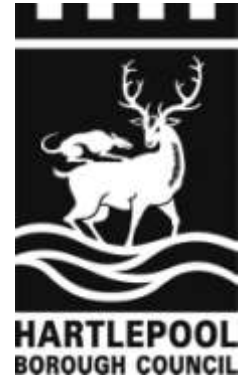


# **FINANCE AND POLICY COMMITTEE**

## **AGENDA**



**Monday 6 March, 2017**

**at 10.00am**

**in the Council Chamber,  
Civic Centre, Hartlepool.**

**MEMBERS:** FINANCE AND POLICY COMMITTEE

Councillors C Akers-Belcher, Barclay, Beck, Clark, Cranney, Fleming, James, Loynes, Moore, Thomas and Thompson.

**1. APOLOGIES FOR ABSENCE**

**2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**

**3. MINUTES**

- 3.1 To receive the minutes of the meeting of the Finance and Policy Committee held on 10 February, 2017 (*For information as previously circulated*)

**4. BUDGET AND POLICY FRAMEWORK ITEMS**

- 4.1 Council Plan 2017/18 – 2019/20 – *Chief Executive*

**5. KEY DECISIONS**

No items.

**6. OTHER ITEMS REQUIRING DECISION**

- 6.1 Workforce Arrangements – *Chief Executive and Director of Finance and Policy*
- 6.2 Creating a South Tees Development Corporation – *Director of Regeneration and Neighbourhoods and Chief Solicitor*



- 6.3 Quarter 3 – Council Overview of Performance and Risk 2016/17 – *Director of Finance and Policy, Director of Regeneration and Neighbourhoods and Director of Public Health*
- 6.4 Workers Memorial Day – *Director of Finance and Policy*
- 6.5 Inspirations Coffee House – *Director of Regeneration and Neighbourhoods*

## **7. ITEMS FOR INFORMATION**

- 7.1 Apprenticeship Levy – *Director of Finance and Policy*
- 7.2 Your Say, Our Future – Findings Report and Next Steps – *Chief Executive*

## **8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT**

### **FOR INFORMATION**

Date of next meeting – Monday 27 March, 2017 commencing at 10.00 am in the Civic Centre, Hartlepool.



# **FINANCE AND POLICY COMMITTEE**

## **MINUTES AND DECISION RECORD**

10 February 2017

The meeting commenced at 10.00 am in the Civic Centre, Hartlepool

**Present:**

Councillor Christopher Akers Belcher (In the Chair)

Councillors: Allan Barclay, Paul Beck, Alan Clark, Kevin Cranney, Tim Fleming, Marjorie James, Brenda Loynes, Stephen Thomas and Paul Thompson

Also Present: Councillors Bob Buchan, Tom Hind and George Springer  
Edwin Jeffries, UNISON

Officers: Gill Alexander, Chief Executive  
Peter Devlin, Chief Solicitor  
Chris Little, Director of Finance and Policy  
Claire McLaren, Assistant Director, Corporate Services  
Louise Wallace, Director of Public Health  
Sally Robinson, Director of Child and Adult Services  
Denise Ogden, Director of Regeneration and Neighbourhoods  
Tony Hanson, Assistant Director, Environment and Neighbourhood Services  
Steven Carter, Health Improvement Practitioner  
Catherine Grimwood, Performance and Partnerships Manager  
Alastair Rae, Public Relations Manager  
Angela Armstrong, Principal Democratic Services Officer

### **92. Apologies for Absence**

None.

### **93. Declarations of Interest**

Councillor Paul Beck declared a personal interest in minute 97.

### **94. Minutes**

- (1) Minutes of the meeting of the Finance and Policy Committee held on 9 January 2017 – received.

## 95. Matters arising

The Chair of the Neighbourhood Services Committee provided an update on the task given to the Committee by the Finance and Policy Committee to ensure that all service areas within the responsibility of the Neighbourhood Services Committee were cost neutral by 2020. The allotment service was the first service area to be reviewed in view of the requirement to give 12 months' notice of any proposed changes to rental charges to allotment holders. The Chair of the Neighbourhood Services Committee had met with allotment holder representatives to discuss the issue and had numerous meetings with Senior Officers and the Leader of the Council. As a result of these discussions, it was suggested that the initial proposal to increase allotment fees from 1 April 2018 should not be implemented and that the funding gap of £100k will in the short term be resolved as follows:

- Public Health to contribute £50k per year for 3 years to the Allotment Service; and
- Notice be given to Allotment Holders that rents will increase by inflation in 2018/19 and 2019/20. For 2018 this would mean an increase from 15p per square metre to 16p, and any remaining shortfall in 2018/19 will be funded from other areas of the Council's budget.

The above proposals will enable the Council to work alongside allotment holders through the Allotment Forum to develop a long-term solution involving a review of the whole service.

In addition to the above, the Chair of Neighbourhood proposed the following:

- Allotment rents should increase by inflation year on year; and
- That new allotment sites were sought as a priority in order to improve the service offer and reduce waiting list for allotments.

Members were asked to consider the above revised proposals as an addition to the detailed budget recommendations.

A discussion ensued during which Members believed the above proposals to be a much fairer settlement than the original proposals. In response to a request for clarification, the Chair confirmed that any budget gap would be funded from other services across the whole Council, further consideration of the detail behind this would be submitted to a future meeting of the Finance and Policy Committee. The Director of Regeneration and Neighbourhoods added that support would be provided to assist local associations in developing arrangements for devolved management.

### Decision

- (a) That the following proposals be included within the Medium Term Financial Strategy to be submitted to Council on 23 February 2017:

- (1) Public Health to contribute £50k per year for 3 years to the Allotment Service.
  - (2) Notice be given to allotment holders that rents will increase by inflation in 2018/19 and 2019/20. For 2018 this would mean an increase from 15p per square metre to 16p, and any remaining shortfall in 2018/19 will be funded from other areas of the Council's budget.
  - (3) Allotment rents should increase by inflation year on year.
  - (4) That new allotment sites were sought as a priority in order to improve the service offer and reduce waiting list for allotments.
- (b) That all allotment holders be informed of the above proposals in writing and that the proposals also be included within the Council's website.

## **96. Additional Minutes**

- (1) Minutes of the meeting of the Health and Wellbeing Board held on 5 December 2016 – received.
- (2) Minutes of the meeting of the Safer Hartlepool Partnership held on 23 September 2016 – received.

## **97. Council Plan 2017/18 – 2019/2020 (Chief Executive)**

### **Type of decision**

Budget and Policy Framework

### **Purpose of report**

To set out the Council's ambitions for the Borough and the strategic plan for achieving this. Specifically, the Committee was asked to consider the draft proposals that had been identified for inclusion in the Council Plan 2017/18 – 2019/20 which were of relevance to the remit of the Committee.

### **Issue(s) for consideration**

The report set out the changes between the Key Deliverables previously reported to the Finance and Policy Committee and those proposed for inclusion in the final plan were included within Appendix 2. The sections specifically for consideration by the Finance and Policy Committee were identified by the relevant strategic priority and included within Appendices 1 and 3. It was highlighted that the final draft of the Council Plan would reflect any comments received by the Policy Committees and submitted to the Finance and Policy Committee on 6 March 2017 and full Council on 23 March 2017 for final approval.

The Chair of Regeneration Services Committee confirmed that the proposals contained within the Council Plan had been considered at a meeting of the Regeneration Services Committee earlier in the day during which, Members had overwhelmingly supported the Plan and commented

on the positive message contained within the Plan.

### **Decision**

- (1) The key deliverables, milestones and performance measures identified for inclusion in the Council Plan, particularly those relevant to the remit of the Committee were supported unanimously by the Committee.
- (2) It was noted that the draft Council Plan will be submitted to each of the other four Policy Committees for consultation. The final draft of the Council Plan, incorporating any comments received and be considered by the Finance and Policy Committee on 6 March 2017 for consideration and approval prior to submission to full Council on 23 March 2017 for final approval.

