners successfully progress into sustained education, employment or training. This complements the vision of the Government's new 19+ Learner Outcome Based Success Measures Framework which will be accomplished by embedding both vertically and horizontally the principle that no individual or groups should be disadvantaged in gaining access to education, training or employment.
- 6.1.4 This means that careers sessions will be more person-centred and cover key areas such as, a detailed study to identify the personal ambition of the individual, removing actual and perceived barriers to learning and employment, identifying preferred long term career options and developing a comprehensive action plan which includes key elements such as after care support.
- 6.1.5 Adult Education's CEIAG Plan will ensure that:
- All learners have access to qualified IAG Advisors who have achieved or are working towards Level 6 in Careers Guidance
 - The Service continues to work within key industry quality standards such as Investors in Careers and Matrix
 - CEIAG is embedded within all curriculum areas and provision so learners have access to a named Adviser and a range of support throughout their programme and beyond

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- Subcontractors are required to offer learners access to highly qualified, specialist Employment Advisors
- The Service works with National Careers Service and Tees Valley Combined Authority to cascade Labour Market Information to staff, learners, carers and families.

6.2 Employability

- 6.2.1 Being in high value, sustainable employment for an individual has multiple benefits including increased self-esteem and confidence, improved physical health and wellbeing, better quality of life and standard of living for the whole family, income security and longer life expectancy
- 6.2.2 At a macro level, increased employment rates stimulate spending in the economy, improve Gross Domestic Product for the Country leading to reinvestment in major regeneration development programmes, attracts future inwards investment that contributes to further job creation, supports social inclusion and community cohesion and reduces pressures on local authorities spending relating to health and social care, welfare, housing and policing bill.
- 6.2.3 To support an increase in the employment rate at a local sub-regional level, Adult Education has re-designed its service so that a primary role is to develop pathways to support personal development and citizenship through lifelong learning and move as many adults as possible towards the labour market and support individuals into sustained employment. By working closely with the Council's Economic Regeneration Team that already has established direct links with the business community, Adult Education can effectively engage with employers to co-create sector specific programmes that will improve supply and demand side issues within the labour market.
- 6.2.4 As part of the strategic goal to increase the employability rates of all learners, regardless of their prior attainment or background Adult Education will:
- Support the development of the emerging Community Hubs that will aid local residents to access employment and health advice and guidance provision within their local area. These new Community Hubs will improve accessibility for adults to engage with specialists employment and health workers who will assist individuals to receive the necessary support services relating to health and economic wellbeing.

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- Support the delivery of the Tees Valley Combined Authority's Education, Employment and Skills Board's strategic priorities. This Board will be the key strategic driver to improve educational standards across the Tees Valley and to help increase the number of educational establishments who provide good or outstanding provision to learners. Alongside this, the Board which consists of representatives from the public, private and voluntary sector will work with key priority sectors as outlined within this strategy to focus on issues such as economic inactivity, job creation, narrowing the educational attainment gap, increase the number of adults securing higher level qualifications through workforce development programmes and improve the skills supply to meet the demand of employers. Hartlepool Borough Council is leading on the Education, Employment and Skills agenda on behalf of the Tees Valley Combined Authority and will be instrumental in helping shape the development of a high level strategic framework now and in the future for which Adult Education will contribute to.
- Work with Economic Regeneration Team's Hartlepool Working Solutions 'Employability and Skills' Section that has dedicated specialist employment Advisers who will offer a universal service to all unemployed adults wishing to access employment advice.
- Employers from specific sectors will design programmes direct with the Curriculum Team and Economic Regeneration and employers will become a 'patron or programme sponsor' of courses which will re-affirm how the employability activities meet the needs of the sector.
- Work with Jobcentre Plus, training providers and their employer networks to develop pre-employability programmes, work trials, work placements and volunteering, particularly for those adults with multiple and complex barriers.
- Work directly with the Economic Regeneration Team's Employment Link Team who are a dedicated team of specialist Advisers responsible for increasing the employment rate for adults with a Learning Difficulty/Disability and/or Mental Health problem.
- Build on from the successes of the Community Learning Mental Health Pilot to support this priority group into employment and learning, working closely with key stakeholders such as MIND and Public Health
- Work with Jobcentre plus and employers to launch the 'Disability Confidence Initiative' to promote the economic benefits to business of employing people with a disability.
- Continue to work collaboratively with Catcote Futures to create supported internships and permitted earnings programmes for vulnerable adults

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- Develop a network of high quality Work Clubs; in partnership with community groups, within the most deprived wards in Hartlepool
- Work with the Combined Authority and contribute to the co-designing of the new Work and Health programmes that will assist long term unemployed adults with health problems to access employment.
- Work with specialist providers and agencies, such as Drug and Alcohol Teams to develop bespoke employability programmes for their client group
- Develop Sector Academies with employers that will create routeways to specific training, Apprenticeships and jobs.
- Support the development of localised Armed Forces employability Pathway
- Work with major developers to create Targeted, Training & Recruitment Clauses in line with Constructing Hartlepool Strategy that will aid local people to access training, Apprenticeships and employment on construction initiatives.
- Build on the successful joint working with Children's Centres to improve the qualifications and employability skills of our learners.

