

NEIGHBOURHOOD SERVICES COMMITTEE AGENDA



Monday 20 February 2017

at 4.00 pm

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

NEIGHBOURHOOD SERVICES COMMITTEE:

Councillors Beck, Belcher, Hunter, James, Loynes, Robinson and Springer.

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To receive the Minutes and Decision Record of the meeting held on 23 January 2017 (*previously circulated*).
- 3.2 To receive the Minutes and Decision Record of the meeting of the Emergency Planning Joint Committee held on 30 November 2016.
- 3.3 To receive the Minutes and Decision Record of the meeting of the Emergency Planning Joint Committee held on 1 February 2017.

4. BUDGET AND POLICY FRAMEWORK

- 4.1 Council Plan 2017/18 – 2019/20 – *Director of Regeneration and Neighbourhoods*
- 4.2 Draft Clean and Green Strategy – *Director of Regeneration and Neighbourhoods*



5. KEY DECISIONS

No items.

6. OTHER ITEMS REQUIRING DECISION

6.1 Bede Grove Traffic Calming Scheme – *Director of Regeneration and Neighbourhoods*

6.2 Car Park – Review of Charges – *Director of Regeneration and Neighbourhoods*

7. ITEMS FOR INFORMATION

No items.

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

ITEMS FOR INFORMATION

Date of next meeting – Monday 20 March 2017 at 4.00 pm in the Civic Centre, Hartlepool.



EMERGENCY PLANNING JOINT COMMITTEE

MINUTES AND DECISION RECORD

30th November 2016

The meeting commenced at 1.00pm at the Emergency Planning Annex,
Stockton Police Station, Bishop Street, Stockton-on-Tees, TS18 1SY

Present:

Councillor: Marjorie James (Hartlepool Borough Council) (In the Chair)

Councillors: Alec Brown (Redcar and Cleveland Borough Council)
Mike Smith (Stockton Borough Council)
Mick Thompson (Middlesbrough Borough Council)

Officers: Stuart Marshall, Chief Emergency Planning Officer
Jon Hepworth, Group Accountant (Regeneration and
Neighbourhoods)
Rachael Campbell, Principal Emergency Planning Officer
Jo Stubbs, Democratic Services Officer

20. Apologies for Absence

There were no apologies.

21. Declarations of interest by Members

There were no declarations of interest.

22. Minutes of the meeting held on 14th September 2016

Minutes received

23. Financial Management Report – as at 30th September 2016 *(Chief Finance Officer and Chief Emergency Planning Officer)*

Purpose of report

To provide details of progress against the overall revenue budget for
2016/2017

Issue(s) for consideration by the Committee

An overall picture of the performance and progress of the EPU against the approved 2016/2017 revenue budget was provided. A favourable variance of £44,000 on the main Emergency Planning Unit (EPU) budget had been achieved due to staffing savings and reductions in running costs. The Local Levy Fund was also under spent by £15,000. It was recommended that these savings be transferred to the main Emergency Planning Reserve, the Local Levy Fund reserve and the LRF reserve.

Members were reminded of the ongoing budget pressure being faced by all 4 local authorities and the obvious impact this would have on funding the Unit. An agreement had previously been made to reduce the contribution for each Local Authority by 5% per year until March 2018. In addition the Local Levy Fund arrangements were due to end on 31st March 2017. A service review was looking at future options for the EPU such as ceasing non-statutory activities, ending the 5% reduction to local authority contributions and using reserves to balance the budget.

Members queried whether it would be possible to acquire additional funding through the Tees Valley Combined Authority. The Chair felt this might be possible through their access to European funding. Additional funds could also be sought through income generation. The Chief Emergency Planning Officer acknowledged that the unit lacked skills and awareness in identifying and applying for funding streams. Members expressed their support in favour of the EPU reviewing the re-charging of both industry and academies for their services in future.

The Chair referred to the Environment Agency plans to directly employ a resilience worker to deal with flooding and coastal issues to be based at the EPU. She queried whether funding could be found for another resilience worker to look at other non-flood related issues. Reference was made to the administrative apprentice whose 1-year contract was due to terminate and whether this apprenticeship could be extended in order to broaden their involvement to include resilience support work as the apprenticeship needed to be meaningful. Members were broadly supportive of this.

Decision

That the report be noted and any underspend be transferred to reserves to support future service delivery.

24. Youth Engagement in Community Resilience (*Chief Emergency Planning Officer*)

Purpose of report

1. To assist members in overseeing the delivery of a sustainable approach to engaging the youth demographic in resilience building activities that are beneficial to their communities.
2. To inform members of the short and long term benefits of the engagement of the youth demographic throughout Cleveland
3. To provide assurance that the work stream is relevant and required within Cleveland as well as in line with both national policy and academic theory
4. To receive the agreement and support of members for building resilience within communities by engaging with youth demographics

Issue(s) for consideration by the Committee

The Chief Emergency Planning Officer gave a brief précis of the work being undertaken to engage the young people in the region in resilience building activities. These included work in schools, youth groups (such as scouts, guides and police and fire cadets) and activities such as Crucial Crew and Exercise Aurora (as part of the Duke of Cornwall Community Safety Award). Reference was made to the benefits of these activities for the young people and the community as a whole. Members queried whether it would be possible for the Unit to work with their individual authorities community safety partnerships on this. The Chief Emergency Planning Officer advised that this involvement was already in place in most cases but he would be happy to engage further if possible. The Chair felt this was an area where Members could champion the work of the Unit more within their own authorities

Decision

1. That Members support the implementation of an inclusive and sustainable strategy for improving the resilience of the youth demographic throughout Cleveland
2. That a set of resources be developed for use by schools, youth groups and parents or guardians to inform and educate children on the risks in Cleveland and how they can be resilient to them
3. That the Cleveland strategy for youth engagement align with current national and academic thinking and be flexible enough to adapt

when needed

4. That any strategy used in Cleveland is monitored to ensure that it is not tokenistic, discriminatory and achieves its targets

25. Activity and Incident Report (*Chief Emergency Planning Report*)

Purpose of report

1. To assist Members in overseeing the performance and effectiveness of the Unit and its value to the four unitary authorities
2. To inform Members of the activities and incidents reported and warning communications received and dealt with by the Unit between 27th August and 4th November 2016
3. To provide oversight to Members of the actions undertaken under the community resilience project hosted at the Unit and the actions associated with the Cleveland LRF

Issue(s) for consideration by the Committee

Between 27th August and 4th November 2016 –

17 warning communications had been received
6 incidents of note had taken place
11 training events had been held
10 training exercises had been held

Information was also given regarding community resilience activities and LRF activities as well as a summary of progress carried out as part of the CEPU Action plan.

The Chair asked what was being done to protect frontline workers in the event of a pandemic and which workers were defined as frontline and therefore in need of protection.

Decision

That Members note the areas of work undertaken and seek further clarification as appropriate from the Chief Emergency Planning Officer

26. Industrial Emergency Planning Update (*Chief Emergency Planning Officer*)

Purpose of report

1. To assist Members in overseeing the performance and effectiveness of the Unit and its value to the four unitary authorities
2. To inform Members of the duties relating to industrial legislation including the Control of Major Accident Hazard Regulations 2015, Pipeline Safety Regulations 1996 and the Radiation Emergency Preparedness and Public Information Regulations 2001
3. To provide assurance that the requirements of the legislation are being effectively met through the Unit's annual work plan

Issue(s) for consideration by the Committee

The Chief Emergency Planning Officer updated Members on the work undertaken by the Unit to ensure the authorities responsibilities under legislation relating to the area's REPPIR sites, upper tier COMAH sites and major accident hazard pipelines were being maintained.

Decision

That Members note the areas of work undertaken in meeting the needs of industrial legislation.

27. Elected Members training session (*Chief Emergency Planning Officer*)

Purpose of report

1. To assist Members in overseeing the performance and effectiveness of the Unit and its value to the four unitary authorities
2. To make members aware of the recent Elected Members seminar provided for the four local authorities
3. To seek feedback from Members with regard to future events

Issue(s) for consideration by the Committee

The Chief Emergency Planning Officer advised Members that an Elected Member awareness session had taken place on 12th October. A range of

topics had been discussed and Member queries had been answered.

The Chair suggested that the Unit be more involved in the induction process for new members in the future. By doing so she felt that this may give Members more insight into the function of the Unit and a greater appreciation of its benefits to the individual authorities. Members queried whether the Unit ever reported back to their individual scrutiny arrangements as they felt this could also be beneficial in raising the Unit's profile. Both the Chief and Principal Officers advised that there had been occasions where the unit had contributed to scrutiny panels within authorities including on the PowerStation and the preparation and response to adverse weather.

The Chief Emergency Planning Officer also indicated that 3 audits on the work of the Unit were due and would be reported back at the next meeting.

Decision

That Members note the training session and support future awareness raising activities.

28. Transparency of the LRF (*Chief Emergency Planning Officer*)

Purpose of report

To update Members regarding the agreement reached on providing increased transparency of the LRF

Issue(s) for consideration by the Committee

The Chief Emergency Planning Officer informed Members that agreement had been reached that following Member requests the Chair of the LRF would attend the Committee twice yearly to update Members.

Decision

That members support the proposed approach.

The meeting concluded at 2:30pm

CHIEF SOLICITOR

PUBLICATION DATE: 8th December 2016

EMERGENCY PLANNING JOINT COMMITTEE

MINUTES AND DECISION RECORD

1 February 2017

The meeting commenced at 1.00pm at the Emergency Planning Annex,
Stockton Police Station, Bishop Street, Stockton-on-Tees, TS18 1SY

Present:

Councillor: Marjorie James (Hartlepool Borough Council) (In the Chair)

Councillors: Mike Smith (Stockton Borough Council)

Also present:

Philip Lancaster, Chair of Local Resilience Forum

Officers: Stuart Marshall, Chief Emergency Planning Officer
Jon Hepworth, Group Accountant (Regeneration and
Neighbourhoods)
Angela Armstrong, Principal Democratic Services Officer

29. Apologies for Absence

Apologies for absence were received from Councillor Mick Thompson
(Middlesbrough Borough Council).

30. Inquorate Meeting

The meeting was abandoned due to being inquorate.

The meeting concluded at 1.28 pm.

P J DEVLIN

CHIEF SOLICITOR

PUBLICATION DATE: 8 FEBRUARY 2017

NEIGHBOURHOOD SERVICES COMMITTEE

20th February 2017



Report of: Director of Regeneration and Neighbourhoods

Subject: COUNCIL PLAN 2017/18 – 2019/20

1. TYPE OF DECISION/APPLICABLE CATEGORY

Budget & 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. The relevant excerpt from that report is included as **Appendix 1**. 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 2** along with the proposed milestones.
- 4.2 For the Committee's information **Appendix 3** 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 4**. 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 Neighbourhood Services Committee are asked to specifically consider the following sections of **Appendix 2** and **Appendix 4** which are relevant to the remit of the Committee:

Appendix 2:

Strategic Priority	Key Deliverable	Page No.
Developing and promoting Hartlepool as a great place to live	Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites	9
	Expand the wildflower programme	10
	Improve sustainable transport and travel patterns for pedestrians and cyclists	10
	Improve the allotment infrastructure to meet the diverse needs of our communities	11
	Implement a Clean and Green Strategy to reduce demand on Council resources	11
Developing new services for people and communities	Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities	12

Appendix 4:

Strategic Priority	Page No.
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

- 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. The Child and Family Poverty Impact Assessment is included as **Appendix 5**.

10. EQUALITY AND DIVERSITY CONSIDERATIONS

- 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. The Equality Impact Assessment is included as **Appendix 6**.

11. STAFF CONSIDERATIONS

- 11.1 No implications.

12. ASSET MANAGEMENT CONSIDERATIONS

- 12.1 No implications.