## **98. Holiday Hunger Pilot Scheme Evaluation Report** (*Director of Child and Adult Services*)

### **Type of decision**

Non key decision.

### **Purpose of report**

To provide Members with the key findings from the 2016 'Holiday Hunger' pilot scheme, delivered over the 6-week school summer holidays (the full evaluation report was attached at Appendix A.

Based on the findings from the evaluation process, the report also set out some future proposals and next steps, if Members agreed that another holiday provision scheme should be provided in 2017.

### **Issue(s) for consideration**

The background to the provision of the Holiday Hunger Scheme in 2016 was provided in the report. The key findings were detailed in the evaluation report which was attached at Appendix A. However, it was noted that the demand for the food parcel scheme was greater than predicted with the initial 480 parcels collected by week 5 of the scheme. In total 582 food parcels were distributed over the school summer holiday period with households accessing less than two parcels on average. The 582 parcels were spread across 338 households in total. Further analysis had shown that the total beneficiaries through the operation of the scheme were 901 adults and 1330 children.

Following evaluation through qualitative interviews with staff and partners, concerns were expressed that the scheme in its current format was not sustainable or practical in the long term and may create a false demand as families may access the scheme because it was free rather than through a genuine need.

It was noted that a bid for funding to continue this scheme into 2017 was made to the North East Child Poverty Commission, however this was unsuccessful. It was therefore proposed that another ring fenced non-recurrent community resource for Summer 2017 be provided through the Child and Family Poverty Reserve. It was proposed that another £25k was made available, plus £4k underspend from the 2016 budget. It was also proposed that £13k which funded the food parcel scheme, was allocated to the non-recurrent resource, making a total of £42k available for community voluntary sector groups to bid for.

During the discussions that followed, Members indicated they were fully supportive of the proposals in view of the incredible success of the pilot scheme which utilised the family poverty reserve and highlighted the deprivation levels in the town and thanks were conveyed to everyone involved in the operation of the scheme. It was suggested that a letter be forwarded to everyone who participated, accessed the fund and delivered the scheme to ensure the clear message that the Council was supportive of the future operation of the scheme was passed on.

A Member highlighted that problems of holiday hunger also occurred during other times of the year such as Christmas and Easter and it was hoped that this would be included within future considerations. It was noted that numerous Head Teachers had commented on the positive effects of the holiday hunger scheme with children coming back after the holidays ready to learn.

At the request of a member of the public, the Chair provided clarification on the operation of the holiday hunger scheme and the distribution of food parcels and how local community groups could access the scheme and even determine their own scheme.

### **Decision**

The following decisions were agreed unanimously:

- (1) The findings of the evaluation report were noted and the proposals for the future delivery of the holiday provision scheme were approved.
- (2) It was agreed that another ring fenced non-recurrent community resource be provided for Summer 2017 through the Child and Family Poverty Reserve and that another £25k be made available, plus the £4k underspend from the 2016 budget.
- (3) That the £13k which funded the food parcel scheme be allocated to the non-recurrent resource, making a total of £42k available for community voluntary sector groups and amend the funding criteria to enable organisations to bid to provide food parcels.
- (4) A letter be forwarded to everyone who participated, accessed the fund and delivered the scheme to ensure the clear message that the Council was supportive of the future operation of the scheme was passed on.

**99. Lease in of Satellite Accommodation** (*Director of Regeneration and Neighbourhoods/Director of Child and Adult Services*)

**Type of decision**

Non key decision.

**Purpose of report**

To seek approval to lease a residential property as “satellite” accommodation in relation to Exmoor Grove Children’s Home.

**Issue(s) for consideration**

The background to the development of a satellite provision to Exmoor Grove Children’s Home was provided in the report and within confidential Appendix 1. **This item contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely information relating to an individual (para 1) and information relating to the financial or business affairs of any particular person (including the authority holding that information) (para 3).** It was noted that a suitable house in the area, owned by Thirteen had been identified and terms had been agreed for a lease of the property as outlined in confidential Appendix 2. **This item contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely information relating to the financial or business affairs of any particular person (including the authority holding that information).**

It was highlighted that in view of the urgency of the requirement, occupation of the property on a short term basis had been agreed with Thirteen to enable adaptation work and redecoration to be arranged and carried out pending formalisation of the lease.

Members were fully supportive of the proposals morally to provide the most appropriate support for this child as well as financially as the costs for a residence out of the area for a child were astronomical.

**Decision**

The agreement of the lease with Thirteen as set out in confidential Appendix 2 was approved unanimously. **This item contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely information relating to the financial or business affairs of any particular person (including the authority holding that information).**



**100. Land at Ferry Road** *(Director of Regeneration and Neighbourhoods)***Type of decision**

Non key decision.

**Purpose of report**

To seek approval to agree the rent review due under the lease and also to serve notices to quit on the landlord and sub tenant.

**Issue(s) for consideration**

The background and purpose of the lease of the land at Ferry Road from PD Ports for a term of 10 years was shown on Appendix 1 was included within the report. Following negotiations with PD Port's surveyor, a review had been undertaken and the proposal along with the main terms of both the lease and sub lease were set out in confidential Appendix 2. **This item contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely information relating to the financial or business affairs of any particular person (including the authority holding that information) (para 3).**

It was noted that the increase in the rental level, whilst partially offset by the same percentage increase in the rent receivable from MCO Ltd, increased the net annual cost to the Council. Due to the Council's overall financial position and priorities, it was proposed to terminate the sub lease and head lease which can be done under the lease terms on 12 month's notice in both cases. A meeting had been held with the sub tenant. MCO Ltd who acknowledged the Council's position and were therefore considering alternative arrangements. It was therefore proposed to serve break notices on the landlord PD Ports and the MCO Ltd which will take effect 12 months after the date of service.

**Decision**

The rent review and the termination of the leases were approved unanimously.

**101. Inspirations Coffee House** *(Director of Regeneration and Neighbourhoods)***Type of decision**

Non key decision.

**Purpose of report**

To provide Members with a financial update with regard to Inspirations

Coffee House as raised under Members' Questions at full Council on 10 December 2015.

To note the outline proposals going forward with the future development of the Coffee House.

### **Issue(s) for consideration**

The background to the provision and current operation of Inspirations Coffee House was outlined in the report. The Coffee Shop opened in 2013 and the report showed the actual income and expenditure for the last three financial years and forecast position for the current year. The forecast also included actual activity to 31 December 2016 and forecast activity for the final three months of the year. Further detail was provided on the staffing costs; other running costs; and income.

The Coffee Shop is a small part of the Trading Activity undertaken by the Regeneration and Neighbourhoods Department; overall these activities make an annual surplus of £142,000 as detailed in the report. It was noted that over the last three years income or gross profits had increase and in the current year running costs had reduced. However, in the three years up to 2015/16, there was a net annual deficit which was funded from surpluses generated on other Trading activities. The 'best' case forecast for 2016/17 showed a potential break even position. However, this was predicated on achieving additional income in the last three months sufficient to achieve the gross profit target. It was noted that at this stage, there was a significant risk that this would not be achieved and 'worst' case the forecast deficit for 2016/17 was £15,000. In terms of ongoing financial sustainability it would continue to be extremely difficult to achieve a breakeven position for income and expenditure along with the increased risk of replacing operational equipment which was at the end of its operational life. Based on an assessment of trading issues and forecast equipment replacements, it was anticipated that an annual deficit of between £5,000 and £20,000 was likely to continue in 2017/18 and future years.

Members were asked to determine whether the Council should continue trading for the remainder of the financial year and in the meantime undertake a review of all Tanfield Road activity and appraise alternative delivery models taking into account the outcome of the single status ballot, or alternatively close the facilities.