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6.3 Youth Employment

- 6.3.1 A key priority for the Council has always been to tackle the causes and consequences of youth unemployment and through the establishment of Hartlepool Youth Investment Project (HYIP) in September 2012; whose main aim is to prepare young people aged 16 to 24 years to be ready for work, there has already been some staggering achievements, with the current youth unemployment rate being the lowest since monitoring of data commenced in April 1994, reducing by over 75% since the inception of HYIP.
- 6.3.2 There are a number of reasons why the youth unemployment rate has declined so drastically including the Raising Participation Age Strategy that has provided young people with an education and training placement up to the age of 18 years and the Early Invention Strategy that has led to dedicated support from partners to reduce the number of young people who are NEET, thus stemming the flow of new claimants.
- 6.3.3 The collaborative working of schools, colleges, post-16 providers, Jobcentre Plus, National Careers Service and critically employers under the direction of the HYIP Working Group has paved the way for the creation of joint enterprises to increase the number of young people receiving access to work trials, work placements, volunteering, Global Entrepreneur and Career Events and Traineeships and Apprenticeships.
- 6.3.4 HYIP is a project managed by Economic Regeneration Team and Adult Education has a major role in the contribution to the aim of this specific initiative by delivering on specialised programmes that support young people with little or no job place experience, low academic and skill levels and a lack of confidence and self esteem that create barriers to work to prevent individuals' from fulfilling their potential
- 6.3.5 Adult Education will work closely with referral agencies including the Council's Youth Service, JCP and community-based organisations to engage hard to reach young people, such as care leavers to offer early interventions and re-engagement programmes that offer coaching and mentoring support services that are pivotal in directing and empowering an individual towards a positive outcome.

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- 6.3.6 The service will deliver on initiatives to target young people who are NEET and offer bespoke packages through Study Programmes and Traineeships with a clear emphasis on moving young people into sustained education, employment, training and Apprenticeship placements.
- 6.3.7 Moving forward, there is a major opportunity to further reduce youth unemployment rates across the sub-region through the Tees Valley European Structural Investment Fund's Youth Employment Initiative (YEI) which is £29m of European Social Funding to support and engage 9,500 young people aged 15 to 29 years across the Tees Valley with progression into sustained education, training employment and self-employment
- 6.3.8 Hartlepool's Economic Regeneration Team is leading on this with the other five Local Authorities and a consortium of partners from the public, private and voluntary sector and has secured a contract value of approximately £20m which is unprecedented in size. New College Durham has secured £4m and there will be close working with them to ensure value for money and to maximise the funding for the benefit of the end user.

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6.4 Learner Engagement

- 6.4.1 Adult Education has a corporate responsibility to work with partners to widen participation and to increase the number of young people and adults accessing education and learning that aids personal development and leads to sustainable employment. This requires a strategic approach so that those from marginalised communities and individuals' with multiple barriers to learning and complex social, emotional and financial problems are effectively targeted and engaged with so that they receive the necessary holistic support to progress.
- 6.4.2 By capitalising on existing networks and developing new initiatives with post-16 providers and specialist agencies there is the very real potential to provide a Universal Offer to employed and non-employed across the Borough that will improve the social mobility of local residents, tackle family poverty and the causes of unemployment and economic inactivity, increase Functional and Employability skills and connect people to the right courses, the right sector and their preferred career option.
- 6.4.3 To accomplish our ambition of widening participation Adult Education will:
- Work with cross-cutting themed agencies to develop pathways for their clients to access Community Learning Programmes.
 - Design and trial perspective learning programmes with partners that help people with complex needs, such as people with mental health problems or those suffering from domestic violence to access learning
 - Work with grass-roots community groups to understand barriers to learning and to develop strategies to engage with hard to reach groups.
 - Increase its Employer Engagement activity through the Employer Core Offer Group
 - Develop partnership agreements with post-16 providers to undertake joint promotional activity and deliver localised courses, particularly targeted deprived communities.
 - Work closely with Hartlepool Works which is the Employment and Skills Consortium, consisting of 40 members from the public, private and voluntary sector.

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- Work closely with Children's Centres to build on the existing Learning Lounge provision that supports individuals to access high quality pre-employment courses and to support individuals to remove barriers to work (With focus on unemployed learners with children under 5)
- Work Closely with Think Families/Think Communities project to aid working age adults with complex and multiple barriers to employment.

- 6.4.4 In addition, the emerging Community Hubs as previously stated will help shape the Hartlepool of the Future Programme that will support greater engagement with the community and reduce demand through prevention and integration of health, social care and employability work streams. The Community Hubs will be based within key venues such as Libraries and will offer a range of advice, guidance, health, learning, employment and community support services. Services offered by the hub will not operate in silos; tackling single issue needs, but will be perfectly positioned to meet the diverse needs of each person.
- 6.4.5 Adult Education will be central to support the development and delivery of the Community Hubs and this person centred approach is ideal as it will support individuals who may have multiple barriers to learning and employment to feel confident about accessing the necessary services to progress in their lives.
- 6.4.6 Community Hubs will be more than physical locations; there will be a network of partners across all services and sectors that have an agreed and defined assessment and pathways to progress an individual towards self help, to seek help and offers of help through volunteering, learning and community action. Individuals can expect to have access to the same service options regardless of where their first point of contact is. Physical Hubs will be universal but targeted; anyone will be able to access one, but they will be located in areas of both employment and health inequality hotspots. However, every resident within Hartlepool will be within 2km of a hub which will support Adult Education's drive to increase the number of adults from disadvantaged backgrounds from accessing Community and Family Learning and skills programme through an integrated service model.