13. RECOMMENDATIONS

- 13.1 Neighbourhood 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 2** and **Appendix 4** which are of relevance to the remit of the Committee.
- 13.2 Neighbourhood 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 Neighbourhood 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

Denise Ogden
Director of Regeneration & Neighbourhoods
01429 523300
Denise.ogden@hartlepool.gov.uk

Excerpt from the Medium Term Financial Strategy 2016/17 to 2018/19 report to Finance and Policy Committee on 2nd December 2016

3. Shaping the Future of Hartlepool: our long term plan

- 3.1 As a Council we are ambitious for the Borough. Despite the fact that we continue to face unprecedented financial and demographic pressure it is important that we remain focused on securing the future prosperity and wellbeing of our residents. Whilst managing government funding cuts we need to remain committed to realising the potential of Hartlepool to be a place that is truly exceptional and use our unique spirit and assets to grow as a vibrant, dynamic and welcoming place to live, learn, work, play and invest.
- 3.2 Hartlepool is a place with a strong sense of community. Whether you live or work here the sense of belonging and being part of something bigger is very strong. This community spirit is a great asset and the Council needs to build on it to make the Borough the best it can be in the future.
- 3.3 Part of the role of the Council is to harness this community spirit and Hartlepudlian pride to improve the Borough and meet local needs. The Council alone cannot do everything that needs to be done to make Hartlepool the best it can be. We need the support of our community and partners to achieve our ambition.
- 3.4 Most people are aware that the Council is facing a difficult time financially and at the same time the pressure on our services is increasing particularly on those services for the most vulnerable in our community. The financial challenges we face are covered in detail in this report. What these financial challenges do make clear is that the Council will need to think differently about how it delivers services and also build a new understanding within the community about the part that we all need to play in supporting our own. There are some things that we do and spend money on that we shouldn't have to. If everyone took pride in our area and realised the role that they could play in improving it then we wouldn't have to spend as much as we do on things like clearing up litter and dealing with fly tipping. This money could be spent elsewhere on helping us achieve our ambition.
- 3.5 We are therefore proposing an approach to meeting the financial and demographic challenges based upon a three year strategic and financial plan. This will deliver an improvement and efficiency programme focused on new ways of delivering services within and with communities; better integration of early help services to help people live healthier independent lives to reduce pressure on high cost services; increasing income by promoting growth and a more commercial approach to traded services/ income generation.
- #### **3.6 Challenges and Achievements**
- 3.7 Hartlepool faces a range of challenges in addition to the financial ones detailed in this report. We have made great progress against these challenges

over recent years particularly around youth unemployment and education. In October 2011 Youth unemployment was 17.6% but this reduced to 3.7% in April 2016, the largest drop across the UK and it is now less than the Tees Valley average. We are making great progress towards achieving our ambition that every school, academy and college in Hartlepool is rated as Good or Outstanding by the end of 2017. Currently 67% of secondary pupils are educated in a school rated good or outstanding, 89% of primary schools are rated good or outstanding and 100% of colleges are rated good. We also have well-formed plans in place to improve our outcomes in other areas in spite of the ongoing challenges that we face. We have invested £16.7m in delivering affordable social housing; invested £5.8m in CCAD, HLF, Managed workspace; invested £750k in new innovation service delivery model in children's services attracting national interest. Secured visitor destination NMRN, launched Vision for 21st century health and social care system and launched the local plan.

- 3.8 However, we continue to face significant demographic pressures, We have an increasing elderly population and it is projected that by 2032 over 1 in 4 of our population will be over the age of 65 and the number of people aged over 85 years will have doubled to over 4,000. Many of these people will have complex care needs caused by illnesses including dementia, COPD or diabetes. The poor lifestyle choices that some people are making now (smoking, excessive alcohol consumption, poor diet and little to no exercise) will lead to increased need for care and support services in later life. We are working to improve people's health and wellbeing through a range of activities including those detailed in this report.
- 3.9 We are bringing increasing numbers of children into care and a third of the Children's Services budget is used to provide placements for and support to children looked after. Babies or teenagers aged over 15 are the main groups that come into care and domestic violence and drug misuse are the main reasons that children and young people become looked after by the Council. Our children's services are judged as good or outstanding by OFSTED and we are working with our partners and the community to ensure that early help is available to those families who need extra support to overcome their difficulties.
- 3.10 There are also big differences within Hartlepool with levels of deprivation varying greatly across the Borough. Hartlepool has some of the highest levels of child and family poverty in the country and there are a significant number of people living in workless households. Recent research by Sheffield Hallam University into the impact of welfare reform has estimated a loss of £430 per working age adult by March 2016 and this is anticipated to increase to a loss of £950 per working age adult by 2010-21.. Through our Council Tax Support Scheme we have reduced the impact on nearly 6,000 households and for 90% of households who the Council support this is worth £496 over five years (2013/14 to 2017/18).
- 3.11 Some of the challenges that we face are outside of our control. What we can control though is our response to them and that is what we are looking to do

through a Plan and Financial Strategy. By being aware of our challenges and the impact that they could have on the Council and the Borough we can be as prepared as possible for the future we face. We also need our residents to play their part in reducing the potential impact of these challenges by looking after themselves their families and their communities.

3.12 Your say our future

- 3.13 Over the summer we launched the 'Your Say, Our Future' programme. This involved a town wide conversation involving residents, our staff and children and young people. What we heard has given us a lot to think about and we have used it to inform the preparation of our proposed strategic priorities and financial strategy. It is clear though that there is an appetite from the residents of Hartlepool to be involved in helping shape Council services but also in helping shape the future of the Borough through their own actions. It was refreshing to hear that those who took part over the summer shared our ambition for Hartlepool and that the priorities that were put forward closely matched our own.
- 3.14 Overall, people had a positive view of the town and its potential and felt that we should be building on and promoting our assets like our community spirit, the coast and green spaces and also our unique history and heritage. A number of key themes emerged including improving the local environment (litter), increasing enforcement (particularly around litter, dog fouling, car parking, anti- social behaviour, non-payment of council tax etc), tackling empty buildings, improving public spaces, attracting visitors and investors to the town, increasing employment opportunities, apprenticeships and skills programmes improving transport and accessibility within and beyond Hartlepool.
- 3.15 We are using the findings of this exercise to inform our services and the budget proposals that are coming forward through this MTFS. In addition we will be looking to continue with the Your Say, Our Future programme because we recognise that in order to achieve the long-term ambition we have for Hartlepool we need to work together with our community to make improvements happen. The activity over the summer has only been the start of the conversation.
- 3.16 The plans that we are now putting in place and which then drive the financial strategy are based on both the challenges we face and the aspirations and ambitions that are shared between the Council and those who live in the town.

3.17 Our Plans and Priorities

- 3.18 It is important that we are clear about what we intend to do, by when and how this affects the financial position of the Council. It is for these reasons that we are developing a three year Council Plan and Financial Strategy and a five year Capital Investment Plan.

- 3.19 To deliver our longer term aims we have identified a series of key objectives to be underpinned by clear plans and commitments which will enable us to ensure that the town is a better place to live, learn, work and play. These have been informed by the findings of the Your Say, Our Future exercise. We will be working these plans up further over the next few months as they will form the key commitments the Council will be making for the next 3 years.

Our plans are shaped by an ambitious vision that Hartlepool will be an exceptional place to live, learn, grow up, play and invest. To achieve our overall vision we will work with partners to achieve 14 strategic outcomes under the themes of people and place as follows;

People

- Better education and skills
- Fewer people in poverty
- Stable and independent families
- Fewer children in the care system
- Healthier people
- More vulnerable adults being cared for in their homes and communities
- Increased capacity in residential and nursing care.
- Larger more balanced population
- Reduced unemployment

Place

- Regenerated town with more businesses and jobs
- Better sustainable transport connections
- Better housing and neighbourhoods
- Cleaner and greener environment
- Less crime and safer communities

- 3.20 To deliver on these longer term ambitions we have identified strategic priorities that will most quickly accelerate delivery of our vision and shape a sustainable financial future for the Council.

3.21 Growing our Economy, Jobs and Skills

The Council has a key role to play in stimulating jobs and growth in the local economy. Our heritage, cultural assets and distinctive history already attract tourists from far and wide. However our historic partnership with the National Museum of the Royal Navy will unlock the potential of Hartlepool's vibrant heritage and our tourism sector and transform it into a different league. We will build on this to establish a visitor offer of national and international significance. We will also build upon our strengths in the marine and offshore industries to unlock growth in advanced manufacturing and engineering and by developing our partnership with the Cleveland College of Art and Design Hartlepool we will become a leading centre in the creative and cultural industries. Our ambitious plans for Church Street and Church Square will

create the environment for new creative industries to flourish and encourage students to come to and stay in Hartlepool. We will continue to encourage new business start ups and build upon the success of Queens Meadow Enterprise one to attract new investors. We will work actively with the Tees Valley Combined Authority to improve transport links to Hartlepool and within it. Whilst creating and sustaining jobs within the Borough we need to ensure our residents and young people have the skills and qualifications they need to move into sustained employment. We will deliver a £20 million programme across the Tees Valley to provide new opportunities and pathways for young people at risk of unemployment and work with businesses, schools, colleges and universities to increase apprenticeships, and through a lifelong learning offer we will help residents gain the skills employers need and move into quality work.

3.22 Regenerating our town

We have already set out our game changing plans to regenerate the physical environment in Hartlepool in our Hartlepool Vision. Delivering the Hartlepool Vision will be critical to creating jobs, improving health and generating greater opportunities for future generations. We have already attracted investment into improving our flood defences and sea wall at the Headland and Seaton Carew and we will complete our regeneration of Seaton seafront to maximise its potential as a tourist destination. Over 2017/18 we will complete our £5.5m investment programme in Church Street and Church Square and improve pedestrian connectivity and gateway features across Stockton Street. Coinciding with the opening of the new £11m CCAD campus on Church street the area will be established as a dynamic focal point in the town that promotes our cultural and heritage offer, provides an exciting space for events and stimulates an attractive retail offer. Our plans for the waterfront will be brought to fruition over the lifetime of this plan. Working with the National Museum of the Royal Navy we will improve connectivity around the waterfront and establish a new visitor attraction of international significance, an improved public realm and quality hotel and leisure offer. In the town centre we will initiate a master planning process for the Millhouse and surrounding area and develop proposals for addressing derelict buildings and developing new sport and leisure facilities.

3.23 Developing and promoting Hartlepool as a great place to live

We want Hartlepool to be known as a great place to live as well as invest and visit. We will adopt a local plan that sets our vision for the sustainable development of Hartlepool over the next 20 years. We will work with partners across all sectors to provide more and greater access to quality homes as well as the specialist support that our vulnerable adults need. We will build more affordable homes and refurbish empty properties for rent that revitalise local neighbourhoods and provide a return on investment. Over the period of this plan our goal is to enable 6000 houses to be built and to provide 1000 affordable homes.

We will develop a new approach to working in neighbourhoods. Working with

partners we will prioritise improving the environment, public realm and play spaces through a co-ordinated neighbourhood investment programme. We also recognise that our residents want us to take strong action to make sure our neighbourhoods are clean, green and safe. We will work with Cleveland Police and Fire Authority to develop a joined up approach to enforcement and community safety so that we can respond to issues quickly and efficiently.

3.24 Developing new services for people and communities

New and re-designed community based services will help us improve the way we work with communities, intervene early to support vulnerable families and adults to prevent problems worsening and provide specialist support services for those in need, in an efficient and joined up way. Through the feedback we received from the Your Say, Our Future conversation we know there is more we can do to provide access to information, advice and support in a more co-ordinated and visible way. We also know there is more we can do to harness the Hartlepool community spirit to help people work together to shape the future of our town, our neighbourhoods and the lives of people who live within them. In response we propose to establish three community hubs that will be at the heart of our approach to developing a more connected approach to providing access to information, advice, help and support services. We will redesign the way we deliver council advice, information and library services and healthy lifestyles and employment and skills support in establishing this new approach. We will also work with citizens to develop new ways in which we can harness the capacity within our communities in finding new ways to improve the prosperity and wellbeing of families and adults and the quality of life in local neighbourhoods.