The UNISON representative provided a response which contained a temporary proposal, to be reversed following a period of sustained growth that would allow the authority to continue trading in Inspirations. **This item contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority or a Minister of the Crown and employees of, or**

**office holders under, the authority (para 4).**

In response to a request for clarification from a Member, the Director of Finance and Policy indicated that the bottom line of the summary accounts clearly showed a deficit with the potential to break even in the current year.

Whilst there was some support indicated for Option 1, the Chair noted that the proposals tabled from UNISON were outside the recommendations and would need further consideration. It was therefore proposed that further consideration of this report be deferred until the meeting of the Committee on 6 March 2017 to enable the conclusion of the discussions with UNISON on the proposed alternative way forward.

**Decision**

That consideration of this report be deferred to the meeting of the Finance and Policy Committee 6 March 2017.

**102. Strategic Financial Management Report – As at 31 December 2016** *(Corporate Management Team)***Type of decision**

For information.

**Purpose of report**

To inform Members of the 2016/17 Forecast General Fund Outturn and the Corporate Income Collection Performance.

**Issue(s) for consideration**

Members were reminded of the detailed in the Medium Term Financial Strategy Report (MTFS) submitted to the Committee on 30 September 2016 which highlighted the further cuts in funding to be implemented by the Government for Councils up to 2019/20. A general fund budget for 2016/17 forecast outturn update was outlined in the report. Details were included in Appendix A of the best case forecast outturn for departmental budgets which was an overspend of £0.511m and the worst case was an overspend of £1.070m.

The report also indicated that after reflecting forecast corporate underspend, the overall outturn forecast indicated a best case net underspend of £80,000 and a worst case overspend of £479,000. In the event that there was a year-end overspend, this would either be funded from the General Fund Reserve or by reducing resources earmarked for Capital priorities. The position will continue to be monitored and the final outturn report will recommend a strategy to address a year end under spend if this occurs. A summary of the forecast outturn was included within the report.

Further details were provided on the following areas:

- House Sales income
- Corporate Income Collection Performance
- Business Rates income
- Council Tax
- Sundry Debts

In relation to the collection of Business Rates and Council Tax, it was noted that the collection levels as at 31 December 2016 were broadly in line with previous years and it was also anticipated that year end collection levels would be in line with previous years, reflecting the MTFS planning assumptions.

The Chair sought clarification on paragraph 4.7 of the report relating to house sales income. The Director of Finance and Policy confirmed that any proposals for the use of the income from house sales would be submitted to Members for approval if it had to be ring fenced.

### **Decision**

That the report be noted.

## **103. Corporate Procurement Quarterly Report on Contracts** *(Director of Finance and Policy Committee)*

### **Type of decision**

For information.

### **Purpose of report**

To satisfy the requirements of the Council's Contract Procedure Rules with regard to the Finance and Policy Committee:

- To receive and examine quarterly reports on the outcome of contract letting procedures including those where the lowest/highest price was not payable/receivable.
- To receive and examine reports on any exemptions granted in respect of the Council's Contract Procedure Rules.

### **Issue(s) for consideration**

Attached at Appendix A to the report was the detailed required information for each procurement tender awarded since the last quarterly report. Appendix B to the report provided details of the required information in relation to Contract Procedure Rules exemptions granted since the last Corporate Procurement Quarterly Report on Contracts. The table at confidential Appendix C included the commercial information in respect of

the tenders received and any confidential information relating to Contract Procedure Rule exemptions or contract extensions. **This appendix contained exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely information relating to the financial or business affairs of any particular person (including the authority holding that information) (para 3).**

A Member suggested that relevant Policy Committees should receive any procurement proposals within its service area responsibilities before contracts were awarded. The Director of Finance and Policy informed Members that the Corporate Management Team were developing a process to ensure Members were informed at the most appropriate stage and this would be submitted to Finance and Policy Committee once this was complete. The Chair noted that as this would necessitate a constitutional change, it would also be reported to Constitution Working Group.

#### **Decision**

The report was noted.

### **104. Any Other Items which the Chairman Considers are Urgent**

The Chairman ruled that the following items of business should be considered by the Committee as a matter of urgency in accordance with the provisions of Section 100(B) (4)(b) of the Local Government Act 1972 in order that the matter could be dealt with without delay.

### **105. Any Other Business – Raby Gardens Council Owned Land Transfer to Thirteen Group**

#### **Type of decision**

Non key decision.

#### **Purpose of report**

To seek urgent permission to transfer Hartlepool Borough Council owned land to Thirteen Group to enable the development of an affordable housing scheme of 64 dwellings, of which 36 were bungalows at Raby Gardens.

#### **Issue(s) for consideration**

The background to the proposals was included within the report. In support of the Thirteen Group affordable housing development, it was proposed that the Council transfer the land to Thirteen Group as soon as possible and then subsequently enter into negotiations as soon as practicably possible

for the Council to:

- (a) Take ownership of other land currently in Thirteen Group ownership elsewhere in the Borough of Hartlepool to the cumulative value of £80k; or
- (b) Take ownership of an affordable unit on the Raby Gardens site or other locations to the Council's satisfaction to the minimum value of £80k.

The proposals will enable the Thirteen Group affordable housing development to start by March 2017 and ensure that the Council was adequately compensated for the land transfer. It was noted that if the proposal was approved, Officers would immediately commence negotiations with Thirteen Group to identify suitable land or property in their ownership to the value of £80k. A subsequent report would be brought back to the Committee which will set out the land or property which Thirteen Group were offering in compensation or if an agreement could not be reached.

Members were supportive of the proposal adding that it was in keeping with the Council's overall housing strategy although there were differing opinions on which options was the best value for the Council.

It was suggested that the Chair of the Regeneration Services Committee be kept informed throughout the negotiations with the outcome reported back to the Finance and Policy Committee.

### **Decision**

- (1) Members supported the Thirteen Group affordable housing development in transferring the land to Thirteen Group as soon as possible and then subsequently entering into negotiations as soon as was practicably possible for the Council to:
  - (a) Take ownership of other land currently in Thirteen Group ownership elsewhere in the Borough of Hartlepool in the cumulative value of £80k; or
  - (b) Take ownership of an affordable unit on the Raby Gardens site or other locations to the Council's satisfaction to the minimum value of £80k.
- (2) That the outcome of the negotiations be reported to the Finance and Policy Committee at the earliest opportunity.

The meeting concluded at 2.55 pm

**P J DEVLIN**  
**CHIEF SOLICITOR**  
**PUBLICATION DATE: 17 FEBRUARY 2017**

# FINANCE AND POLICY COMMITTEE

6<sup>th</sup> March 2017



**Report of:** Chief Executive

**Subject:** COUNCIL PLAN 2017/18 – 2019/20

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## 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 and agree the final draft of the proposed Council Plan 2017/18 – 2019/20 to go forward to Council for approval.

## 3. BACKGROUND

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

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

- 3.3 Following that report further work was undertaken to develop the Council Plan and the draft proposals it contained and it was brought back to Finance and Policy Committee on 10<sup>th</sup> February 2017 for consideration. Those proposals have also been considered by each of the Policy Committees in respect of their areas of responsibility as follows:

Regeneration Services Committee	10 <sup>th</sup> February 2017
Neighbourhood Services Committee	20 <sup>th</sup> February 2017
Children's Services Committee	21 <sup>st</sup> February 2017
Adult Services Committee	2 <sup>nd</sup> March 2017

#### **4. PROPOSALS**

- 4.1 The proposed Council Plan 2017/18 – 2019/20 is attached as appendix 1. This includes the front end narrative, strategic priorities, key deliverables, milestones and performance measures with targets where these have been able to be set. Please note that as some performance measures are new indicators a baseline needs to be established before targets can be set.
- 4.2 The Council Plan has changed slightly following discussions at Policy Committees from the version considered by the Committee on 10<sup>th</sup> February 2017. For the Committee's information appendix 2 sets out a summary of the comments from the Policy Committees along with the relevant departmental response and how the Plan has changed from the previous draft circulated.
- 4.3 Unfortunately, due to the timing of meetings at this point in the 2016/17 municipal year the papers for Finance and Policy Committee will be issued before the draft Council Plan is considered by Adult Services Committee on 2<sup>nd</sup> March. If there are any changes to incorporate into the Plan following the discussion at Adult Services Committee then a replacement report will be circulated prior to the Committee meeting.