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6.5 Community and Family Learning

- 6.5.1 The primary aim of Adult Education's Community and Family Learning is to provide a range of community-based and outreach learning for everyone that will enable local people to get a new skill, reconnect with learning, follow an interest, prepare to progress an individual to form courses and learn how to support their children better.
- 6.5.2 The provision is critical to meeting the overall vision of this strategy by Transforming Learning, Transforming Lives, meeting the ends of the Community and Businesses by offering personalised provision that will encourage people new to learning or those who have been disaffected due to a previous negative experience of education to re-engage
- 6.5.3 Courses to be delivered in the future through Adult Education's Community and Family Learning provision will focus in instance on encouraging people to participate and to reconnect with learning that will build their confidence, support individuals to become more resilient, be more integrated within society, be able to interact with family, friends and neighbours and broaden their horizons, raise their aspirations and provide the elevator effect to progress learners onto formal and higher level courses.
- 6.5.4 For some learners, Community and Family Learning will be accessed to improve their health and wellbeing and inclusion in the community. However, within current fiscal circumstances, Adult Education believes that the catalyst for this provision is to develop an individual's personal, social and professional skills base so that they do have the motivation and confidence to secure their chosen career path. The benefit of moving people from economic inactivity to employment is significant to the local economy and there will be major investment by the Service in navigating people in their respective learner's journey towards sustainable employment.
- 6.5.5 To achieve this, the Service will develop a localised delivery model that will attract new learners to accredited and non-accredited training through a mixed economy of providers from the public, private and voluntary sector who will offer courses linked to:
- Financial Wellbeing
 - Digital Inclusion

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- Cultural and Family Learning
- British Values
- Pathways to work
- Health and wellbeing

6.5.6 These courses will be designed to respond to Central and Local government objectives relating to economic development, localism, social justice, stronger families, reducing family and child poverty and adding value to public investment by attracting extra income through the Pound Plus agenda

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6.6 Employment Engagement

- 6.6.1 The Council's Economic Regeneration Team is the first local authority in the North East to establish an Employer Core offer Group consisting of representatives from key agencies such as Jobcentre Plus, National Apprenticeship Service and National Careers Services with an aim of effectively co-ordinating joint employer engagement to reduce duplication of efforts.
- 6.6.2 The Employer Core Offer Group's primary aim is to develop a single point of contact for employers and to consult and collaborate with them to develop bespoke packages of support for businesses in areas such as:
- Inward Investment
 - Advice on Business Loans and Grants to support Growth
 - Information on how Traineeships and Internships could benefit a business
 - Support to recruit new employees and apprentices including work trials and pre-employability training programmes.
 - Training and Support to up skill your existing workforce
 - Offering work experience and Volunteering Opportunities for local people
 - Redundancy Support
 - Careers advice to employees
- 6.6.3 The Group feeds into the wider Tees Valley Business Compass and Skills Hub to ensure that the employer will receive the most effective and timely information on the above services and Adult Education will be a conduit to offering the necessary support to enable the employer to meet their current and emerging requirements.
- 6.6.4 Adult Education will maintain and grow its employer network in partnership with the Employer Core Offer Group so that the Service can continue to aid those existing and new companies who will welcome assistance due to emerging developments such as the Enterprise Bill, Employer Levy, new Apprenticeship Standards and their role as a lead large employer in purchasing future training.

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6.7 Traineeships and Apprenticeships

- 6.7.1 Through the Government's English Apprenticeships: Our 2020 Vision, which aims to reach three million starts by 2020 through the new Enterprise Bill 2015 and emerging levy that will put employers at the heart of creating these apprenticeships positions, paying off and choosing the training for apprentices, there will be a major shift in how training providers will be funded and need to operate. The employer levy provides a magnificent opportunity for Adult Education to showcase the high quality apprenticeship training that it can offer all employers, regardless of sector or occupational area and how it can co-design the new Apprenticeship Standards that meet the requirements of future industry needs.
- 6.7.2 Adult Education has a very proud tradition of engaging with employers to create Apprenticeships and link in learners who have benefitted from vocational learning and on-site work experience that has proven invaluable to the local growth of the economy and helped businesses to develop a talented workforce.
- 6.7.3 Increasing the number of Traineeships and Apprenticeships is a major growth area for funders and Adult Education recognises the socio-economic benefits that increasing the participation rate will have for the Borough including:
- Young People receiving first-hand experience of how the sector operates
 - Increases in employee retention, business being more competitive and improved productivity
 - It tackles stagnated and longer term issues of an ageing workforce and skills gaps, particularly in high value economic sectors such as Engineering, Construction, Processing and Manufacturing
 - A more dedicated and motivated workforce, with longer term investment to the business including many Apprentices going on to become senior managers within the company they were initially employed within
 - Apprentices supporting businesses through the challenges of global competitiveness
- 6.7.4 Recognising these benefits, Adult Education already has a plethora of Apprenticeship programmes that it successfully offer to companies, such as Business Admin, Customer Service, Child and Young Peoples Workforce, Hospitality and Catering, Health and Social Care and Leadership and Management.

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6.7.5 However, the economy now demands higher skilled workers and that is why Adult Education will be driving forward its ambition to co-design with employers Higher Level Apprenticeships up to Level 7 in a whole range of sectors and occupational areas.

6.7.6 As a Service, Adult Education has already proven that it can diversify to meet priority sector demands by developing very specialist programmes such as Tees Valley Heritage Apprenticeship Scheme in collaboration with Heritage Craft Alliance and it will continue to prove that it is in a central position to offer Apprenticeships in all sector areas and can support the Government's 2020 Vision by direct engagement with micro, small-to-medium size and large employers.