Many residents and families in Hartlepool face significant challenges as a result of poverty. 31% of children are growing up in poverty in Hartlepool and in one in four households the adults are workless. Poverty blights lives. It impacts on health and opportunities. We recognise that quality work is critical to building sustainable pathways out of poverty. However we also need to focus on reducing the impact of poverty on lives and life chances. We will protect the Local Council Tax Support Scheme and Discretionary Housing Payments. Community hubs will provide access to advice and guidance and we will address food poverty and deliver our programme of free swims, provide subsidised access to sport and leisure facilities and make sure children have access to food during school holidays.

The future of health and social care services is a critical issue for residents and the Council. Working with partners we have produced an independent report Hartlepool Matters which sets out a vision for a 21st century health and social care system in the town which provides services as close to where people live as possible. With resources reducing and demand rising we will work with health partners to achieve greater join up of services and information sharing and we will make sure people get the support they need to stop problems worsening. As a Council we will prioritise the delivery of community based teams of social care and health workers to strengthen our

arrangements that enable people who have care and support needs to live independent lives in their own homes and we will take action with health partners to improve the quality and availability of residential and nursing care. We will also open our new Centre for Independent Living and continue to promote training and employment support schemes to enable adults with disabilities to live active and purposeful lives making a positive contribution to their local communities.

3.25 Building better beginnings and better futures for our children and young people.

We know that to compete for the best jobs in the global economy our children and young people will have to be the best educated ever. We are committed to working with our schools and colleges to make sure Hartlepool has a reputation as a town with a first class education and skills system. We have seen significant improvements over the past three years with; 67% of secondary pupils are educated in schools rated good or excellent, 89% of our primary schools graded as good or outstanding and both of the town's colleges graded good. However there is much more to do to ensure that as many young people as possible can leave school with the qualifications they need to compete for the best jobs, apprenticeships and university places. We will therefore remain focussed on working with schools, colleges, employers and universities to provide all our children and young people with a first class education, including the opportunity to access high quality vocational as well as academic courses.

However education isn't just about being prepared for the world of work. It is also about helping our children and young people to grow up as happy, healthy, confident and active citizens. The information we received from children and young people through the Your Say, Our Future conversations emphasised this and highlighted their concern about the mental and physical health of young people. We will therefore work with our schools and partner agencies to promote a safe, healthy environment in which our children can flourish and achieve.

We also know that we are facing increasing demand for services from families struggling to provide their children with a healthy and safe childhood. We will deliver new and re designed multidisciplinary early help and specialist teams to build on family strengths and ensure we provide help and intensive support to families as early as possible. We will also work with schools to improve the emotional wellbeing of young people. When children come into the care of the local authority we will ensure that they receive the best possible care, education and health support, and when children have complex needs and disabilities we will transform the way health, education and social care services work together to make sure they and their families get the right support at the right time and in the right way. We recognise that the youth service and the voluntary and community sector play a vital role in giving our children and young people a good start in life and that as resources diminish this sector is under increasing pressure. We will therefore focus on shaping a new approach to work with children and young people

outside of school that can attract external investment and establish a better co-ordinated offer within neighbourhoods.

3.26 Providing effective leadership based upon innovation and efficiency

In 2019/20 Government funding will be £45m less than in 2010/11, a reduction of 70%. Over the next three years we will need to deliver a further budget reduction of £20.8m in efficiencies whilst also managing increasing pressures in demand led services. Important decisions will need to be made as we redesign services, consider ways of increasing income and work with partners and communities to reduce demand. We will need to make sure we provide the leadership that will be needed to manage change effectively and have a clear focus on delivery.

We recognise that the Council has a critical role to play in providing strong community leadership which enables residents to participate in shaping Council priorities. We will therefore review and strengthen our arrangements for engaging meaningfully with the public and in making sure we keep citizens up to date with the progress we are making in achieving our ambitions for the Borough.

We recognise that our staff are our greatest asset and they have a key role to play in shaping a sustainable future for the Borough and the Council. We will encourage a collaborative approach to innovative problem solving amongst our workforce and invest in a workforce and leadership development programme to support our staff in gaining the skills that will be needed to achieve efficiencies, reduce demand and increase income whilst improving outcomes for residents.

We recognise the crucial role elected members play in their position as democratically elected community champions. Through our committee system we will strengthen our performance management arrangements to ensure elected members play a key role ensuring clarity on the strategic direction of the Council and 'grip' on our change programme. We will also invest in providing development opportunities to assist councillors in fulfilling their roles and responsibilities.

The Council plays a vital role in making sure the voice of the Borough is heard at a national and regional level. We have pressed the case of the Council in Whitehall in relation to the level of financial pressures we have had to deal with particularly as a result to changes in business rates and we have attracted significant external investment from European and national development funds through our leadership at a regional level. Going forward we will work closely with Tees Valley Authorities to make sure Hartlepool benefits from major investment programmes and that we can shape the Borough's future within the context of the wider Tees Valley economy.

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

4.1 Appendix 2

	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
	Progress Local Growth Fund (LGF) funding application to establish CCAD TV & film studios	April 2017	Assistant Director – Economic Growth and Regeneration

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

4.1 Appendix 2

	Implement and launch new delivery model	March 2018	Assistant Director – Economic Growth and Regeneration
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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

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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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	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

4.1 Appendix 2

	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

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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).	May 2017	Assistant Director – Environment & Neighbourhood Services
	Undertake Phase 2 (summer 18) groundwork's for expansion of perennial wildflower meadowing schemes circa (20,000m).	May 2018	Assistant Director – Environment & Neighbourhood Services
	Undertake Phase 3 (summer 19) groundwork's for expansion of perennial wildflower meadowing schemes circa (20,000m).	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

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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

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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 Services

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ordinate investment in and deliver youth provision within neighbourhoods by 2019.	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 commissioning and monitoring of the effectiveness of services for children with special educational needs and/or disabilities	March 2018	Assistant Director Children's Services
	Implement revised High Needs Funding block for schools	July 2018	Assistant Director Children's Services

4.1 Appendix 2

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)

4.1 Appendix 2

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'.

4.1 Appendix 3

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 one 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	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	No change

4.1 Appendix 3

Original Proposed Wording	Current Proposed Wording	Comment
healthy, happy and making good educational progress.	healthy, happy and making good educational progress.	
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 one sites	Assistant Director – Economic Growth and Regeneration	1	2	1
Number of new business projects on Enterprise one sites	Assistant Director – Economic Growth and Regeneration	1	2	1

4.1 Appendix 4

Number of new jobs on Enterprise one sites	Assistant Director – Economic Growth and Regeneration	4	8	5
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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	600kg	550kg	500kg

4.1 Appendix 4

	Services			
Percentage of household waste sent for reuse, recycling and composting	Assistant Director – Environment & Neighbourhood Services	40%	44%	46%
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

4.1 Appendix 4

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
Access to equipment and Telecare: users with Telecare equipment	Assistant Director - Adults	1700	Increase	Increase
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%

4.1 Appendix 4

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
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 (EBacc)	Assistant Director Education and Skills	17%	20%	25%
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?			
<i>Please tick</i>		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	

NEIGHBOURHOOD SERVICES COMMITTEE

20th February 2017



Report of: Director of Regeneration and Neighbourhoods

Subject: DRAFT CLEAN AND GREEN STRATEGY

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Budget and Policy Framework.

2. PURPOSE OF REPORT

2.1 To agree a Clean and Green Strategy for Hartlepool.

2.2 To consider recommending approval of the Clean and Green Strategy to Council.

3. BACKGROUND

3.1 In October 2016 a draft Clean and Green Strategy was presented to the Neighbourhood Services Committee outlining the Council's vision 'To create a cleaner, greener, town with everyone taking part, and that everyone can take pride in'.

3.2 Neighbourhood Services Committee approved the draft strategy, and in line with the Voluntary Sector Compact agreed to an eight week consultation period. The draft strategy incorporated the following aims:

- Fostering partnership and a sense of shared responsibility, a keystone to achieving the ambitions within the strategy whilst recognising the increasing constraints on services
- Facilitating change within the context of finite resources; the Council will champion its role supporting the combined efforts of partners and communities in which it operates.
- Support citizens as active participants in caring for their environment, and helping us address the increasing financial challenge and

environmental impact of street litter, vandalism, graffiti and household waste disposal

- 3.3 Underpinned by the active participation of partners and the local community, the strategy also sets out three key strategic objectives which were to create:
- A clean town
 - A green town
 - A well maintained town
- 3.4 Running from the end of October, the consultation period was extended to the beginning of January to take account of the Christmas holidays, and as agreed by Committee included :
- An online consultation survey with links published on Hartlepool Borough Council's website; Facebook and Twitter pages
 - The use of local media with articles appearing in the Hartlepool Mail
 - Presentations to the Council's Neighbourhood Forums and Hartlepool Youth Council
 - Targeted emails to schools and local voluntary and community sector groups

4. CONSULTATION FEEDBACK

- 4.1 Feedback from those participating in the consultation was on the whole very positive and almost without exception everyone agreed the need for the strategy.
- 4.2 In total 228 respondents participated in the on-line survey and 331 individual comments were received. Of those responding 90% agreed with the general aims of the strategy, but some respondents felt that the strategy should emphasise the Council's leadership role in relation to clean and green services, and that the aims could be made clearer by being less 'wordy'.
- 4.3 Ranked in order of priority the following were identified by respondents as the top six priorities for maintaining a clean, green, and well maintained town:
- I Public spaces being free from litter (83%)
 - ii. Public spaces being free from dog fouling (72%)
 - iii. An available Household Waste Recycling Centre (66%)
 - iv. Addressing highways and footpaths defects without delay (63%)
 - v. Well kept parks and cemeteries (60%)
 - vi. The wildflower planting scheme (56%)
- 4.4 Further comments included the need to address weeds; broken glass; and derelict/unused buildings across the town. Vehicle littering and littering from

businesses were also specifically mentioned as areas that could be considered in any future campaign.

- 4.5 The idea of introducing a resident charter was well received by the majority of respondents (75%), and in response to suggestions for how the Council might work with the community the following responses were received:
- Improve reporting, communications and engagement
 - Offer rewards and incentives
 - Work with businesses
 - Educate people, especially schoolchildren
 - Tackle negative behaviour and investigate the use of restorative approaches as an alternative to fines
 - Provide leadership and support for resident participation
- 4.6 Finally a number of survey comments referred to prevailing social and cultural issues and the challenges of successfully achieving the vision and aims of the ‘clean and green strategy’. One respondent summed the situation up as follows: *‘it needs a cultural change. Dropping litter needs to be as unacceptable as smoking indoors’*. Others recognised the challenge that will be faced in engaging with some parts of the community and the importance of ‘breaking everything down into small units so that people aren’t overwhelmed and put off.
- 4.7 Feedback from Neighbourhood Consultative Forums and Hartlepool Youth Council was similarly positive. The need to provide litter bins and take a robust approach towards enforcement was suggested by the Neighbourhood Forums, and the Youth Council who had a special meeting to consider their response identified the need to improve our communications on recycling and to explain clearly to the community what can and cannot be recycled making use of a range of materials such as fridge magnets and stickers to communicate key messages around recycling and why bins are not collected because of contamination.
- 4.8 The importance of educating people around the cost of cleaning up litter and the negative impact on how a place looks when people litter was also crucial for young people. As was the importance of having sufficient good quality sports pitches, and children’s play areas that are free from damage, litter, and graffiti. Cemeteries and the Cenotaph were also identified as key areas that should be kept clean and tidy as these are places where people go to pay their respects. Tackling broken glass and its harmful affects on animals dogs, and fly-tipping on the beach were also identified as problems that needed to be tackled.
- 4.9 From a littering perspective it was felt that action and campaigns could be concentrated in known problem areas - the possible zoning of specific areas as ‘Environmental Controlled Areas’ were suggested with signage to inform people that this is a targeted area where they can expect a higher level of enforcement . Concentrating on shopping parades was specifically mentioned by young people, and it was felt that putting litter bins around bus

stops, especially where children get on, should be considered. Getting secondary schools involved in picking up litter would help them realise the impact of dropping it and the cost of cleaning up.