#### **5. EQUALITY OBJECTIVES**

- 5.1 The Council has a legal duty to publish a set of equality objectives in April at least every 4 years. Since the first objectives were published in April 2012 the Council has used the relevant outcomes and actions from our Council Plan in order to demonstrate that equality is a core part of our work. It is therefore proposed that this practice be continued and the equality objectives that have been identified for publication in April are set out on page 46 of appendix 1.

#### **6. NEXT STEPS**

- 6.1 Once the final draft has been considered and approved by the Committee today the Plan will then be taken to full Council on 16<sup>th</sup> March 2017 for final approval. Due to the timing of meetings any additional updates or changes agreed by the Finance and Policy Committee today may need to be circulated as a supplementary paper to full Council before the meeting on 16<sup>th</sup> March.



- 6.2 The format of the published Council Plan is different to previous years and a more accessible version of the Plan will be prepared 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.
- 6.3 Progress on the Plan will be monitored throughout the year by officers across the Council and progress will be reported quarterly to Elected Members. A review of the performance management arrangements is currently underway and an updated approach will be implemented from Quarter 1 2017/18.

## **7. RISK IMPLICATIONS**

- 7.1 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.

## **8. FINANCIAL CONSIDERATIONS**

- 8.1 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.

## **9. LEGAL CONSIDERATIONS**

- 9.1 No implications.

## **10. CHILD AND FAMILY POVERTY**

- 10.1 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 3.

## **11. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 11.1 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 4. In addition the Council Plan sets out the Council's Equality Objectives which will be published in April 2016 as required through the Public Sector Equality Duty (page 46 of appendix 1).

## **12. STAFF CONSIDERATIONS**

- 12.1 No implications.

## **13. ASSET MANAGEMENT CONSIDERATIONS**

- 13.1 No implications.

## **14. RECOMMENDATIONS**

- 14.1 It is recommended that the Finance and Policy Committee considers and agrees the proposed Council Plan 2017/18 - 2019/20 and forward to Council for approval.

## **15. REASONS FOR RECOMMENDATIONS**

- 15.1 Finance & Policy Committee have overall responsibility for Performance Management and are the responsible Committee for a number of service areas contained within the proposed Council Plan.

## **16. BACKGROUND PAPERS**

- 16.1 Medium Term Financial Strategy 2016/17 to 2018/19 report Finance and Policy Committee 2<sup>nd</sup> December 2016.

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

Council Plan 2017/18 – 2019/20 report Finance and Policy Committee 10<sup>th</sup> February 2017.

Council Plan 2017/18 – 2019/20 report Regeneration Services Committee 10<sup>th</sup> February 2017.

Council Plan 2017/18 – 2019/20 report Neighbourhood Services Committee 20<sup>th</sup> February 2017.

Council Plan 2017/18 – 2019/20 report Children's Services Committee 21<sup>st</sup> February 2017.

Council Plan 2017/18 – 2019/20 report Adult Services Committee 2<sup>nd</sup> March 2017.

## **17. CONTACT OFFICER**

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# **DRAFT**

# **Council Plan**

## **2017/18 –**

## **2019/20**

# Contents

## Contents

Shaping the future of Hartlepool: our long term plan	3
Challenges and achievements	4
Your Say, Our Future	5
Our plans and priorities	6
Growing our Economy, Jobs & Skills	7
Regenerating our town	8
Developing and promoting Hartlepool as a great place to live	8
Developing new services for people and communities	9
Building better beginnings and better futures for our children and young people	10
Providing effective leadership based upon innovation and efficiency	11
Strategic Priorities and Key Deliverables	12
How will we know if we are succeeding?	15
Milestones	16
Performance Measures	37
Equality Objectives	46

## Shaping the future of Hartlepool: our long term plan

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.

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.

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.

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.

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.

## Challenges and Achievements

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.

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.

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.

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).

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.

## Your Say, Our Future

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.

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, antisocial 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.

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.

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.

## Our Plans and Priorities

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.

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



## 4.1 Appendix 1

- 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

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.

### **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 Zone 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.

### **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 Mill House and surrounding area and develop proposals for addressing derelict buildings and developing new sport and leisure facilities.

### **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.

### **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 coordinated 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 21<sup>st</sup> century health and

## 4.1 Appendix 1

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.

### **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. We are committed to working with our schools and colleges to make sure Hartlepool has a reputation as a learning 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.

## 4.1 Appendix 1

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.

### **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

## 4.1 Appendix 1

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 Priorities and Key Deliverables

We have identified a number of key deliverables to achieve our strategic priorities.

### Growing our Economy, Jobs and Skills

- In partnership with private and public sector operators launch a new tourist marketing and promotion campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme by 2017.
- In partnership with the National Museum of the Royal Navy (NMRN) establish a world class visitor attraction by 2019.
- Open 'the Bis' in partnership with Cleveland College of Art and Design (CCAD) – a new world class managed workspace for emerging creative industries.
- Promote Hartlepool as a location for TV and Film production by Summer 2018.
- Establish pathways to get young people into high value sustainable employment.



## 4.1 Appendix 1

- Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for unemployed adults and parents.
- Enable and promote Hartlepool as a great place to invest.
- Increase local and public sector spending in the local supply chain in Hartlepool.

### Regenerating our town

- Complete Church Street and Church Square to coincide with the completion of the new Cleveland College of Art and Design (CCAD) campus by 2018.
- Deliver improvements to Stockton Street by 2018.
- Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018.
- Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.
- 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.

### Developing and promoting Hartlepool as a great place to live

- Facilitate the sustainable development of Hartlepool through the adoption of the Local Plan by 2018.
- Deliver new housing to meet the current and future needs of the Borough.
- Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites.
- Deliver a wider range and choice of supported accommodation for care leavers and vulnerable adults.
- Launch new joined up approach to enforcement and community safety.
- Expand the wildflower programme.
- Improve sustainable transport and travel patterns for pedestrians and cyclists.
- Improve the allotment infrastructure to meet the diverse needs of our communities.
- Implement a Clean and Green Strategy and reduce demand on Council resources.

### **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.
- Implement a new approach to supporting the development of the community and voluntary sector by 2017.
- Deliver three community hubs across Hartlepool by 2018.
- Implement a new model for encouraging and supporting healthy lifestyles by 2018.
- Work with health partners to establish new integrated health and social care services as set out in Hartlepool Matters by 2018.
- Widen participation in sport and leisure activities by April 2018.
- Increase the availability high quality care for older people with care and support needs.
- Implement a new model for supporting drug and alcohol recovery by September 2017.
- Deliver new opportunities for working age adults with care and support needs to live independent and fulfilling lives.

### **Building better beginnings and better futures for our children and young people**

- Hartlepool is recognised as a learning town with every school good or outstanding by 2019.
- Launch a new centre for excellence in technical education in creative industries at the Northern Lights Academy by September 2017.
- Establish a youth foundation to co-ordinate investment in and deliver youth provision within neighbourhoods by 2019.
- Launch a programme to improve the emotional wellbeing of children and young people 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.
- Implement improvements in the way organisations work together to protect and safeguard children at risk of harm by 2018.
- Deliver the specialist support services children in care need to ensure they are cared for and feel cared about in stable and secure



## 4.1 Appendix 1

placements and that they are healthy, happy and making good educational progress.

- Implement improvements to the support provided to children with special educational needs and disabilities by 2018.
- Establish a new high quality alternative education provision for children and young people who don't access full-time mainstream education.

### **Providing effective leadership based upon innovation and efficiency**

- Implement new ways of communicating the change that is happening in Hartlepool both within and outside of the Borough.
- Strengthen arrangements to enable elected members to fulfil their role as democratically elected community champions.
- Increase availability and take up of digitally delivered services.
- 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.
- Develop the apprenticeship opportunities provided by the Council.