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6.8 Skills Development

- 6.8.1 Employment and skills are intrinsically linked and education and in-work training are key factors in growth enablers and meeting the current and future demands of the skills and labour market.
- 6.8.2 The benefits of a skilled workforce for an area are widely researched with evidence of improved employment rates, increased investment in an area, economic resilience of a business and enhanced productivity within the workplace.
- 6.8.3 Re-balancing the local economy in Hartlepool requires investment in skills and an increase in the number of both entry level and higher skills workers. Of the 25,000 new jobs and 116,000 replacement jobs to be created over the next decade in Tees Valley, many are anticipated as being in high level occupational areas such as High Value Engineering and current research shows that there is an identified need to support a minimum of 6,500 people to achieve a level 4 qualification and 8,500 to achieve a level 3 in their relevant field
- 6.8.4 For this to happen, Adult Education will work collaboratively with Tees Valley Combined Authority, Combined Authority, FE Colleges, Work-Based Learning and Apprenticeship providers and specialist training providers to pool their expertise to support learners on their path to skills development and aid the business community to co-design Workforce Development programmes.
- 6.8.5 Through this strategic approach there can be mutual benefits for all parties and future funding opportunities, developed powers and a change in how existing post-19 activity will be commissioned will lead to improved skills development programmes that Adult Education can help deliver on including activity that:
- Retrains the existing workforce
 - Trains Leaders and Managers of the Future
 - Provides pathways to higher level qualifications
 - Encourages innovation through e-learning within the workplace
 - Responds to the diversified training needs of priority sectors to ensure that they remain globally competitive

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- Supports women to enter into non-traditional sectors such as construction and manufacturing
- Supports men to enter into non-traditional sectors such as health and social care
- Supports adults who are not work ready or ready to learn through specialist and individualised employability programmes.

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6.9 Enterprise Development

- 6.9.1 As part of the Hartlepool Economic Regeneration Strategy 2011-2021, a key objective is to increase the level of entrepreneurship within the local area as enterprise is one of the major drivers of economic growth across the Borough
- 6.9.2 Hartlepool already has a culture of entrepreneurship and has one of the highest business start-up rates in the region. In 2014, there were 54 business registrations per 10,000 of the working age population which was substantially higher than both the Tees Valley and North East averages. This success can be attributed to the delivery of a diverse package of business support services, self-employment advice and physical incubation units for new start-up companies within facilities such as Hartlepool Enterprise Centre and UKSE Innovation Centre.
- 6.9.3 As part of the strategic goal to increase the self-employment rate and create an enterprise culture across the Borough Adult Education will:
- Embed enterprise and promote entrepreneurship as a viable career option within the curriculum offer
 - Work with the Economic Regeneration Team to deliver a programme of advice, guidance and support for any individual wanting to start their own business which will incorporate a range of activities including business planning, financial forecasting, marketing workshops and HR and legal requirements.
 - Support the delivery of the Youth Enterprise Fund which provides young people aged 11 to 19 years with grants and ongoing support from a Business Ambassador that allows the young person to develop their enterprise knowledge and skills and progress their business idea.
 - Work with Jobcentre Plus to support the New Enterprise Allowance Programme which provides money and guidance to unemployed people who want to start their own business. The programme provides a business mentor who will help develop the business, support the individual to start trading and provide access to a loan scheme to fund start-up-costs.
 - Develop partnership arrangements with incubation facilities such as Hartlepool Enterprise Centre, UKSE Innovation Centre and UKSE Innovation Centre Hub 2 to ensure that new companies have access to sector specific training and qualifications as well as information around traineeships, apprenticeships and internship programmes.

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- Link businesses to the Tees Valley Growth Hub that will provide cross sector targeted business support and ensure a flexible mix of finance available for Small to Medium Sized Enterprises.

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6.10 Maths, English, Digital Skills and English for Speakers of Other Languages

- 6.10.1 Functional Skills lie at the very root of our capacity to communicate; to live and work together successfully; and to develop and share knowledge. They provide an individual with the essential knowledge, skills and understanding that enables them to operate confidently, effectively and independently in life, learning and work; and their contribution to workforce skills has increasingly been recognised as critical to economic growth and workforce development. Confidence in reading, writing and number skills forms the basis of a successful society and a healthy economy whilst a growing body of evidence demonstrates a link to personal and societal health.
- 6.10.2 Current research by National Institute of Adult Continuing Education (NIACE) showed that over five million adults lack functional literacy and numeracy skills and 11 million don't have basic digital skills. This restricts career and job opportunities; reduces business success by limiting the skills base needed; and damages society by limiting active participation and access to public services that are increasingly digital-by-default. The research went on to highlight that even at the current rate of enrolment in learning, it would take 20 years to support all the adults that would benefit from help.
- 6.10.3 Over 8000 (or 13.8%) of working age adults in Hartlepool have no formal qualifications, which is higher than the Tees Valley rate of 10.6%. North East rate of 10% and GB rate of 8.8% (NOMIS 2014) alongside this, the following table shows high levels of adults with Functional Skills below Level 1.