- 4.10 In terms of getting involved young people thought that the resident charter is a good idea but that care should be taken to ensure that the messages in the charter should be specific and meaningful to people and not general. Having a designated member of staff to be a contact for schools to link into and promote clean and green initiatives was also suggested, and it was felt that incentives and rewards should be introduced no matter how small. Views on groups that should be involved included Crucial Crew who would participate in events, and it was felt businesses could do more around their own premises, although it was recognised that there was a difference between small and large businesses like McDonalds who have more resources.
- 4.11 Finally from the voluntary sector the Civic Society highlighted a potential gap in the strategy in relation to ensuring high quality standards of planning and architecture to secure the preservation, protection and development of features of historic interest.

5. PROPOSALS

- 5.1 As the majority of respondents to the consultation were supportive of the strategy, its overall aims and objectives it is proposed that these remain the same as in the first draft of the strategy presented to the Neighbourhood Services Committee in October 2016. However following the feedback outlined in section 4 of this report, for clarification, and to emphasise the Council's leadership role in delivering clean and green services, it is suggested that the aims of the strategy are reworded as follows:

To create a cleaner and greener environment the Council aims to:

- Provide strong leadership by carrying out its own role efficiently and effectively
 - Build productive partnerships and develop a sense of shared responsibility
 - Support individual citizens as active participants in looking after the environment.
- 5.2 It is also proposed that the strategy is amended to include reference to securing the preservation, protection, and development of features of historic interest
- 5.3 Comments made during the consultation on what action can be undertaken by the Council and partners has been used to develop the strategy and action plan attached at **Appendix A**.

6. MONITORING OF THE PROPOSED STRATEGY

- 6.1 Monitoring of the proposed strategy and action plan will be the responsibility of the Neighbourhood Services Committee. The action plan will be refreshed and reported to the Neighbourhood Services Committee on an annual basis. Proposed measures of success are included in **Appendix A**.

7. RISK IMPLICATIONS

- 7.1 There are no risks associated with the proposals outlined in this report.

8. FINANCIAL CONSIDERATIONS

- 8.1 Members are reminded that significant additional Government Grant cuts will be made over the period 2017/18 to 2019/20. By 2019/20 this means Government funding will have been cut for 9 years. In addition, the Government's current policy in relation to Council Tax, including the Social Care precept, is increasing the proportion of the overall budget funded from Council Tax. An update of the Medium Term Financial Strategy was submitted to the Finance and Policy Committee on 9th January 2017 and informed Members that the Council faces a gross budget deficit over the next three year of £20.8m. The implementation of corporate savings, forecast Council Tax increases, housing growth and increased Better Care Funding reduces this to £8.8 million over the next three years, which equates to 10% of the 2016/17 budget. Detailed savings proposals totaling approximately £6.6m were approved by Finance and Policy Committee on 9th January 2017, which means the Council still needs to make further savings of £2.2m over the next three years. This figure may increase if existing budget pressures cannot be managed by reducing demand for demand led services. Any additional budget pressures that are created will increase the level of budget cuts which will need to be made and will need to be referred to the Finance and Policy Committee for consideration.

9. LEGAL CONSIDERATIONS

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

10. CHILD AND FAMILY POVERTY

- 10.1 There are no child and poverty implications associated with this report.

11. EQUALITY AND DIVERSITY CONSIDERATIONS

- 11.1 There are no equality and diversity implications associated with this report.

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

- 12.1 There are no Section 17 considerations associated with this report.

13. STAFF CONSIDERATIONS

- 13.1 There are no staff considerations associated with this report.

14. ASSET MANAGEMENT CONSIDERATIONS

- 14.1 There are no asset management considerations associated with this report.

15. RECOMMENDATIONS

- 15.1 It is recommended that subject to the amendments outlined in section 5 of this report that the Neighbourhood Services Committee endorses the second draft of the Clean and Green Strategy and supporting action plan.
- 15.2 It is recommended that given general public support for the draft strategy, that the Neighbourhood Services Committee makes a recommendation to Council to approve the Clean and Green strategy as per the amendments proposed.
- 15.3 It is recommended updates against the strategy and associated action plan are received by Committee annually.

16. REASONS FOR RECOMMENDATIONS

- 16.1 Cleanliness and quality of the environment are recognised as factors which have a direct impact on how residents' feel about their local area. Well maintained streets and pleasant green and open spaces are also attractive to visitors, business investors and potential new residents and therefore make an important contribution to the overall prosperity of a town.
- 16.2 To meet aspirations of members and residents in improving the town's environment the development of a Clean and Green Strategy has been identified as a key priority within the Council's work programme for 2016/17.
- 16.3 Feedback on the consultation undertaken on the draft strategy has revealed that the majority of those participating in the consultation are supportive of

the strategy its aims and objectives. Comments and suggestions from respondents have been used to develop the action plan that will support the implementation of the strategy.

17. BACKGROUND PAPERS

- 17.1 Neighbourhood Services Committee papers; 20th September 2016 and 25th October 2016

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HARTLEPOOL
BOROUGH COUNCIL

APPENDIX A

Draft Clean & Green Strategy for Hartlepool 2017 - 2020



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Foreword

As Chair of Neighbourhood Services Committee I am pleased to endorse this three year strategy setting out the vision, service commitments and priorities for future action to maintain and further develop Hartlepool as a clean and green town.

The Council understands that the cleanliness and quality of our environment has a direct impact on how residents' feel about their local area as well as their personal health and well being. A cleaner and greener place is also attractive to visitors, business investors and potential new residents and therefore can make an important contribution to the future prosperity of our town.

People who live in the borough have told us through consultation feedback that the condition and cleanliness of streets including the issue of dog fouling remain a concern and that these are areas in which they would like to see further improvements being made. To achieve improvements in a climate of significant budget reductions however requires a new commitment on the part of both the Council and residents to work together.

Our beaches have achieved the Quality Coast Award and Ward Jackson Park has received the Green Flag award. The summer wild flower displays have won considerable praise and coverage was extended to 37 locations across the town for 2016. However the demands placed on our cleansing and maintenance services are also very high. For example, benchmarking information shows that the Council spends more on cleansing per household and maintains more hectares of public open space per head of population than other similar sized local authorities. To reduce demand we need more people to join with the majority of citizens who already act responsibly by recycling, taking home their litter or using the bins provided throughout the town. This, along with reducing levels of vandalism, dog fouling and fly-tipping would not only help maintain and enhance the attractiveness of our environment but it would allow us to make our limited resources go much further. With the above in mind, this document includes details of a new charter we will be developing for launch during 2017/18. This charter will describe how residents and the Council can work more closely together and establish the responsibilities each have towards securing a more pleasant environment.

We all wish for a cleaner and greener town. I trust this strategy will clearly set out the Council's plans for delivering this vision and outline how you will be able to play your part in ensuring this ambition is realised.

Councillor Marjorie James
Chair Neighbourhood Services Committee



Introduction

We all use public spaces every time we leave home. These include the footpaths and streets we walk or drive along each day, the parks where our children play and the outdoor areas we go to exercise or relax in.

Many of our daily decisions and activities are influenced by our perceptions of the quality and cleanliness of the public areas we encounter. The Council's Household Survey undertaken in 2013, shows that resident satisfaction with our front line services, such as refuse collection, recycling facilities, street cleansing, parks and open spaces, is generally high and that residents value the clean and green spaces of Hartlepool. However, residents indicated that they still feel improvements could be made to their local areas, and highlighted that the condition of roads, street cleanliness including dog fouling and litter/rubbish collection as being the highest priorities. Hartlepool Borough Council is committed to addressing these issues and creating a better environment for people to enjoy. As part of this commitment we have produced this Clean and Green Strategy.

The strategy sets out how we will achieve our vision for cleaner streets and well designed and maintained parks, green spaces and highways. It recognises that in order to be successful in creating a more attractive environment and delivering the aims of this strategy, we will not only have to work with our existing volunteers and other committed partners but will also need the support and active citizenship of the local community. With this in mind, this strategy also includes proposals to develop a new charter that outlines a voluntary partnership between the community, Council and other stakeholders. The charter will outline how we need to work together to achieve the cleaner, greener and more pleasant environment we wish to see.

The Borough is in a fortunate position of being well supplied with green and open spaces. From the long expanse of attractive beach and coastline to the open countryside on the fringes of the town and the parks, recreation grounds and green spaces within, Hartlepool can boast a pleasant environment. The challenge is to keep the streets and areas of open space clean, uncluttered and well maintained whilst resources to fund such work become increasingly scarce.

The importance of clean and green spaces cannot be underestimated. Many benefits derive from a pleasant environment. The following are seen as particularly valuable and complement some of the wider aims of the Council and link to some of our other strategies.



Good quality parks and attractive areas of open space contribute an economic benefit to the town. As Hartlepool competes with others to attract growth, tourism and inward investment a clean, green and pleasant environment plays an important role in marketing the town as a place to live in, move to and visit. Businesses are drawn to places with good quality environment as this in turn attracts customers, employees, and services into the town. In addition, a well maintained town has a positive impact on commercial and domestic property values and people are willing to pay to live in clean and well kept neighbourhoods.

The coastal area is an important tourist attraction that brings visitors and their money into the town. Hartlepool's waterfront is seen as a major asset and strategic master plans covering Seaton Carew and the Marina areas are well developed with some elements already at implementation stage. It is important to ensure routes into these and other key areas of the town are clean and tidy and do not leave a negative impression which could ultimately damage the visitor economy. Hartlepool has a rich historical heritage and it will be important to secure its preservation and protection in the future.

In Hartlepool some 41% percent of children aged 10-11 are overweight or obese and around 73% percent of adults. Both these figures are higher than the national average. The increase in obesity is linked to more sedentary lifestyles including low levels of outdoor activity. Patterns of exercise in adults are set early in life, so obesity and inactivity in childhood can lead to poor health in later years. Good quality public open space is required to encourage healthier lifestyles by providing opportunities for walking, cycling and other outdoor pursuits. The benefits of open spaces to mental health and well being are also important. Accessible areas of countryside, green spaces with natural views and other pleasant places to get away from stresses of urban living are recognised as being essential.

As well as providing exercise, play is vital for children's emotional and social development. Clean and well maintained play areas along with welcoming parks and open space will provide important beneficial opportunities for children to learn and develop as well as to stay healthy.

The Council currently delivers a variety of services aimed at ensuring the town is clean, green and well kept. Figure 1 on page 6 illustrates the key services involved. Some work is carried out with the help of dedicated volunteers and community groups. Other times we work closely in partnership with a range of organisations such as the Environment Agency, EDF Energy, Natural England, Teesmouth Field Centre and Northumbrian Water.



Figure 1

Current Position

Data has been obtained from a number of different sources to obtain an overview of the current position in respect of our clean and green service areas and to better understand the present climate in which we are operating.

a) Public Consultation Responses

The Council's recent 'Your Say, Our Future' consultation has reaffirmed the importance of the local environment to residents as a key factor in making Hartlepool a better place to live, together with a willingness to work with the Council to improve the local area and reduce demand on services. Key themes emerging from the consultation include:

- Enhancing enforcement capabilities to tackle dog fouling
- Developing a campaign to highlight how addressing the issue of litter is everyone's responsibility
- Increased education around environmental issues including the education and involvement of schools
- Ensuring key messages are delivered to the community in relation to the level of waste dealt with by the Council and the costs of disposing of waste and street litter

The Council's Household Survey of 2013 indicated residents were generally satisfied with the Council's front line services that impact on environmental quality. However similar messages were received to the 'Your Say, Our Future' consultation in that survey respondents also felt that improvements could be made to their local areas. When asked what could be improved more than one third of respondents (39%) said the conditions of roads and street cleanliness including dog fouling. In addition, 28% of respondents indicated litter/rubbish removal was an issue and an area where they would like to see more action taken.