## **How will we know if we are succeeding?**

In order to understand whether we are on track to achieve our strategic priorities we will monitor progress against a set of milestones that we have identified for each of our key deliverables. In addition we have also identified a set of performance measures for which we have set annual targets. Our milestones and performance measures are set out in the following sections.

Progress on the Council Plan will be monitored throughout the year by officers across the Council and progress will be reported quarterly to Elected Members.

## Milestones

DRAFT

## Strategic Priority: Growing our economy, jobs and skills

### Key Deliverables

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

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

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

	In consultation with CCAD start work on developing a business case	April 2017	Assistant Director – Economic Growth and Regeneration
	Refurbish facility including new cladding to exterior	December 2017	Assistant Director – Economic Growth and Regeneration
	Pilot the CCAD facilities to the market before launch to test the feasibility of the business.	June 2017	Assistant Director – Economic Growth and Regeneration
	Secure funding for film and TV production studio	August 2017	Assistant Director – Economic Growth and Regeneration
	Launch event	May 2018	Assistant Director – Economic Growth and Regeneration
	Promotional visit targeting film makers and production companies	June 2018	Assistant Director – Economic Growth and Regeneration
	Promotional visit targeting film makers and production companies	April 2019	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Establish pathways to get young people into high value sustainable employment	Review and evaluate the impact of the existing Youth Employment Initiative (YEI) after its first year	July 2017	Assistant Director – Economic Growth and Regeneration
	Review the impact of the apprenticeship programme in terms of sustainable employment	July 2017	Assistant Director – Economic Growth and Regeneration
	Celebration Event	July 2018	Assistant Director – Economic Growth and Regeneration
	Project evaluation completed	December 2018	Assistant Director – Economic Growth and Regeneration

Key Deliverable	Milestones	By when	By who
Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for 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

	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



Key Deliverable	Milestones	By when	By who
<b>Deliver improvements to Stockton Street by 2018.</b>	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
<b>Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018.</b>	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
<b>Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020.</b>	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



	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
<b>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.</b>	Submit development fund application to Tees Valley Combined Authority (TVCA) regarding Masterplan for the physical regeneration of the overall site	May 2017	Assistant Director – Economic Growth and Regeneration
	Secure Committee agreement for a preferred option to invest in sport and leisure built facilities	June 2017	Director of Public Health
	Develop a design and prepare tender documentation	September 2017	Director of Public Health
	Submit bid to Sport England	December 2017	Director of Public Health
	Adopt Masterplan	December 2017	Assistant Director – Economic Growth and Regeneration
	Funding bid outcome	March 2018	Director of Public Health
	Start build	September 2018	Director of Public Health
	Build complete	Autumn 2019	Director of Public Health

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

### Key Deliverables

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

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

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

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

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

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

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

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

## Strategic Priority: Developing new services for people and communities

### Key Deliverables

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



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

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

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

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

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
Hartlepool is recognised as a learning town with every school 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

<b>ordinate investment in and deliver youth provision within neighbourhoods by 2019.</b>	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
<b>Launch a programme to improve the emotional wellbeing of children and young people by 2017.</b>	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
<b>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</b>	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

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
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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)

<b>digitally delivered services</b>	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
<b>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.</b>	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
<b>Develop the apprenticeship opportunities provided by the Council</b>	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)

## Performance Measures

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## Strategic Priority: Growing our Economy, Jobs and Skills

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



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

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

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

## Strategic Priority: Developing new services for people and communities

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

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

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

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

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

Performance Indicator	Responsible Officer	Proposed Target 2017/18	Proposed Target 2018/19	Proposed Target 2019/20
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%

## Equality Objectives

The Council has a legal duty to publish a set of equality objectives in April at least every 4 years. Since the first objectives were published in April 2012 the Council has used the relevant outcomes and actions from our Council Plan in order to demonstrate that equality is a core part of our work. The equality objectives that have been identified for publication in April are set out below:

Strategic Priority	Key Deliverable
Growing our Economy, Jobs and Skills	Establish pathways to get young people into high value sustainable employment.
	Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for unemployed adults and parents.
Developing and promoting Hartlepool as a great place to live	Deliver a wider range and choice of supported accommodation for care leavers and vulnerable adults.
Developing new services for people and communities	Increase the availability of high quality care for older people with care and support needs.
	Deliver new opportunities for working age adults with care and support needs to live independent and fulfilling lives.
Building better beginnings and better futures for our children and young people	Launch a programme to improve the emotional wellbeing of children and young people by 2017
	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.
	Implement improvements to the support provided to children with special educational needs and disabilities by 2018.
Providing effective leadership based upon innovation and efficiency	Develop the apprenticeship opportunities provided by the Council.



DRAFT

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**HARTLEPOOL  
BOROUGH COUNCIL**

**Summary of comments from Policy Committees:**

**Finance & Policy Committee – 10<sup>th</sup> February 2017**

There were no comments made at the Committee meeting and the Proposals agreed as presented.

**Regeneration Services – 10<sup>th</sup> February 2017**

<b>Comment</b>	<b>Response</b>
A Member of the Committee asked for the actual numbers of people for some of the indicators (employment, unemployment etc) so that the Committee could understand what the percentage change proposed would mean.	It was noted that as the number of people of working age in the town fluctuated the actual number that the percentage referred to would change over time which was why a percentage target was set. However, it was agreed at Committee that the baseline figures for those indicators at the end of March would be circulated to the Committee by email.
A Member of the Committee asked why the empty homes target for 2019/20 was TBC.	It was noted that the Council has recently moved to a Housing Revenue Account and that this limited the number of properties that the Council could own and that the Housing White Paper may have also have implications for this work. It was also identified that external funding supports this activity and that the Homes and Communities Association (HCA) funding at that point was not yet known.
A Member of the Committee asked when the allotments baseline would be set and also queried whether the size of the plots could be reduced to increase the number available.	The Director of Regeneration and Neighbourhoods confirmed that she would take the query to the Neighbourhood Services Committee when it considered the Council Plan. Neighbourhood Services Committee noted the query.

Comment	Response
<p>A Member of the Committee spoke about the ambition in the plan for Hartlepool to become a location for TV and film production. He noted that Hartlepool was already used for filming but that turning a building into a studio/set would come at some cost for the Council and he questioned whether the idea had been discussed with production companies to identify if there was any interest in the facility.</p>	<p>It was confirmed that a number of production companies were interested in using the facility and that Hartlepool was well placed between other facilities in Scotland and Manchester. It was also confirmed that the proposed site of the studio was the former Council bus sheds which were now part of the Cleveland College of Art and Design (CCAD) site and that CCAD were working to develop a Local Growth Fund bid to pay for the conversion works.</p>
<p>A Member of the Committee asked why the targets for educational attainment were only going up a little and queried what the actual numbers were.</p>	<p>It was agreed that this query would be taken to Children's Services Committee when it considered the Council Plan. At Children's Services Committee it was noted that a briefing note explaining the indicators would be produced which would include explanation of actual numbers. It was also noted that a programme of briefings for elected members was being arranged and that this would include a session on the new assessment arrangements including progress 8.</p>
<p>A Member of the Committee queried the targets set for residual household waste collected and the percentage of household waste sent for reuse, recycling and composting. He questioned whether the reduction of 100kg was reflected in the 6% increase in recycling.</p>	<p>The Director of Regeneration and Neighbourhoods explained that the reduction in waste collected was per household and that the recycling figure included that collected at Burn Road. However, she agreed to check the figures proposed. At Neighbourhood Services Committee it was confirmed that the figures proposed were correct and did reflect the change in each other.</p>

**Neighbourhood Services – 20<sup>th</sup> February 2017**

Comment	Response
A Member of the Committee asked for clarification on what was meant by “sustainable transport”.	The Director of Regeneration and Neighbourhoods explained that the key deliverable referred to environmental sustainability, particularly low carbon, and was focussed on improving and encouraging walking and cycling as means of transport.