APPENDIX 3**Table X – Functional Skills Levels**

Area	Literacy Below Level 1		Numeracy Below Level 1		ICT Below Level 1	
	Number	Proportion (%)	Number	Proportion (%)	Number	Proportion (%)
Hartlepool	11,499	20.08	31,752	55.46	30,872	53.92
Middlesbrough	18,087	20.06	49,733	55.17	46,883	52.08
Redcar & Cleveland	16,355	19.15	46,102	53.99	45,130	52.85
Stockton-on-Tees	21,125	17.27	61,957	50.66	59,855	48.94
Darlington	10,309	16.44	31,453	50.12	30,701	48.95
Tees Valley	77,375	18.59	220,979	53.08	213,442	51.35
North East	294,561	17.24	929,488	54.44	842,580	49.32
England	5,123,151	14.68	16,787,795	49.56	13,629,457	40.69

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6.10.4 If Hartlepool's economy is to grow there has to be a major drive and new strategic focus on drastically improving the Functional Skill Levels of adults so that individuals have the confidence to move closer to the labour market and can position themselves more effectively to take full advantage of future employment opportunities.

6.10.5 In line with Government policies, the Functional Skills theme of this overall strategy will increase the number of employed and non-employed learners accessing English, Maths, Digital Skills and ESOL courses; and internally will embed English, Maths and Digital Skills across all subject areas within Adult Education.

6.10.5 Due to the size and scale of this task, Adult Education will work with partners, the community and employers to develop initiatives and activities that are focused on moving adults towards Functional Skills Level 2 and above, which is a pre-requisite of today's employers and within the context of society, a requirement due to the move towards digital inclusion.

6.10.6 Over the next ten years, our focus will be to support and drive forward an educational culture whereby Functional Skills is fully integrated into all community learning and workforce development programmes. To achieve this, Adult Education will:

- Develop a town-wide initiative to increase the number of learners accessing functional skills and ESOL.
- Support the objectives of Hartlepool Education Commission to improve functional skills of 16-18 year olds.
- Develop bespoke functional skills and ESOL courses for partners such as JCP to meet client needs
- Co-design functional skills packages for specific priority sectors.
- Develop an internal profile which embeds functional skills in all curriculum and subject areas.
- Become an active organisational member of the North East Professional Exchange
- Develop a curriculum pathway model linked to priority sectors
- Introduce high profile functional skills challenges through initiatives such as Adult Learners Week
- Pilot the alignment of KPIs with business initiatives to measure the impact of achievement on productivity.
- Develop a Citizens' Curriculum
- Work with Children's Centres to enhance the Learning Lounge Offer to local people.

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6.10.7 Functional Skills learners will be offered progression pathways in accordance with full information, advice and guidance from qualified IAG staff at Hartlepool Adult Education and Economic Regeneration Teams. Pathways will be in the context of employment status and will include:

- Functional Skills programmes
- Vocational qualifications, such as NVQs, Award/Certificate in Education and Training
- Work Related training such as First Aid; Working Safely; Abrasive Wheels
- Accredited learning programmes under the Adult Skills Budget, such as British Sign Language
- Apprenticeships and Traineeships
- Non-Accredited community learning to support disengaged adults back into learning and progression

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6.11 Volunteering

- 6.11.1 Adult Education's Volunteer Hartlepool has been established to provide a volunteer bureau service for the Council, other public bodies and the voluntary and community sector. It is a bespoke brokerage service to link local people wishing to access volunteer placements to gain invaluable work experience with local employers.
- 6.11.2 Volunteering is a major aspect of helping those residents with limited or no work experience or people wishing to change careers to access quality work placements that will equip them with a wide range of new skills that will make them more employable. There are multiple benefits to volunteering for the community, economy, environment and the individual. These include businesses being more productive, having potential volunteers who can learn the necessary skills to plug skill shortage areas, improvements in a local area through Social Action Programmes and an increase in self-esteem and confidence.
- 6.11.3 The vision will be to expand the work of Volunteer Hartlepool so that there are greater numbers of employers offering work placements and to increase the range of specialist occupational disciplines available so that potential volunteers can choose from a wider range of jobs that will meet their preferred career paths. There will be an emphasis on building on the excellent and longstanding partnership with Children's Centres who have been a key driver for supporting parents/carers with children under 5 back into the workplace through activities such as volunteering
- 6.11.4 There will be more emphasis on engaging with priority groups who are the most disadvantaged within the labour market, such as people with learning disabilities and/or a mental health problems so that specialist pathways to volunteering can be developed.
- 6.11.5 Economic Regeneration has secured significant investment from BIG Lottery to support people with a Learning Disability and/or a mental health problem to lead more fulfilling lives and to become more employable through the Promoting Change, Transforming Lives Programme and there will be joint working with Volunteer Hartlepool to increase take up in Volunteering and Community Learning for participants.

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6.11.6 The focus will be to continuously invest in Volunteer Hartlepool to grow the brand and to work alongside other key stakeholders to add value of the overall package of support for those wishing to become volunteering

6.11.7 To prove its commitment to Volunteer Hartlepool, Volunteers and to the sector, Adult Education will become the first Local Authority Adult Education in the Country to secure investors in Volunteering which is a quality kite mark that shows to prospective volunteers, employers and the public the highest standards that this service offers.

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6.12 E-Learning

6.12.1 The Further Education Learning Technology Action Group Coalition was established by the Department for Business Innovation and Skills (BIS) and consists of membership bodies representing the whole of the FE and Skills sector and the full range of provision that is available to learners, employers and the wider community.

6.12.2 The aim of FELTAG is to support:

- **Learners** to be empowered to fully exploit their own understanding of, and familiarity with digital technology for their own learning
- **Capability and capacity** of FE and Skills Providers – the entire workforce being brought up to speed to fully understand the potential of learning technology
- **Employers** – relationships between the Further Education community and employers should become closer, richer and enhanced by learning technology inside and outside the workplace
- **English, Maths and ESOL** – exploring how innovative uses of learning technology can be used to help people develop these functional skills
- **Investment** – Providers should aim to provide industry-standard technological infrastructure (including broadband resilience) to maximise the effective use of learning technology working with employers and their communities to help prepare learners for work

6.12.3 Hartlepool Adult Education chairs the Tees Valley Adult Education E-Learning Group which has been established to learn from good practice, adopting and embed the principles of the findings and recommendations of FELTAG by promoting technology to support and improve teaching and learning, using online learning, hardware and software.