The National Highways and Transport Network Survey 2015 provided further evidence that the residents of Hartlepool place a high level of importance on the condition of highways and yet only 36% of respondents were satisfied with their current state. It should be noted that this figure was in line with the national average and reflects the lack of resources available across the country for works to address the maintenance backlog that has built up over a number of years.



b) Customer Contact Data

With a population of over 92,000 it is evident that the majority of Hartlepool residents respect and care for their environment and recognise the impact that their own behaviour can have on their neighbours' health, well being and quality of life. Customers who contact the Council with queries and service requests in relation to clean and green services are mostly directed through Hartlepool Connect, the Council's Contact Centre. The Customer Relationship Management (CRM) system records information from all contacts and this provides a useful indication of the high demands placed on services. Records show that over 23,000 contacts were received by the Council in relation to clean and green services in 2015/16. An analysis of these contacts reveals that the greatest number of requests, and therefore demand for services, were in relation to:

- Removal of Bulky Household Waste
- Damaged Bins
- Requests to remove fly tipped materials (including side waste)
- Missed Collections due to incorrect presentation of bins
- Street Cleansing

These figures demonstrate that with just a little more care and attention taken by residents in relation to correctly recycling, ensuring bins are not overflowing and refraining from throwing out excess waste and placing it next to bins the demand on Council Clean and Green Services and therefore expenditure could be significantly reduced. Lifting loose bags of excess waste can also pose a risk to the health and safety of our operatives.

The Council has also worked hard in recent years to improve education and awareness within communities about the impact of their actions on the environment and others, but we continue to receive reports from the public about environmental offences. For example during 2015/16 there were:

- 124 abandoned vehicles reported and uplifted
- 138 dog fouling reports investigated with 14 fixed penalty fines issued
- 73 graffiti reports investigated and removed
- 110 reports of drug related litter investigated and removed
- 96 fixed penalty notices issued for littering

Continuing to address these matters through education and enforcement action including targeted operations, as well as encouraging greater resident involvement in caring for the environment are important elements of this strategy.



c) Cost and Performance Data

Comparative cost and performance data is available from several sources. The most relevant for clean and green services is that provided through our membership of the Association for Public Service Excellence (APSE). APSE data is available which compares the Council's recent performance against around 12 to 16 other local authorities with similar characteristics and size known as a 'family group'. It is generally accepted that there will be inconsistencies in the way different Councils record and present their data however despite this, APSE data can provide some useful pointers as to how our services compare against others.

The following are headline findings from the latest APSE reports (2014/15). Compared to other local authorities in the APSE family group Hartlepool Borough Council:-

- Maintains the largest area of public open space per head of population.

- Has the highest cost per household for street cleansing.
- Is best performing in making high priority road and footpath defects safe.
- Has 3rd lowest number of local authority playgrounds per 1,000 children.
- Ranked 9th best out of 15 authorities in terms of tonnes of domestic waste recycled.

Analysing cost and performance indicators helps us gain a greater understanding of how Hartlepool's approach to service delivery compares and contrasts with that of the best performing authorities. It is anticipated that this benchmarking will help shape our action plans over the life of this strategy with the aim of enhancing performance and identifying further efficiency saving opportunities.

Research on cost and performance was also undertaken for the 'Your Say, Our Future' exercise. Several interesting statistics from the data collated were noted:

- In total the Council spends eleven times more collecting and disposing of waste than it does in recycling it (£3.3m pa against £300k.)
- 1,832 tonnes of rubbish was collected by our litter picking and fly tipping squads in 2015/16, a weight equivalent to 145 double decker buses.
- There were 96 fixed penalty notices were issued for littering offences in 2015/16 and a further 14 notices for dog fouling offences.

These findings further illustrate the impact that the behaviours of a minority of residents have on Council services and how such actions result in increased pressure on Council resources and expenditure.

d) Links to the Council's Corporate Plan and Other Strategic Documents

The Finance and Policy Committee on 25th July 2016 agreed a new service planning framework that reflects the Council's priorities and clearly sets out our approach to realising our vision of what we want Hartlepool of the future to be. As part of this ambition we want Hartlepool to be a place people want to live, study, work, visit and play and also a place where people feel included and safe, able to live active, healthy and happy lives. A clean, green and pleasant environment is an essential contributor to achieving these priorities.

The Hartlepool Local Plan preferred options consultation document contains a whole section relating to the protection, management and enhancement of the natural environment. Sites designated for nature conservation are defined on the Proposals Map. An undertaking is set out in this document that as well as safeguarding from inappropriate development, the Council will work with others to improve the quantity, quality and management and accessibility of green infrastructure. The Clean and Green Strategy will help guide this improvement work.

This strategy will also have links to a number of other key Council strategies including some within the Budget and Policy Framework. The most relevant of these are:-

- Local Transport Plan
- Community Safety Plan
- Community Engagement and Cohesion Strategy
- Economic Regeneration Strategy
- Health and Well being Strategy



Managing Budgets and Demand

Recent spending reviews and Government policy announcements confirm that significant cuts in funding for Councils will continue until at least the end of the current parliament. Significant reforms will also continue to be made to the system for funding councils and these are anticipated to increase financial risks for Hartlepool. In 2016/17 the Council will receive nearly £35 million (55%) less Government funding than it did in 2010/11.

The Council has so far been effective in managing very difficult financial circumstances but we recognise that we cannot do everything we would like to including maintaining and improving the town's environment. For example, budget reductions have meant that the core Street Cleansing service has seen its workforce cut by 40% (19 staff) over the past three years whilst it is estimated that it would take around £30 million to bring the town's highways infrastructure up to desired quality standards. Further reductions to budgets which support clean and green services are inevitable. In light of these diminishing resources, it is clear that the Council will need to find innovative and more efficient ways of delivering environmental services as well as developing new partnering arrangements.

We are very much aware that many of our clean and green services are demand led. Whilst much of this demand is inevitable it is also clear some of it is avoidable. This is perhaps best illustrated in the cleansing service where negative and irresponsible behaviour such as dropping litter in the street or allowing a dog to foul in a public area without cleaning up the mess has significant cost implications for the Council.



Demand management is a recognised approach to delivering improvements and managing down costs of local services by preventing negative, costly behaviour whilst at the same time encouraging and supporting positive action. The Local Government Association cites Southampton City Council as one authority that has had success in addressing demand in its clean and green services and in influencing behavioural change amongst residents. The published case study report highlights how the City Council embarked on a customer led transformation programme gaining insight into residents' preferences, needs and behaviours and using the information gained to facilitate collaborative working and redesign services. The report states that the authority has saved over £1 million collectively on the cost of waste disposal over two years and fifty long term volunteers and community champions have been recruited.

Demand management will be a key element of our Clean and Green Strategy. Reshaping demand is however an extremely challenging process. It requires the root causes of demand on a service to be fully investigated and understood through in-depth research and analysis. The Council needs to be prepared to change its own behaviour where necessary and work to build relationships of trust with key stakeholders. Taking such steps will provide the best possible opportunity of reducing service demand and establishing a collaborative approach to tackling environmental issues with partners and residents.

Linked to this and to encourage and support active citizenship a new Resident Charter will be developed. Where negative behaviour does persist however, this will need to be addressed through an appropriate mix of education programmes and enforcement action.



Our Vision

Our vision is **'To create a cleaner, greener, town with everyone taking part and which everyone can take pride in'**.

The Clean and Green Strategy is an opportunity for the Council, partners and communities, to work together to deliver improvements to our streets, open spaces and the environment; helping maintain and develop the Borough of Hartlepool as a place of choice for residents and business.

With the help of individual citizens, communities, voluntary bodies, local businesses, and landowners we will commit to contribute our resources to support the following aims:

- Provide strong leadership by carrying out its own role efficiently and effectively.
- Build productive Partnerships and develop a sense of shared responsibility.
- Support individual citizens as active participants in looking after the environment.

Underpinned by the active participation of our partners and the community our objectives are to create:

A CLEAN TOWN where our streets and public spaces are free from:-

- Litter.
- Fly-tipped materials.
- Clinical waste.
- Graffiti.
- Fly-posting, illegal signage and street clutter.
- Dog foul.
- Stray dogs.
- Vandalised and damaged street furniture and signs.
- Abandoned vehicles.
- Illegally tethered horses.

A GREEN TOWN that has:-

- Well kept parks and cemeteries.
- Trimmed and tidy residential grass verges and formal green spaces.
- Sports pitches and bowling greens that are sufficient to meet demand.
- Pleasant public horticultural displays like the wildflower planting scheme.
- Good public rights of way to the countryside.
- Places for nature.
- Good quality beaches.
- Policies which ensure the protection and management of the natural environment.



A WELL MAINTAINED TOWN in which:-

- Reported highways and footpath defects falling within the defined intervention criteria are addressed without undue delay.
- Available resources are used efficiently for upgrading and maintaining the road network.
- Litter bins are maintained and where necessary replaced with suitably designed receptacles
- A Household Waste Recycling Centre remains available for public use.
- Household waste and recycling material is collected efficiently.
- Chargeable waste collection services are offered including tailored trade waste services to businesses and a bulky waste service for households to remove large unwanted items.
- An effective approach to managing and maintaining trees is in place.
- Children's outdoor play equipment is inspected and maintained in a safe condition.
- New build infrastructure is well planned and its design supports the vision of a cleaner and greener town.
- Citizens actively participate with the Council and its partners in taking care of their environment.



Resident Charter and Service Standards



As indicated elsewhere in this document, on its own the Council cannot deliver a cleaner and greener environment for residents. Through active citizenship we hope to see reduced demands on our services and more residents taking greater pride in, and ownership of their local environment. This is more necessary now than ever as public sector expenditure reduces at an unprecedented rate.

Collaboration between the Council and local community is essential. We propose to develop a resident charter to clearly set out the rights, responsibilities and expectations the Council and residents should have of one another. As well as referring to the Council's service standards the charter will also call on residents themselves to make a positive contribution to the cleaner and greener vision for the town. The Council will formulate the charter as part of its first year action plan linked to this strategy.

The Council already invests a significant resource towards achieving a clean, green and well maintained town, and to address those issues that can have a negative impact on our environment. But we want to be clear about our service promises, standards, and the response times we aim to achieve to ensure our communities understand what levels of service they can expect.

As part of our first year action plan we will also publicise our services and standards. This will ensure residents, and our public sector, private and voluntary sector partners know what to expect in relation to those Council services that impact on the environment from littering and fly-tipped materials to highways and footpaths; stray dogs; parks, playgrounds and open spaces.

Partnership Working

Neighbourhood Action Days

A key feature of partnership working to improve the quality of the environment since 2013 has been the roll out of Neighbourhood Action Days to tackle environmental crime. Endorsed by the Safer Hartlepool Partnership, these multi-agency 'Days of Action' are organised by the Council. Action days are primarily enforcement orientated, but also include measures to improve neighbourhood safety and resolve quality of life issues.

Neighbourhood Action Days are underpinned by a problem solving approach involving the analysis of community concerns, visual audits and partnership data. They operate one day per month, with all eleven wards within Hartlepool benefiting from the initiative on a rotational basis. From January to June this year a total of four Neighbourhood Action Days took place resulting in the following:

- 18 PCNs and 3 FPNs issued
- 5 untaxed vehicles removed
- 20 locations benefiting from dog foul signage
- 8 informal letters issued regarding rubbish at the front of properties
- 2 incidents of offensive graffiti removal
- 11 fire safety audits undertaken
- 1 dog foul bin installed

Other activities undertaken during Neighbourhood Action Days included street cleansing; litter picks; weed spraying and strimming, footpath edging, fly-tipping investigations and bulky waste removal.