**Children’s Services – 21<sup>st</sup> February 2017**

Comment	Response
The Chair of the Committee asked that the Plan be amended to include reference to Hartlepool being recognised as a learning town as requested by the Schools Forum.	<p>The Committee agreed and the Plan has been updated as follows:</p> <p><b>Appendix 1 – Page 10:</b>  <b>Building better beginnings and better futures for our children and young people</b>  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. We are committed to working with our schools and colleges to make sure Hartlepool has a reputation as a <b>learning</b> town with a first class education and skills system.</p> <p><b>Appendix 1 – Page 14:</b>  <b>Building better beginnings and better futures for our children and young people</b></p> <ul style="list-style-type: none"> <li>Hartlepool is recognised as a learning town with every school good or outstanding by 2019.</li> </ul> <p>This is also reflected in the milestones section in appendix 1 - page 31.</p>

Comment	Response
A Member of the Committee questioned how achievable the targets in relation to GCSE were given the uncertain impact of the changes to the GCSE.	The Assistant Director – Education noted that although he accepted the points raised the Council had to remain ambitious and that the previous Key Stage 2 outcomes for the cohorts coming through for those years had been considered when setting the targets. The Committee agreed to note the concerns raised but agreed the targets included.

**Adult Services Committee – 2<sup>nd</sup> March 2017**

Comment	Response
To follow	

**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**

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

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



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

## Equality Impact Assessment Form

Department	Division	Section	Owner/Officer
All	N/A	N/A	Catherine Grimwood
Service, policy, practice being reviewed/changed or planned	Council Plan 2017/18 – 2019/20		
Why are you making the change?	New Council Plan required as previous version only runs until end of March 2017.		
How might this impact (positively/negatively) on people who share protected characteristics?			
Please tick		POSITIVELY	NEGATIVELY
<b>Age</b>		✓	
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.			
<b>Disability</b>		✓	
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).			
<b>Gender Re-assignment</b>			
Not directly			
<b>Race</b>			
Not directly			
<b>Religion</b>			
Not directly			
<b>Gender</b>			
Not directly			
<b>Sexual Orientation</b>			
Not directly			
<b>Marriage &amp; Civil Partnership</b>			
Not directly			
<b>Pregnancy &amp; Maternity</b>			
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		<b>1. No Impact - No Major Change</b> Overall there should be a positive impact across Hartlepool including all equality groups.	
		<b>2. Adjust/Change Policy</b>	
		<b>3. Adverse Impact but Continue as is</b>	
		<b>4. Stop/Remove Policy/Proposal</b>	
Initial Assessment	31/1/17	Reviewed	
Completed	31/1/17	Published	

# FINANCE AND POLICY COMMITTEE

6<sup>th</sup> March 2017



**Report of:** Chief Executive and Director of Finance and Policy

**Subject:** WORKFORCE ARRANGEMENTS

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## 1. TYPE OF DECISION/APPLICABLE CATEGORY

Non-key decision.

## 2. PURPOSE OF REPORT

- 2.1 To advise Finance and Policy Committee on the outcome of the trade union ballot on Workforce Arrangement proposals and to obtain approval on the way forward.

## 3. BACKGROUND

- 3.1 A package of proposed changes to employee conditions of service was developed by the Council during 2015. These proposals were a balanced approach to a range of options which would potentially enable the authority to be more competitive in the marketplace, protect current jobs in the Council and grow jobs through competition with others. Following detailed negotiations with the Hartlepool Joint Trade Union Committee, and a series of employee briefings, the proposed changes were put to a trade union ballot and the outcome of this was that the trade unions had not been mandated to enter into a collective agreement to reflect the specific changes to terms and conditions. Therefore, as a consequence, it was not possible to implement the proposals and the proposed savings target could not be achieved. This was reported to Finance and Policy Committee on 27<sup>th</sup> July 2015, who having considered the alternative option to implement the proposals, of dismissing and re-engaging the whole workforce, agreed not to implement the proposals.
- 3.2 At the Finance and Policy Committee meeting on 31<sup>st</sup> Oct 2016, Officers were requested to recommence negotiations directly with the trade unions in respect of alternative proposals.
- 3.3 Further detailed negotiations with the Hartlepool Joint Trade Union Committee have been ongoing and the relevant trade unions, UNISON, GMB and Unite agreed to ballot their members on the basis of “best achievable by

negotiation” on the package of proposals with the ballot period running from 16<sup>th</sup> January 2017 to 3<sup>rd</sup> February 2017.

- 3.4 Details of the package of proposals covered by the ballot can be found in the exempt **Appendix A**.

**This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information (Variation) Order 2006) namely, (para 4) Information resulting to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority, or a Minister of the Crown and employees of, or office holders under, the authority.**

- 3.5 Owing to the uncertainty of the ballot outcome the budget forecasts for 2017/18 to 2019/20 did not yet include a saving from these proposals.

#### **4. OUTCOME OF TRADE UNION BALLOT**

- 4.1 The outcome of the ballot is that the trade unions have not been mandated to enter into a collective agreement to reflect the specific changes to terms and conditions. Therefore, as a consequence, it will not be possible to implement the proposals and the proposed savings target will not be achieved.
- 4.2 The outcome of the trade union ballot can be found in the exempt **Appendix B**.

**This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information (Variation) Order 2006) namely, (para 4) Information resulting to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority, or a Minister of the Crown and employees of, or office holders under, the authority.**

#### **5. PROPOSALS**

- 5.1 In the absence of a mandate from the trade unions there are two changes which can be implemented. It is therefore proposed that the Council progresses with the introduction of the following:
- **Holiday Pay** – following a European Court of Justice (ECJ) decision there is a legal requirement to provide holiday pay. In July 2015, the Finance and Policy Committee determined to implement the ECJ ruling on Holiday Pay in respect of applying to all overtime worked (including voluntary overtime) with effect from 1 July 2015, although implementation was delayed pending the ballot outcome. This additional legal requirement means that in addition to an employee’s current holiday entitlement holiday pay will be:
    - paid when employees work more than their contracted hours.

- paid as an average in normal pay when employees take maternity, maternity support, adoption and fostering leave.
- for those employees on sickness leave, average overtime in normal pay will be paid.

This payment will be based on the current statutory legal minimum holiday entitlement of 20 working days.

- **Taking Vehicles Home** – There are currently different arrangements in place for employees who take a Council vehicle home.

The Council requires one payment scheme for all employees who benefit from home to work transport supplied by the Council.

It is proposed that a payment be introduced for employees who regularly take their Council vehicles home when not on standby/callout which will pay towards the cost of fuel, wear and tear etc.

The payment will be based on the HMRC more than 10,000 miles tax free rate, which is currently 25 pence per mile.

Once implemented, changes to the scheme charges will only be where the employee moves house, withdraws from or joins formal standby/callout arrangements, the depot moves, HMRC change the mileage rate or the employee is continually absent for more than 4 weeks. The scheme to be reviewed after 5 years.

Employees will have the choice of taking a vehicle home and paying the charge or not taking the vehicle and not paying the charge.

Employees will not be charged for occasionally taking vehicles home where there is a work related reason for doing so and specific permission is given.

Employees when on standby will not be charged.

A policy will be developed.

## 6. RISK IMPLICATIONS

- 6.1 There is a risk that if the statutory minimum payment for holiday pay is not introduced this may present a risk of Employment Tribunal claims.

If the Council does not address the inconsistency in the application of a payment scheme for taking vehicles home this may present a risk of Equal Pay claims.