6.12.4 Adult Education will drive forward the E-Learning and digital inclusion agenda as it recognises that technology can transform learning and improving teaching, assessment and management across the service leading to increased accessibility for learners through measures such as distance learning. Through this approach, learners will be better prepared to live and

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work in a digital age and support local employers and the UK economy in an ever-changing landscape of a competitive digital global economy.

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6.13 Quality Improvement

6.13.1 Adult Education works within the principles of the Common Inspection Framework (CIF) which was devised by Her Majesty's Chief Inspector (HMCI) FOR USE FROM September 2015. It sets out the principles that apply to inspection and the main judgements that inspectors make when conducting inspections of educational establishments such as Adult Education.

6.13.2 Through the CIF Inspectors will judge Adult Education on four key areas:

- Effectiveness of leadership and management
- Quality of teaching, learning and assessment
- Personal development, behaviour and welfare
- Outcomes for children and other learners

6.13.3 The strategy sets out how the Service will develop provision that meets Government requirements. Furthermore, Adult Education has an embedded Leadership and Management structure, high performing teaching and learning internally and via subcontractors, excellent strategic framework to respond to community and business needs, good partnership working arrangements with employers and external agencies and established rigorous quality improvement systems, processes and procedures.

6.13.4 In the short, medium to longer term Service will continue to consult with staff, learners, the community, businesses, Industry Experts, external funders and Government Bodies to improve the quality of its provision and its annual performance will be presented to showcase the effectiveness of the provision offered to learners and how it has impacted on the local economy.

6.13.5 The Self Assessment Report (SAR) will provide the evidence base for OFSTED on overall performance and will be developed on an annual basis alongside a Quality Improvement Plan (QIP) which forms the basis of the Quality Improvement Cycle.