Whilst Neighbourhood Action Days have been successful in targeting areas requiring additional attention and in providing a visible presence in those areas to reassure communities that agencies continue to work together on their behalf, perceived weaknesses in the adopted approach are the intensive planning and organisation of Action Day. Part of this strategy will therefore be to investigate an alternative to Neighbourhood Action Days that is less resource intensive in relation to planning and co-ordination but more effective in delivering clean streets to improve performance levels on the ground.



Voluntary Sector

Hartlepool Borough Council has a long history of supporting and working with the voluntary sector to achieve its ambition of making the town a place where people want to live, study, work, visit and play and also a place where people feel included and safe, able to live active, healthy and happy lives. A clean, green and pleasant environment is an essential contributor to achieving these priorities. Through this strategy we will continue to support and encourage volunteers who wish to take a more active role in looking after the environment. We currently work closely with existing 'Friends Groups' who are involved in taking care of parks, cemeteries, green spaces and railway stations. We also support individual volunteers along with those from schools, resident groups and corporate businesses who offer to help with conservation activities, green space maintenance or litter picking at one of our regular events. These dedicated volunteers make a real difference and we want to build on the excellent work they do. We intend to explore further the opportunities for increasing community participation in clean and green activity and look to introduce an awards scheme that recognises and rewards voluntary work undertaken in relation to the environment.

Environmental Apprentices

The Council works in partnership with the College of Further Education to deliver successful apprenticeship programmes which provide workplace training and experience to participants whilst delivering additional resources into frontline services. The Waste & Environmental Services section currently has three apprentices, two within Street Cleansing and one within Grounds Maintenance. For the September 2016 intake however there was funding for 10 apprentices but the scheme only attracted three suitable candidates. Issues with retaining apprentices have also occurred in the past. Ways to enhance and revitalise this programme are currently being explored.



Making it Happen

The following action plan supports our work towards achieving a vision of a cleaner, greener and well maintained town. The plan is intended to cover one year initially and will be refreshed on an annual basis. The actions below will be monitored as part of a performance framework enabling the success of this strategy to be measured.

Clean and Green Action Plan 2017-18

Objective 1: Creating a Clean Town

Ref	Action	When	By Whom
1.1	Roll out a publicity campaign to address seagull related litter including the installation of signage in prominent sea front locations	June 2017	Environmental Enforcement Team Leader
1.2	Introduce new litter bins in key strategic locations	May 2017	Environmental Services Manager
1.3	Introduce a new Public Space Protection Order to address dog fouling	November 2017	Head of Community Safety and Engagement

Objective 2: Creating a Green Town

Ref	Action	When	By Whom
2.1	Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites	April 2017	Strategic Policy and Project Management Manager
2.2	Expand the Wildflower Programme (Phase 1)	May 2017	Environmental Services Manager
2.3	Review the ambitions for Hartlepool's Parks, Recreational spaces and Outdoor play and agree an implementation plan	October 2017	Environmental Services Manager
2.4	Improve communication and engagement with residents on green issues by the use of appropriate online means (eg web forum, social media etc)	August 2017	Strategic Policy and Project Management Manager

Objective 3: Ensuring a Well Maintained Town - include education in schools

Ref	Action	When	By Whom
3.1	Introduce an updated officer toolkit for tackling derelict and untidy buildings	May 2017	Assistant Director Economic Growth and Regeneration
3.2	Develop an education and awareness programme in relation to inappropriate presentation of waste to increase recycling and reduce contamination levels	September 2017	Environmental Services Manager
3.3	In conjunction with CICT and the Contact Centre, Improve customer reporting mechanisms along with systems of capturing and monitoring data associated with service requests	October 2017	Strategic Policy and Project Management Manager
3.4	Develop a residents charter to promote active citizenship and participation in delivering a cleaner and greener environment	November 2017	Community Safety and Engagement Project Officer
3.5	Support the community/voluntary sector and school to increase participation in clean and green activity including the development of an awards scheme/community champions and other incentives that reward contributions	November 2017	Community Safety and Engagement Project Officer
3.6	Develop and implement a prioritised 'deep cleanse' programme to replace Neighbourhood Action Days	November 2017	Assistant Director Environment and Neighbourhood Services
3.7	Prepare and obtain the approval of the committee for 2 nd Year Action Plan	March 2018	Assistant Director Environment and Neighbourhood Services
3.8	Work with Crucial Crew to design a programme of activity to engage young people in the clean & green agenda	July 2017	

Clean and Green Action Plan (Future Year Priorities)

The following, along with additional actions to be identified by March 2018, will form part of the Year 2 plan.

Ref	Action	When	By Whom
	Carry out a major public litter campaign (to include local businesses and vehicle littering)	Year 2	Assistant Director Environment and Neighbourhood Services
	Introduce restorative approaches as an alternative to fixed penalty fines	Year 2	Environmental Enforcement Team Leader
	Expand the Wildflower Programme (Further Phases)	Years 2 and 3	Environmental Services Manager

Measuring Success

The action plan and existing service arrangements will be monitored and reported on regularly so that progress towards achieving a cleaner and greener town can be measured. The table below shows some key indicators that will further help us gauge our success.

2017/18

Ref	Action	2017/18 Target	2018/19 Target	2019/20 Target	Responsible Officer
1	What we collected - Number of kilograms of residual household waste collected per household	600kg	550kg	500kg	Team Leader - Waste and Environmental Services
2	What was recyclable - Percentage of total household waste/recyclables collected at kerbside and sent for reuse, recycling and composting	40%	44%	46%	Team Leader - Waste and Environmental Services
3	Contamination at kerbside - Number of domestic recycling bins presented with contamination requiring rectification by the customer				Team Leader - Waste and Environmental Services
4	Recyclables contamination levels - Average contamination level in dry recyclables determined following processing by Material Handling Facility (determined by quarter year sampling)				Team Leader - Waste and Environmental Services
5	Quality Coast Award - Attainment of Quality Coast award for Seaton Carew Beach	Attained	Attained	Attained	Quality and Safety Officer
6	Green Flag - Attainment of Green Flag Award for Ward Jackson Park	Attained	Attained	Attained	Environmental Services Manager

7	Volunteering - Total number of volunteer days contributed to green space maintenance	Baseline data will not be available until 2017	Increase	Increase	Community Safety and Engagement Project Officer
8	Responding to requests from the community for services - Percentage of eligible service requests responded to within target times for:- <ul style="list-style-type: none"> • Clinical Waste • Fly-tipping • Graffiti • Fly-posting • Stray dogs • Street Furniture Vandalism and Damage • Missed Bins (despite correct presentation) 				Environmental Services Manager
9	Number of penalty notices issued for <ul style="list-style-type: none"> • Dog fouling • Littering • Traffic offences etc 	(Monitoring only)			Environmental Enforcement Team Leader
10	Number participating in restorative interventions	(Monitoring only)			Environmental Enforcement Team Leader



For further information about The Clean & Green Strategy for Hartlepool please contact:

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NEIGHBOURHOOD SERVICES COMMITTEE

20 February 2017



Report of: Director of Regeneration and Neighbourhoods

Subject: BEDE GROVE TRAFFIC CALMING SCHEME

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non-Key.

2. PURPOSE OF REPORT

2.1 To seek approval for the introduction of traffic calming measures in Bede Grove.

3. BACKGROUND

3.1 A number of representations were made by residents of Bede Grove, requesting the installation of traffic calming.

3.2 Bede Grove is a very narrow residential road running from Kingsley Avenue through to Tennyson Avenue, which is used as a cut through by vehicles on occasions.

3.3 Whilst being a fairly quiet road it is unusual in the fact that it has no footpaths on either side, meaning residents, including children, step straight from their front gardens into live traffic.

4. PROPOSALS

4.1 Bede Grove is split into 2 sections (Kingsley Avenue to Tristram Avenue, and Tristram Avenue to Tennyson Avenue) and 2 road humps are proposed for each section. (See **Appendix 1**).

5. CONSULTATION

- 5.1 Twenty two letters have been sent to all residents of Bede Grove and Ward Members, and a 20 name petition has been submitted in support of the scheme.

6. RISK IMPLICATIONS

- 6.1 There are no risk implications attached to this report.

7. FINANCIAL CONSIDERATIONS

- 7.1 The scheme is estimated to cost approximately £15,000 and will be funded from the Council's Local Transport Plan.

8. LEGAL CONSIDERATIONS

- 8.1 A Traffic Regulation Order will be required for the road humps.

9. CHILD AND FAMILY POVERTY

- 9.1 There are no child and family poverty implications relating to this report.

10. EQUALITY AND DIVERSITY CONSIDERATIONS

- 10.1 There are no equality and diversity considerations relating to this report.

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

- 11.1 There are no Section 17 considerations attached to this report.

12. STAFF CONSIDERATIONS

- 12.1 There are no staff considerations attached to this report.

13. ASSET MANAGEMENT CONSIDERATIONS

- 13.1 There are no asset management considerations attached to this report.

14. RECOMMENDATIONS

- 14.1 That the traffic calming scheme be approved.

15. REASONS FOR RECOMMENDATIONS

- 15.1 To improve road safety and ensure slower speeds in Bede Grove.

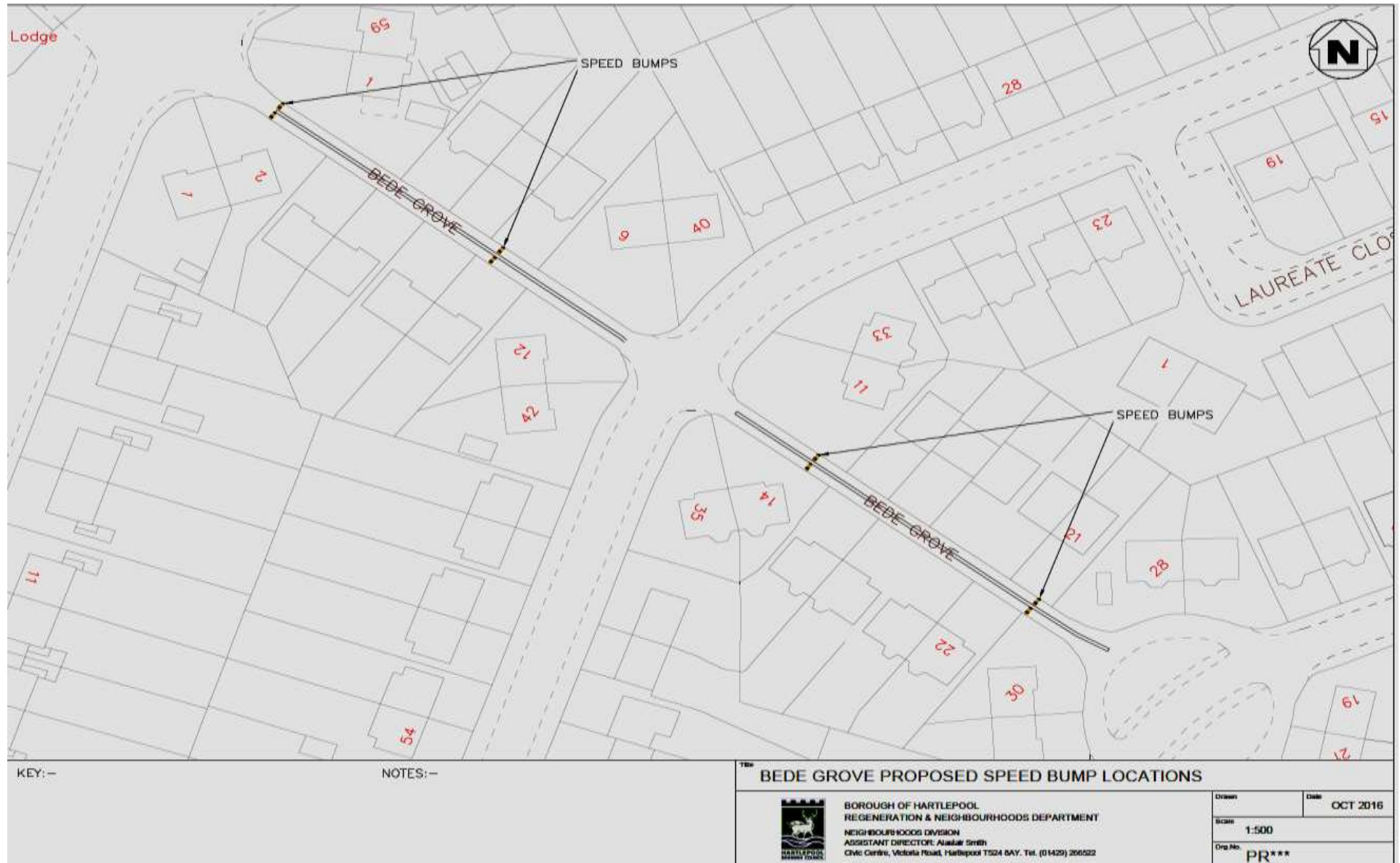
16. BACKGROUND PAPERS

- 16.1 None.