**7. FINANCIAL CONSIDERATIONS**

- 7.1 Owing to uncertainty regarding the outcome of the ballot, the budget forecasts for 2017/18 to 2018/19 do not include a forecast saving from proposals changes to Terms and Conditions. A positive ballot would have delivered savings that would have assisted the Council to address the residual 2018/19 budget deficit. However, as these Term and Conditions proposals cannot now be progressed this means that alternative savings options will need to be identified as part of the Medium Term Financial Strategy.
- 7.2 The budget for 2017/18 includes a recurring provision for the additional costs of implementing holiday pay and this budget pressure is already reflected in the budget deficits forecast for 2017/18 to 2019/20. A one off provision has also been made for the back dated costs to 1<sup>st</sup> July 2015.
- 7.3 It had been anticipated that one off protection costs would have been incurred if the Trade Unions had been mandated to implement the proposed changes. Resources of £193,000 had previously been ear-marked to meet this potential liability. These resources can now be released and it is recommended that a strategy for using these one off resources is developed by Finance and Policy Committee when the Medium Term Financial Strategy is updated in the summer.

**8. LEGAL CONSIDERATIONS**

- 8.1 The report ensures compliance with ECJ decision regarding holiday pay.

**9. CHILD AND FAMILY POVERTY (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE)**

- 9.1 None.

**10. EQUALITY AND DIVERSITY CONSIDERATIONS (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE)**

- 10.1 None.

**11. STAFF CONSIDERATIONS**

- 11.1 None.

**12. ASSET MANAGEMENT CONSIDERATIONS**

- 12.1 None.

### **13. CONCLUSIONS**

- 13.1 The Council has undertaken extensive negotiations with the Trade Unions over the last few years regarding proposed changes to terms and conditions, with the objective of reducing costs and increasing competitiveness of trading activities.
- 13.2 The most recent proposals have recently been submitted to a ballot. However, as the Trade Unions have not been mandated to enter into a collective agreement, these proposals cannot be implemented. On the basis of this second ballot outcome, which reflected a reduced package of proposed changes, it is recommended that no further proposals are developed as these are extremely unlikely to be accepted would result in inefficiency and would not provide significant financial savings for the Council.
- 13.3 Owing to the uncertainty of the ballot outcome the budget forecasts for 2017/18 to 2019/20 did not yet include a saving from these proposals.

### **14. RECOMMENDATIONS**

- 14.1 It is recommended that Members:
- i) Note that Trade Unions are not mandated to enter into a collective agreement to implement proposed changes to terms and condition and alternative savings options will need to be developed;
  - ii) In light of recommendation (i), to approve the proposal that no further proposals are developed as these are extremely unlikely to be accepted and would not provide significant financial savings to the Council;
  - iii) Note that in accordance with the previous decision of Finance and Policy Committee in October 2016, the Council will pay Holiday Pay from 1 July 2015, to comply with the ECJ ruling on holiday pay;
  - iv) Approve the implementation of a standard payment scheme for employees who regularly take Council vehicles home not on standby / callout based on the HMRC rate;
  - v) Note that one off resources of £193,000 previously ear-marked to meet potential protection costs are no longer needed and can be released and it is recommended that a strategy for using these one off resources is developed by Finance and Policy Committee when the Medium Term Financial Strategy is updated in the summer.

## **15. REASONS FOR RECOMMENDATIONS**

- 15.1 To enable Members to approve revised workforce arrangements to reflect the outcome of the Trade Union ballot and ECJ requirements in relation to holiday pay.

## **16. BACKGROUND PAPERS**

Finance and Policy Committee Report 27<sup>th</sup> July 2015.  
Finance and Policy Committee Report 31<sup>st</sup> October 2016.

## **17. CONTACT OFFICERS**

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# FINANCE AND POLICY COMMITTEE

6th March 2017



**Report of:** Director of Regeneration and Neighbourhoods and  
Chief Solicitor

**Subject:** **CREATING A SOUTH TEES DEVELOPMENT  
CORPORATION**

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## **1. TYPE OF DECISION/APPLICABLE CATEGORY**

1.1 Non key decision.

## **2. PURPOSE OF REPORT**

2.1 The Tees Valley Combined Authority is being granted powers to establish locally- accountable Mayoral Development Corporations; the first outside of London. Once Parliament has confirmed these powers, the Combined Authority intends to move forward to establish a Development Corporation for the South Tees area. This report focuses on the Councils response to the consultation document (**Appendix 1**).

## **3. BACKGROUND**

3.1 The proposal is for the Tees Valley Combined Authority to designate approximately 4,300 acres (1,740 hectare) of land to the south of the River Tees, in the Borough of Redcar and Cleveland, as a Mayoral Development Area, and to then establish a Mayoral Development Corporation to be named the South Tees Development Corporation.

3.2 The area proposed for the South Tees Development Corporation is one site of significant economic opportunity, with access to infrastructure, good transport connections, and a catchment area with a significant skilled workforce. It includes the site of the former SSI steelworks which closed in October 2015, as well as other industrial assets, many of which are successfully operating in a competitive international environment. The area benefits from river access and includes part of Teesport, the third largest port in the country.

- 3.3 Mayoral Development Corporations can draw on a wide range of powers, covering infrastructure, financial incentives, regeneration, and land acquisition. The consultation document referred to in **Appendix 1** seeks views on how these proposed powers should be established, with appropriate checks and balances, and oversight on their use.
- 3.4 In February 2016, local leaders and the government announced their intention to apply the proposed powers to create a Development Corporation for the South Tees area. This announcement was part of the area's response to the closure of the SSI Steelworks, and was part of a wider strategy to drive forward growth and investment, create jobs and support local communities.
- 3.5 It is important to stress that designation of the area of a Development Corporation does not mean any determinant to other areas; either within the immediate area, or elsewhere across the Tees Valley. A legitimate criticism of previous development corporations is that they created successful development within their boundary, some of which was at the expense of economic activity in neighbouring areas. By embedding the South Tees Development Corporation within the Tees Valley Combined Authority, with significant checks and balances in place, the risk of displacement from other areas is significantly reduced.
- 3.6 The consultation process commenced on 23 December 2016 and will run for a period of 11 weeks, ending on 10 March 2017. All responses to the consultation will be considered by Tees Valley Combined Authority.
- 3.7 Subject to the outcome of the public consultation, it is envisaged that the Mayoral Development Corporation will come into operation by summer 2017.
- 3.8 The responses to this consultation will be taken into account when the final decision is made in relation to the area, powers and functions of the proposed South Tees Development Corporation. The Combined Authority expects the decision to be taken in Spring 2017, and therefore will conclude this consultation on 10th March 2017.

#### 4. **OBJECTIVES OF THE MAYORAL DEVELOPMENT CORPORATION**

- 4.1 The following objectives are proposed for the South Tees Development Corporation:
- To further the economic development and regeneration of the South Tees area, so that it becomes a major contributor to the Tees Valley economy and the delivery of the Tees Valley's Strategic Economic Plan;
  - To attract private sector investment and secure new, additional, good quality jobs, accessible to the people of the Tees Valley;
  - To transform and improve the working environment of the area so that it is good quality, safe environment, and provides good

- conditions for the workforce and wider community; and
- To contribute to the delivery of the UK's Industrial Strategy, by supporting the growth of internationally competitive industries with access to global markets.

## 5. CONSULTATION RESPONSE

- 5.1 Hartlepool Borough Council supports the establishment of a Mayoral Development Corporation (MDC) for the South Tees area as the most appropriate way to support regenerate the area in line with the proposed boundary. The Council recognises the creation of an MDC will support the economic transformation required for the area following the closure of the SSI site.
- 5.2 Hartlepool Borough Council has no objections to the proposed name and recognises the need to have planning functions and the functions of making decisions whether to grant discretionary and discretionary relief to businesses.
- 5.3 It is however important that the risks and liabilities on the TVCA and constituent LAs are managed through appropriate measures in the MDC and TVCA constitution and through the indemnification by central government in relation to all risks on the SSI steelworks site. A suggested response for the consideration of the Committee is attached (**Appendix 2**).