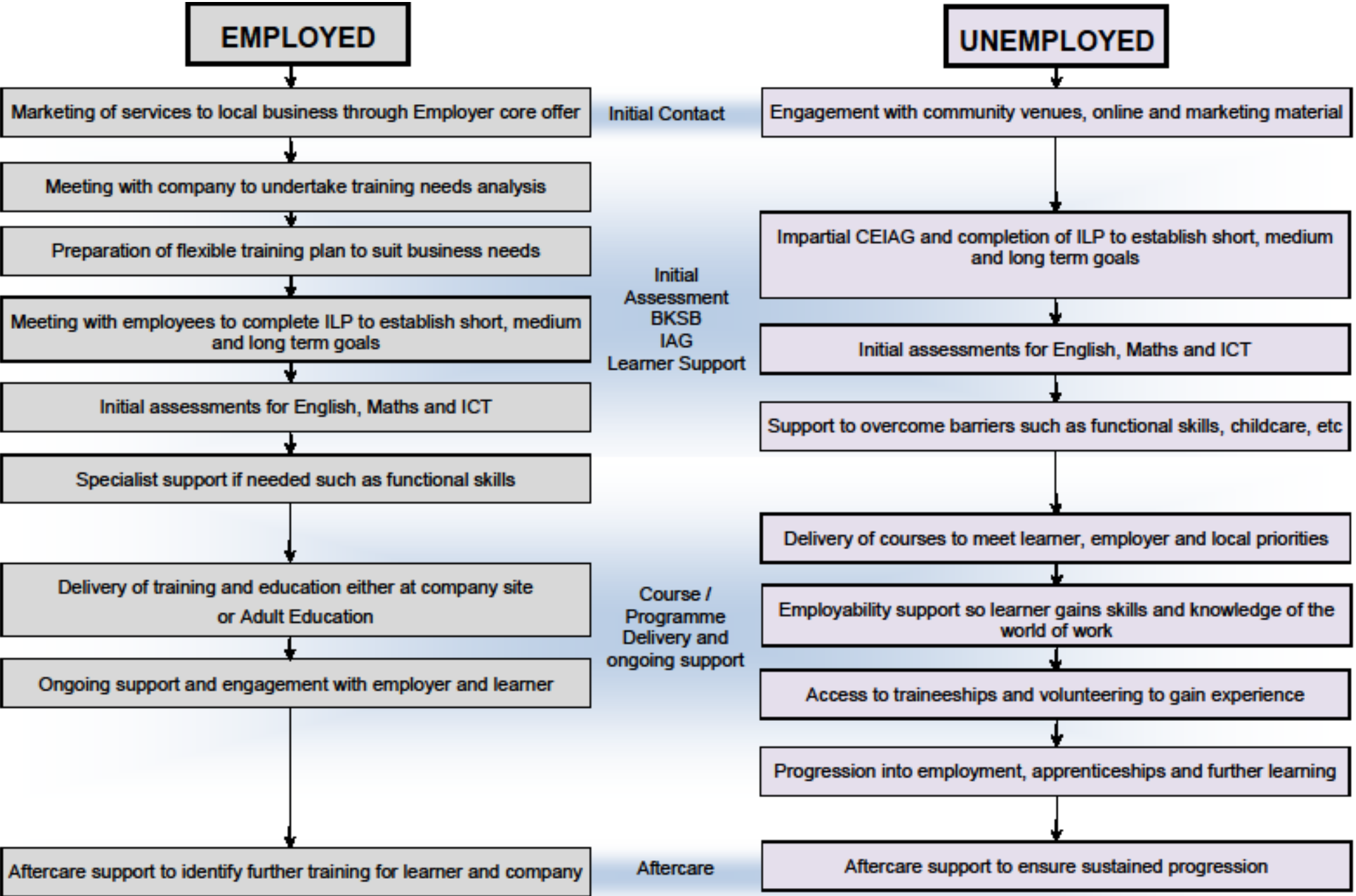
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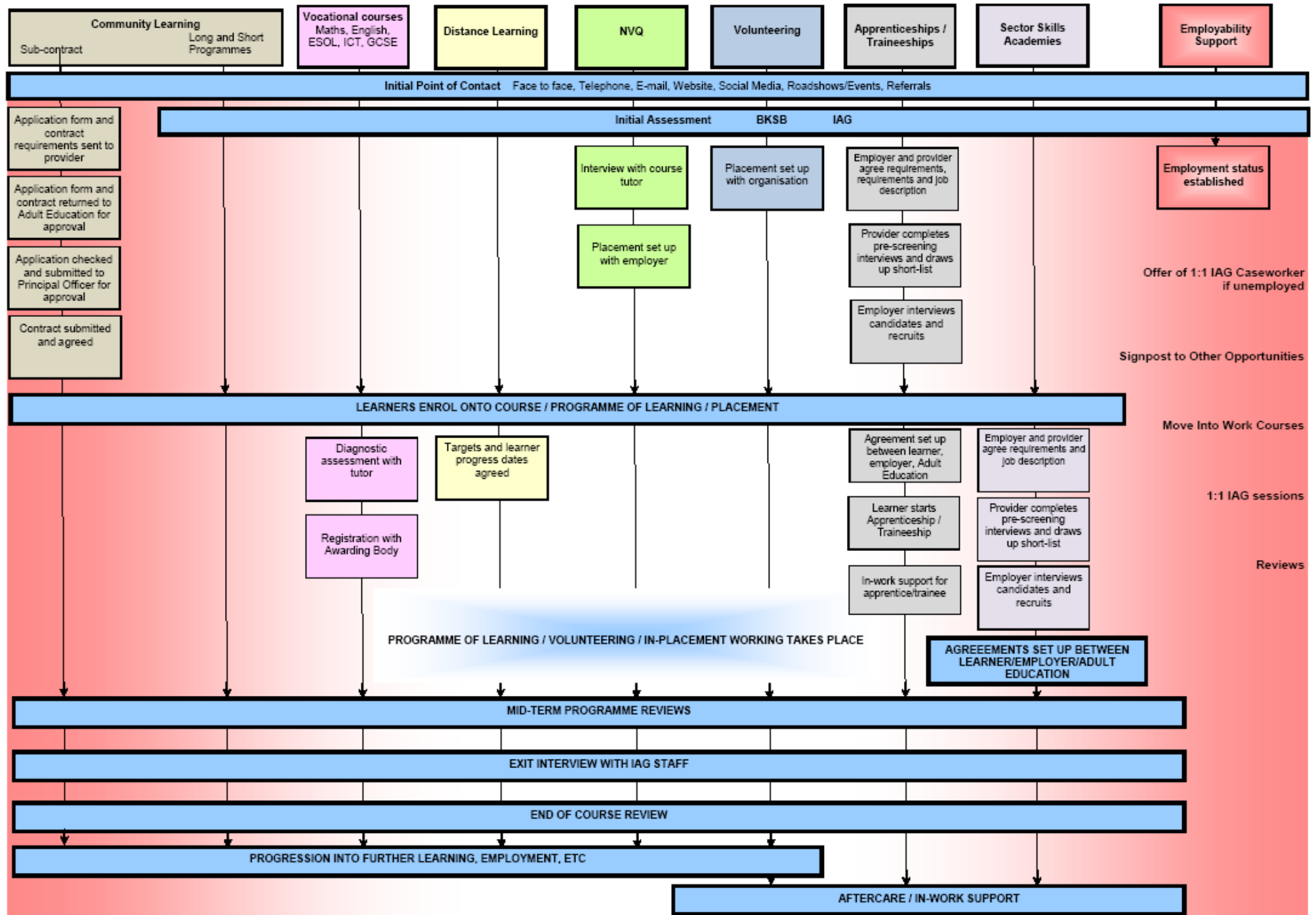
6.13.6 As part of service development, Adult Education has developed a **100 Day Improvement Plan** under the banner of the **‘Project Big 90’** that has key priorities that will make a fundamental difference to how we approach the delivery of initiatives including to:

- Set aspirational targets to achieve 90% retention, achievement and success on all of its courses
- Improve our approach to employer and learner engagement
- Improve the quality of teaching, learning assessment and reviews – 90% good and outstanding minimum
- Offer positive outcomes to all learners with at least 75 progressing into education, employment for training

6.13.7 The remit and aims of ‘Project Big 90’ will remain throughout the 10 Year Strategy and will be the golden thread for quality improvement and will inform key stakeholders of the ambition of Adult Education to become an Outstanding OFSTED provider.