17. CONTACT OFFICER

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NEIGHBOURHOOD SERVICES COMMITTEE

20th February 2017



Report of: Director of Regeneration and Neighbourhoods

Subject: CAR PARK – REVIEW OF CHARGES

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non-Key.

2. PURPOSE OF REPORT

2.1 To further consider options in relation to the setting of parking charges.

2.2 To consider detailed proposals for parking at Seaton Carew.

3. BACKGROUND

3.1 Hartlepool Borough Council currently manages over 2,000 parking spaces mostly within the central area of the town and seeks to balance the needs of different groups including long stay commuters and short term shoppers visiting the town centre.

3.2 Car parking income is significant with £1,335,000 having been generated through all forms of parking charges and fines in 2015/16. The annual budgeted income however, which is based on historical levels of income, was £1,460,000 leading to an adverse variance of £125,000.

3.3 At the meeting of the Neighbourhood Services Committee on 13th December 2016, changes to parking charges in the town centre were considered and the introduction of a £1 flat rate for two hours parking was supported. This new tariff would replace the current incremental charges of 70p and £1.40. In addition, the Committee approved the proposal to introduce new summer seasonal charges at Seaton Carew. It is anticipated that net additional income to the Council of around £140,000 per annum would result from these changes.

3.4 As part of the town centre considerations, Members also expressed some interest in enhancing the current 'free after 4pm' provision that operates in Middleton Grange Shopping Centre car parks. To enable informed decisions

to be made in relation to this matter however, the committee requested further information be presented. Section 4 of this report therefore sets out details of potential financial impacts of bringing the previously excluded Waldon Street car park into a revised 'free after 4pm' scheme. In addition, the impact of extending the current arrangements and creating a new 'free after 3pm' scheme that includes Waldon Street along with other town centre car parks is also illustrated.

- 3.5 Further to the committee's support for new seasonal charges at Seaton Carew and a meeting with Ward Councillors, Section 5 of the report summarises proposals in relation to on-street parking, controlled parking zones and arrangements for the residential areas most likely to be affected by the changes. **Appendix A** provides this information in greater detail and in a helpful map based format.
- 3.6 Section 6 of the report sets out proposals for the charging policies to be applied in Seaton Carew.

4. FREE TOWN CENTRE PARKING AFTER 4PM / 3PM

- 4.1 A free after 4pm scheme currently operates in the Multi Storey and Basement car parks as well as at the East side (former Marks & Spencer) site. Whilst the Middleton Grange Shopping Centre management supports this initiative they have requested that consideration is given to including the Waldon Street car park as part of the arrangement. They feel that this would provide a more consistent approach which would allow them to openly publicise the free parking scheme without fear of it leading to shoppers unwittingly parking at the Waldon Street site after 4pm without paying and consequently receiving a penalty charge notice.
- 4.2 Waldon Street has not previously been included in the free parking scheme as it was felt that this car park not only serves the shopping centre but is also used by visitors to the Park Road/York Road shops and businesses as well as acting as the overflow car park for the One Life Centre. In addition, the three car parks currently designated for free parking after 4pm clearly have sufficient capacity to deal with demand.
- 4.3 Members were previously advised that enhancing the current scheme (excluding the Waldon Street car park) by introducing a 'free after 3pm' arrangement would provide an improved incentive to shoppers to visit the Middleton Grange Shopping Centre late in the day. Footfall in the town centre is known to decrease around 3pm and therefore extending the existing free parking scheme by one hour would offer additional support to traders. From the Council's perspective, the scheme would be relatively easy to introduce, however it should be noted that this would result in an income reduction in the region of £20,000 per year.

- 4.4 As requested by Members, a further exercise has now been carried out to estimate the likely loss of income if the current free after 4pm scheme is retained and extended to include the Waldon Street car park. Waldon Street car park itself is well used and some displacement of vehicles is also likely to occur from other sites, especially from the nearby Roker Street, Westside and One Life Centre car parks. Introducing a free after 4pm scheme that included Waldon Street would lead to an estimated additional loss of income of around £22,000 each year.
- 4.5 Officers have also assessed the potential impact on income if the free after 3pm proposal set out in section 4.3 above was extended to include Waldon Street. It is difficult to accurately forecast the loss of income as, in addition to that which would naturally arise from existing parking patterns, there is also likely to be some behavioural change by motorists in these circumstances. Some people would inevitably delay their visit to the town centre or the Park Road and York Road businesses to be able to take advantage of the free parking offer. In addition, it would be expected that significant displacement of vehicles would take place from nearby car parks particularly Roker Street and Westside. The best forecast is that an annual loss of income of £90,000 could be expected if a new 'free after 3pm' scheme was introduced which also included the Waldon Street site. This would therefore eradicate a significant proportion of the additional income which is expected to be gained by the previous decisions of the committee in relation to Seaton Carew and town centre parking.
- 4.6 Should parking after 3pm be made free across all pay and display sites throughout the town centre area, indications are that an annual loss of income in the region of £160,000 could reasonably be expected.
- 4.7 The different options described above are summarised in Table 1:-

Table 1

	Option	Income Reduction
1	Introduce a 'free after 3pm' scheme at the Multi Storey, Basement and Eastside car parks	£20,000
2	Retain the current 'free after 4pm' arrangements at the Multi Storey, Basement and Eastside car parks and also add the Waldon Street car park to the scheme	£22,000
3	Introduce a 'free after 3pm' scheme at Multi Storey, Basement, Eastside and Waldon Street car parks	£90,000
4	Introduce free parking after 3pm at all town centre pay and display car parks	£160,000

- 4.8 In view of the current adequate provision that exists for free parking late in the day and the anticipated increased loss of income to the Council that would result from expanding the scheme to include other car parks, officers would recommend that there are no additions made to the three existing sites designated for this purpose.

- 4.9 To increase support for town centre traders whilst minimising the impact on Council budgets, it is recommended that the 'free after 3pm' scheme described in section 4.3 is introduced at the Multi Storey, Basement and East side car parks.

5. SEATON CAREW CAR PARKING PLAN

- 5.1 The committee previously indicated its support for the introduction of new charges at Seaton Carew to apply from 1st April to 31st October. Members were advised that charges would apply at car parks at Coronation Drive, Rocket House and the Coach Park. All parking in these locations is currently free. In addition, it was indicated that charging for on street parking bays would also be introduced on appropriate sections of the sea front highway.
- 5.2 Members were informed that a detailed feasibility study would be required to ensure that potential issues that may arise from the changes proposed for Seaton Carew particularly in relation to on street parking and traffic management could be identified and addressed.
- 5.3 Following the approval given by Committee in relation to parking charges, this study has been undertaken and various issues have been considered in conjunction with Ward Councillors. The proposals are set out on the parking plan at **Appendix A**. The remainder of this section of the report highlights some of the key proposals.
- 5.4 The parking plan outlines the areas of the sea front highway which would potentially be designated as on street public parking bays, prohibitive parking areas and also zones to be designated for resident and business permit holders use only. Reference is also made to a number of other streets close to the sea front where it is proposed to introduce resident only parking schemes and which will address existing issues that have been highlighted by Ward Councillors. These measures will also provide protection from any displacement of vehicles arising as a result of the new parking charges.
- 5.5 Members will note from the plan that it is proposed to introduce residential parking schemes in the Crawford Street/Church Street area at the south end of Seaton Carew and in several streets to the north of Station Lane. In addition to the above, it is proposed that zones combining Resident Parking and Pay & Display are introduced at various points along The Front, The Cliff and Coronation Drive.
- 5.6 It is considered that some vehicle displacement may also extend as far as Elizabeth Way and to the vicinity of the Seaton Carew Cricket Club. The issue of parked vehicles along this route, particularly at weekends, has been highlighted by Ward Councillors as posing a safety risk to pedestrians attempting to cross the road. There are several options that could be pursued to deal with current and potential future parking issues adjacent to the Cricket Club such as introducing a combination of parking restrictions

and resident only parking schemes or by considering whether some works to the highway and grass verges would be appropriate. Further analysis is required before the most appropriate solution for this section of Elizabeth Way can be presented to Members and therefore no specific recommendations are included within this report.

- 5.7 Following the committee's meeting of 13th December 2016 when car parking at Seaton Carew was previously considered, some businesses in the area have expressed concerns about the potential impact on trade from introducing charges, the possible removal of existing waiting zones used by 'drop in' customers and the prospect of employees not being able to park in a location that is convenient to their workplace. The parking plan at **Appendix A** proposes that the existing limited waiting zones situated near the main area of shops, take-aways and businesses are retained and that the free parking time allowed is increased from the current 20 minutes to 30 minutes. Dedicated parking bays have also been incorporated into the plan and these would be made available to local businesses in arrangements similar to those operating within the town centre.
- 5.8 Given that the proposed parking restrictions are to be introduced on an experimental seven month trial basis, it is proposed to offer permits within the resident and business controlled zones, free of charge. Residents identified within the new proposed resident controlled permit parking areas will be offered two permits per household with the option to apply for additional permits at the recently introduced incremental permit charge rate. There are a limited number of existing resident permit holders who would be affected by the proposal and it is proposed that any costs incurred at the time of the annual permit renewal in Nov 2016 should therefore be reimbursed. Permits would then be offered to coincide with the arrangement during the experimental trial period.
- 5.9 Businesses will also be offered the chance of an allocated designated business parking space which would be provided free of charge during the experimental trial period. In the event and after review the scheme should continue, both the resident permit charges and business permit charges would be offered at a charge consistent with other established permit areas.
- 5.10 The question of whether to introduce charges at the car park within Seaton Park has also been considered as part of the feasibility study. Although not on the coastal route itself, it is nevertheless in sufficient proximity to the sea front to make it an attractive alternative parking location for visitors to the resort. This would be to the detriment of users who specifically wish to enjoy the park's facilities and particularly the children's play area which is situated next to the car park.
- 5.11 On balance it is felt that Seaton Park car park should remain free of charge. It is also suggested however that light control measures would need to be introduced to reduce the possibility of this car park becoming congested and filled by long stay visitors to the resort. A clock disc system which would

allow time-restricted free parking would appear to be the most appropriate method of introducing control at this location. These discs would be made available to anybody who wishes to obtain one at no cost. A time limit of one hours of parking within Seaton Park is suggested. The car park would be patrolled periodically by Enforcement officers and any vehicle not displaying the clock disc or found to be overstaying the permitted time allowed would potentially be issued with a penalty charge notice.

- 5.12 Enforcement of the new parking restrictions will require additional patrols in order to make enforcement effective. Civil Enforcement Officers in Hartlepool now have a generic role which allows them to address both traffic and environmental issues. As such the additional resource and weekend patrols will provide an increased officer presence at Seaton Carew and allow enforcement of littering, dog control orders and dog fouling concerns which historically increase during this summer period.

6. SEATON CAREW PARKING CHARGES

- 6.1 The Neighbourhood Services Committee at its December 2016 meeting supported the principle of introducing charges at Seaton Carew and indicated that setting a £1 charge for the first 2 hours of parking in line with the new policy agreed for the town centre would be appropriate. The committee however requested further information in relation to charges that should be applied for stays of more than two hours.
- 6.2 Table 2 below shows benchmarking information obtained in relation to several other local authorities that charge for seaside parking in the north east.

Table 2

Council	Location	Charges
Redcar and Cleveland Borough Council	Saltburn Sea Front	£1 for 1 hour £1.50 for 2 hours £4 for all day parking Charges apply 8am to 6pm Monday to Saturday between October and April. Between May to September charges apply 8am to 6pm every day including Bank Holidays and Sundays
	Redcar Sea Front (Majuba Car Park)	£1 for 1 hour £1.50 for 2 hours £3 for all day parking Charges apply 8am to 6pm from May to September only. Includes Bank Holidays and Sundays
	Redcar Sea Front (On Street Parking at Newcomen Terrace,	£1 for 1 hour £1.50 for 2 hours £1 for each additional hour

	Esplanade and Granville Terrace)	Charges apply Sundays and Bank Holidays from 1 May to 30 September
North Tyneside Council	Tynemouth (Grand Parade, Sea View, Pier Road, Spanish Battery car parks)	£1.20 per hour All days from 9am to 8pm
	Whitley Bay (Bournemouth Gardens, Brierdene, Dukes Walk, Mini Golf, Spanish City, St Mary's Island car parks)	£1.20 per hour All days from 9am to 8pm
South Tyneside Council	South Shields (Various car parks including Whitburn Bents, Harbour Drive, Dragon Bents, Trow Quarry)	1p per min / £1 all day between November and February. 1p per min up to the first hour, 80p per hour thereafter up to a maximum of £3 all day. Minimum stay 10 minutes. These charges apply from March to October.

6.3 Members will note from the research that there are essentially two charging models in place across the region. North Tyneside Council operates a system where charges continue to rise incrementally based on the length of stay. Similar arrangements are in place for on street parking along the esplanade in Redcar. The second model incorporates an 'all day' rate which is available to visitors wishing to make a longer stay. Motorists using sea front car parks at Redcar, Saltburn and South Shields can take advantage of 'all day' rates. Whilst an incremental charging policy means that the cost of a parking ticket always directly correlates to the length of stay, longer visits can become expensive without an 'all day' rate being in place to cap the charge.

6.4 It is proposed that parking charges to be applied at Seaton Carew incorporate elements of both models. The introduction of a simple three band tariff system is recommended where charges increase based on the length of stay but where a modest capped rate is also in place which would mean that no visitor would ever pay more than £2 per day for parking. Table 3 below shows the proposed tariffs.

Table 3

Length of Stay	Tariff
Short Stay - Up to 2 hours	£1.00
Medium Stay - 2 hour to 4 hours	£1.50
Long Stay - More than 4 hours	£2.00

- 6.5 The benchmarking information contained in Table 2 shows that if these new charges for Seaton Carew are agreed, they would be lower than those of all other neighbouring towns examined, except for a stay of one hour or less at South Shields. Nevertheless, over a 7 month summer season, it is still anticipated that these rates would be sufficient to meet the estimated income generation figure reported to the Committee in December 2016. It is proposed that these charges would apply daily (including Sundays and Bank Holidays) throughout the summer season from 8am to 8pm.

7. SCHEME IMPLEMENTATION

- 7.1 Members are reminded that the introduction of new tariff rates, on street parking bays, zoning and restrictions require Traffic Regulation Orders to be formally advertised by the Chief Solicitor.
- 7.2 In relation to Seaton Carew, it is proposed that an Experimental Traffic Regulation Order is placed which would cover the planned changes. This would enable all aspects of the scheme approved by the Committee to be implemented on a temporary basis. Members previously determined that the impact of the proposed changes to car parking at Seaton Carew be reviewed in 12 months. It is suggested that the experimental order is drafted to cover the 2017 summer season and that this planned review now commences in October 2017.
- 7.3 Public feedback received during the experimental period would need to be taken into account as part of the review and Members would then need to consider these views before determining whether the temporary arrangements at Seaton Carew should be made permanent. It is proposed that a series of consultation meetings would be held throughout the season to facilitate a dialogue with the community and enable opportunities for views about the long term future of coastal parking to be put forward.
- 7.4 A number of residents and local businesses have already communicated with the Council following the press coverage of the December 2016 meeting of the Committee. The main concerns that were expressed were as follows:-
- Adverse impact on residents as a result of motorists seeking to park for free in streets close to the sea front.
 - Increase in illegal parking and damage to grass verges.
 - Costs to car park users (eg daily dog walkers).
 - Potential negative impact on local trade from reduced visitor numbers.
- 7.5 The detailed parking plan for Seaton Carew referred to in Section 5 and shown in **Appendix A** will hopefully address at least some of these initial concerns. The introduction of resident only zones in streets which are already affected by parking problems should prove to be an effective measure. It will also ensure vehicle displacement into these areas that might otherwise have taken place as a result of charging does not occur.

- 7.6 Parts of the sea front highway are to be designated as prohibitive parking. The yellow lines which will be introduced together with the new enforcement presence in the resort should provide a deterrent to illegal parking, particularly that which sometimes occurs on the grassed area between Coronation Drive and the esplanade.
- 7.7 The intention to retain and extend the limited waiting zones used by 'drop in' customers and the creation of business permit parking should help to alleviate some of the concerns recently expressed by the business community.

8. FINANCIAL CONSIDERATIONS

- 8.1 At the meeting of the Neighbourhood Services Committee on 13th December 2016, changes to parking charges in the town centre were considered along with the proposal to introduce new summer seasonal charges at Seaton Carew. These proposals are expected to generate additional income of £140,000 p.a. and this has been reflected in the Medium Term Financial Strategy approved by Finance and Policy Committee on 9th January, 2017.
- 8.2 There are one-off costs associated with introducing car parking charges at Seaton Carew. The estimated cost of the works, including the purchase and installation of ticket machines, line marking and signage is £60,000. This would be met by prudential borrowing and an annual charge of £10,000 would be incurred and this is reflected in the savings figure reported above.
- 8.3 The report is proposing that a 'free after 3pm' scheme is introduced at the existing car parks which will result in an annual income reduction of £20k. The Department will need to identify alternative savings in year to replace this lost income in 2017/18.
- 8.4 Other options are also described and these are estimated to produce financial outcomes ranging from a reduction of income of £22k and £160k pa. Any additional budget pressure resulting from changing parking charges will increase the size of budget deficit and savings required and will need to be reported to Finance and Policy Committee for consideration.
- 8.5 Members are reminded that significant additional Government Grant cuts will be made over the period 2017/18 to 2019/20. By 2019/20 this means Government funding will have been cut for 9 years. In addition, the Government's current policy in relation to Council Tax, including the Social Care precept, is increasing the proportion of the overall budget funded from Council Tax. An update of the Medium Term Financial Strategy was submitted to the Finance and Policy Committee on 9th January 2017 and informed Members that the Council faces a gross budget deficit over the next three year of £20.8m. The implementation of corporate savings, forecast Council Tax increases, housing growth and increased Better Care Funding reduces this to £8.8 million over the next three years, which equates to 10% of the 2016/17 budget. Detailed savings proposals totaling

approximately £6.6m were approved by Finance and Policy Committee on 9th January 2017, which means the Council still needs to make further savings of £2.2m over the next three years. This figure may increase if existing budget pressures cannot be managed by reducing demand for demand led services. Any additional budget pressures that are created will increase the level of budget cuts which will need to be made and will need to be referred to the Finance and Policy Committee for consideration.

9. RISK IMPLICATIONS

- 9.1 There is a risk that setting charges at Seaton Carew too high would be detrimental to the Council's ambitions to promote tourism and develop the visitor economy. The Committee will need to consider this risk as part of its decision making process although it should be noted that research shows parking charges already operating successfully at many other seaside locations across the north east region.

10. LEGAL CONSIDERATIONS

- 10.1 Changes to car parking arrangements approved by the Committee would be required to be formally advertised by the Chief Solicitor as an amendment to the relevant Traffic Regulation Order. Any objections received would need to be referred to Members for consideration.

11. CHILD AND FAMILY POVERTY

- 11.1 There are no child and family poverty implications relating to this report.

12. EQUALITY AND DIVERSITY CONSIDERATIONS

- 12.1 There are no equality and diversity considerations relating to this report.

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

- 13.1 There are no Section 17 considerations attached to this report.

14. STAFF CONSIDERATIONS

- 14.1 The introduction of seasonal car parking charges at Seaton Carew will require an enforcement team presence, including on Sundays. The level of cover required will be assessed and working patterns set to reflect the extended service. Some increased employee costs will be incurred on

patrolling in Seaton Carew and these will need to be offset against additional income being received.

15. ASSET MANAGEMENT CONSIDERATIONS

- 15.1 The new parking arrangements at Seaton Carew will require the installation of signs and ticket machines as necessary. In addition, works to the highway network such as yellow lines and road markings will be introduced in accordance with the plans to control on street parking and protect residential areas.

16. RECOMMENDATIONS

- 16.1 That a 'free after 3pm' parking scheme is introduced at the Multi Storey, Basement and East side (former Marks & Spencer) car parks.
- 16.2 That the parking plan for Seaton Carew set out at **Appendix A** is agreed including the following specific items contained within:-
- i) Residential parking schemes in the Crawford Street/Church Street area and in designated streets north of Station Lane are introduced.
 - ii) ones combining residential parking and pay & display are introduced at various points along The Front, The Cliff and Coronation Drive.
 - iii) The existing limited waiting zones situated near the main area of shops, take-aways and businesses at The Front are retained and the free parking time allowed is increased from 20 minutes to 30 minutes.
 - iv) Designated business parking bays will be offered free of charge throughout the duration of the trial period.
 - v) That during the trial period, residents in the proposed new resident parking zones will be offered up to two permits per property free of charge. If required, further permits can be provided at a cost consistent with the current incremental permit charge rate.
 - vi) Existing resident permit holders affected by the new proposals will be reimbursed the costs made at the time of the annual permit renewal in Nov 2016 and offered the same conditions as above for the duration of the seven month trial.
 - vii) The car park at Seaton Park remains free of charge but a clock disc system is introduced which limits visitor parking to one hours.
- 16.3 That parking charges at Seaton Carew are set at £1 for up to 2 hours; £1.50 for stays between 2 and 4 hours and £2 for more than 4 hours. These

charges are to apply between 8am and 8pm, every day (including Sundays and Bank Holidays) between 1st April 2017 and 31st October 2017.

- 16.4 That an Experimental Traffic Regulation Order is placed covering all parking proposals at Seaton Carew which are agreed by the Committee.
- 16.5 That a series of public consultation meetings are held throughout the summer season and the views obtained are included as part of a review of the experimental scheme to commence in October 2017. Details of this review will be reported to the Committee to enable them to determine permanent arrangements for car parking in Seaton Carew.

17. REASONS FOR RECOMMENDATIONS

- 17.1 The introduction of a 'free after 3pm' scheme would provide an improved incentive to shoppers visiting the town centre late in the day. Footfall is known to drop after 3pm and this initiative would therefore be of benefit traders.
- 17.2 The parking plan for Seaton Carew seeks to set out a suitably balanced approach which recognises the different needs of visitors, residents and businesses.
- 17.3 The recommended charging policy at Seaton Carew would be simple to understand and whilst tariffs increase based on the length of stay, charges are also capped at a maximum rate of £2 per day. These rates are also set at a level which compare very favourably with all neighbouring authorities that charge for coastal parking.
- 17.4 The experimental order would enable the parking scheme at Seaton Carew to commence. The proposed review at the end of the season which would also incorporate views received from members of the public will enable Members to determine permanent parking arrangements at Seaton Carew.

18. BACKGROUND PAPERS

- 18.1 None.

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