7. Learners Pathway and Support Officer





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9. Future Funding Opportunities

- 9.1 Over the next five years there will be over £100m of European Structural Investment Funding for the Tees Valley area which will support strategic themes such as business development, education and skills development, employability and social inclusion.
- 9.2 The investment provides major opportunities for Adult Education and Economic Regeneration Team to work with partners across Tees Valley to develop schemes that target marginalised communities, support priority groups to improve their economic prospects and reduce benefit dependency and assist businesses with packages to facilitate growth and improve productivity through workforce development.
- 9.3 The Council has a significant track record of successfully co-designing, managing and delivering within a consortium approach large scale European programmes and other funding streams.
- 9.4 Through partnership arrangements between the five local authorities within the Tees Valley, the council has been the accountable body for sub-regional programmes such as:
 - Tees Valley Works (TVW) that was established in 2006 to tackle skills deficits and to reduce the overall Tees Valley NEET and unemployment rate. TVW supported over 1200 learners to progress into positive outcomes
 - Tees Valley Workforce Skills (TVWS) that commenced in 2013 and conducted a Training Needs Analysis to over 900 businesses and specialist training to 4000 employed adults within all priority sectors.
- 9.5 Both programmes have extremely strong branding and are recognised by learners and the business community as a mark of excellence and as new funding opportunities are advertised through an Open and Competitive Tendering (OCT) Process then TVW and TVWS will be re-ignited to bid for initiatives such as:
 - Workforce Development
 - Skills Support for the Unemployed
 - NEET Reduction Programmes

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- Support for those at risk of Redundancy
- Job creation programmes in new and growth industries, particularly in digital sector

9.6 In addition, there is nearly £9m of funding through the Big Lottery's Building Better Opportunities programme that will support adults with complex and multiple barriers to employment and the Council will work with the prime provider to ensure all provision within the locality is effectively targeted.

9.7 Looking across other geographical areas within the Country, Adult Education and Economic Regeneration Team will also be exploring with prime providers, specialist subcontractors and agencies to bid for European Funding and other relevant expansion opportunities.

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10. Capacity Building

- 10.1 The Voluntary and Community Sector (VCS) provides the foundation for the first steps towards re-engagement of hard to reach and disengaged priority groups and offer a plethora of specialist community learning programmes.
- 10.2 The sector has always offered inspiration to people who require support and mentoring and helped navigate individuals through mainstreams services which often prevent them from engaging in learning. The VCS Workforce, consisting of paid and unpaid staff have a wealth of knowledge and expertise in offering person-centred, individualised programmes that remove barriers to work including courses relating to citizenship, financial and digital inclusion and health and well-being.
- 10.3 Local residents; particularly from marginalised communities, welcome the sector's ethos of engagement and informal/formal learning in a nonthreatening environment, which has led to many successful initiatives being delivered at a grass-roots level. Through the varying challenges and opportunities of the sector, local residents are encouraged to take up volunteering and work placements within VCS groups that help with an individual's personal and professional development.
- 10.4 The sector has been particularly challenged over recent times with cuts within central and Local Government funding which has traditionally been their main funder of activity. Greater demands on services at a time when there are less resources and a move away from awarding grant funding has had the consequence of a significant reduction in charitable, not-for-profit groups.
- 10.5 However, Adult Education wholly recognises the social value and economic contribution of the sector and to reverse this decline this strategy will focus on building the capacity of VCS groups so that the network of specialist agencies can continue to provide wide ranging, high quality provision for the Service. As part of the ten year plan Adult Education will work with the sector to:
- Identify emerging socio-economic issues within priority wards and co-design commissioning opportunities in consultation with relevant community groups.
 - Understand current and emerging challenges which prevent learners from engaging in learning

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- Identify future funding opportunities, income generation and business support services to assist in the self-sustainability of organisations
- Develop bespoke VCS Workforce Development Courses to up skill staff and volunteers to improve the skill base, expertise and knowledge of the sector.
- Embed Functional Skills within the VCS adult skills and community learning
- Provide support to ensure VCS groups deliver activity within quality frameworks such as OFSTED and work towards quality standards i.e. Matrix and Investors in Volunteering

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11. Governance Refresh and Strategy Action Plan

- 11.1 Adult Education is in the process of making significant transformational changes to the service and as part of its Leadership and Management structure, there will be a new Independent Strategic Board consisting of the Regeneration Services Committee Chair, Adult Education, Economic Regeneration Team, Tees Valley Combined Authority, National Careers Services, educationalists and local employers. The Independent Strategic Board will formally review the Strategy on an annual basis as this will be critical with major changes imminent, including TVCA devolved powers regarding the adult education budget and the ceasing of European funding.
- 11.2 Through governance arrangements, the Board will monitor the progress and performance of the strategy against the overall mission statement, aim, objectives, key performance indicators and activities. There will also be a joint annual Adult Education and Economic Regeneration Team Action Plan that will outline key actions that will be delivered that will contribute towards the strategy that the Board will review.
- 11.3 The Board will meet on a quarterly basis and the Head of Adult Education will also formally meet the Regeneration Services Committee Chair on a monthly basis to discuss any key matters relating to the strategy and plan.
- 11.4 Members will be chosen based on their skills, knowledge and expertise to play an effective role in helping to shape and support the delivery of the strategy. As the strategy progressed the group will aim to involve members who reflect the community they represent. Where performance is not on track they will take remedial action to address this.
- 11.5 The strategy will be refreshed every three years and will be revised to inform of new political, strategic, economic and social developments.
- 11.6 The Head of Adult Education will be responsible for reporting back to Regeneration Services Committee and Hartlepool Economic Regeneration Forum (which is private sector led) on an annual basis.

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- 11.7 Finally, this Strategy will feed into and support other key strategies and operational plans such as the Council's Family and Child poverty Strategy.

12. Lead Officer

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