## 6 LEGAL CONSIDERATIONS

- 6.1 The Tees Valley Combined Authority (Functions) Order 2017, confers functions on the Combined Authority in the designation of a Mayoral development area and other powers, comparable to that for the Mayor of London in relation to Greater London.
- 6.2 The Local Democracy, Economic Development and Construction Act 2009 (as amended by the Cities and Local Government Devolution Act, 2016) allows the Secretary of State to give powers that are already held by another public body to a Combined Authority.
- 6.3 Following a proposal put to him by the Tees Valley under the Devolution Deal, the Secretary of State intends to use the 2009 Act to give the Tees Valley Combined Authority equivalent powers already given to the Mayor of London in the Localism Act 2011, to create Mayoral Development Corporations. The Tees Valley Combined Authority (Functions) Order 2017 has been laid before Parliament to devolve this power. As mentioned, this is the first time this power has been devolved outside Greater London.
- 6.4 The power to establish Mayoral Development Corporations will be exercised by the Tees Valley Mayor, with the agreement of the Tees Valley Combined Authority which he/she will chair. Mayoral elections will

be held on 4th May 2017. To allow progress to be made before the elected Mayor is in place, interim transitional provisions allow the current Chair of the Combined Authority to exercise that function until the Mayor is in place.

## **7 CHILD AND FAMILY POVERTY**

- 7.1 There are no child and family poverty implications relating to this report at this time.

## **8. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 8.1 There are no equality and diversity considerations relating to this report at this time.-

## **9. SECTION 17 OF THE CRIME AND DISORDER ACT 1998 CONSIDERATIONS**

- 9.1 There are no Section 17 considerations relating to this report

## **10. STAFF CONSIDERATIONS**

- 10.1 There are no staff considerations relating to this report

## **11. ASSET MANAGEMENT CONSIDERATIONS**

- 11.1 There are no asset management considerations relating to this report.

## **12. RECOMMENDATIONS**

- 12.1 That the Committee consider this report and the suggested response and invites comments thereon.
- 12.2 That delegated authority be given to the Director of Regeneration and Neighbourhood Services in consultation with the Chair and Vice Chair to submit the Council's response before 10 March, 2017.

## **13. REASONS FOR RECOMMENDATIONS**

- 13.1 It is a requirement for the Combined Authority to consult on the proposal to create a Mayoral Development Corporation.

**14. BACKGROUND PAPERS**

14.1 None

**15. CONTACT OFFICER**

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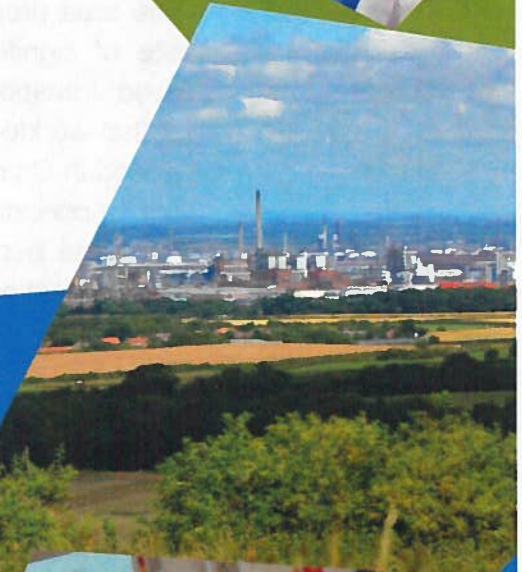


TEES VALLEY  
COMBINED  
AUTHORITY

# CREATING A SOUTH TEES DEVELOPMENT CORPORATION

A report for consultation

(23 December 2016 - 10 March 2017)





## 1. Introduction

- 1.1. As part of the devolution deal with government, the Tees Valley Combined Authority is being granted powers to establish locally-accountable Mayoral Development Corporations; the first outside of London. Once parliament has confirmed these powers, the Combined Authority intends to move forward to establish a Development Corporation for the South Tees area. This document consults on this proposal, the precise area to be defined, and the powers which the South Tees Development Corporation would be able to exercise in promoting economic development and business growth within its area.
- 1.2. This consultation document sets out proposals for the Tees Valley Combined Authority to designate approximately 4,300 acres (1,740 hectare) of land to the south of the River Tees, in the Borough of Redcar and Cleveland, as a Mayoral Development Area, and to then establish a Mayoral Development Corporation to be named the South Tees Development Corporation.
- 1.3. The area proposed for the South Tees Development Corporation is one site of significant economic opportunity, with access to infrastructure, good transport connections, and a catchment area with a significant skilled workforce. It includes the site of the former SSI steelworks which closed in October 2015, as well as other industrial assets, many of which are successfully operating in a competitive international environment. The area benefits from river access and includes part of Teesport, the third largest port in the country.
- 1.4. The closure of the SSI steelworks, and the need for an integrated approach to the infrastructure and assets over the wider site, requires significant management and oversight. It is envisaged that the establishment of the South Tees Development Corporation will further the economic development and regeneration of the area and deliver the physical, economic, social and environmental regeneration of the South Tees area. It is proposed that the Development Corporation takes on the responsibility for managing the former steelworks site, with funding from central government to ensure its continued safety and security and for developing a plan to bring the site and other under-utilised land in the area back into economic use.
- 1.5. Mayoral Development Corporations can draw on a wide range of powers, covering infrastructure, financial incentives, regeneration, and land acquisition. This document seeks views on how these proposed powers should be established, with appropriate checks and balances, and oversight on their use.

## 2. Background

- 2.1. Following the signing of the Tees Valley Devolution Deal in October 2015 by government and local leaders, the Tees Valley Combined Authority was established in April 2016 to drive forward the economic development of the Tees Valley: consisting of the local authority areas of Darlington, Hartlepool, Middlesbrough, Redcar & Cleveland, and Stockton on Tees. A key commitment of the Devolution Deal was that Tees Valley Combined Authority would be given the authority to create new Mayoral Development Corporations within its area.
- 2.2. In February 2016, local leaders and the government announced their intention to apply the proposed powers to create a Development Corporation for the South Tees area. This announcement was part of the area's response to the closure of the SSI Steelworks, and was part of a wider strategy to drive forward growth and investment, create jobs and support local communities.
- 2.3. To immediately start this work a Shadow Development Corporation Board was created, chaired by Cllr Sue Jeffrey, the Leader of Redcar and Cleveland Council, and including leaders from the other four Tees Valley Councils and additional expertise from the the business community. In addition the South Tees Site Company has been established to ensure the safety and security of the site. A Chief Executive has been recruited to help manage the SSI steelworks site and to support the Shadow Board to shape the future vision for the South Tees Area. It is anticipated that the work of the site company would become integrated within the role of the Development Corporation when it is established, whilst continuing to be funded by government.
- 2.4. In addition, in June 2016, Lord Heseltine published his independent report 'Tees Valley: Opportunity Unlimited', which reiterated the need to establish a South Tees Development Corporation as quickly as possible.
- 2.5. It is important to stress that designation of the area of a Development Corporation does not mean any determinant to other areas; either within the immediate area, or elsewhere across the Tees Valley. A legitimate criticism of previous development corporations is that they created successful development within their boundary, some of which was at the expense of economic activity in neighbouring areas. By embedding the South Tees Development Corporation within the Tees Valley Combined Authority, with significant checks and balances in place, the risk of displacement from other areas is significantly reduced. For example, it is not intended that the South Tees Development Corporation would create its own inward investment function, but instead work as part of the



successful arrangements already in place through the Tees Valley Combined Authority, to provide inward investors with an overview of all the opportunities available in the Tees Valley; including, but not limited to, the South Tees area.

- 2.6. The proposed area of the South Tees Development Corporation includes sites which are formerly owned by SSI, and have therefore been under the management of the Official Receiver. The Tees Valley Combined Authority and the Development Corporation may at a future date be able to consider their own role in the ownership and management of these assets and liabilities. In considering options for the future, the Tees Valley will need to ensure the additional costs and risks can be effectively managed, which will in turn require financial agreements which are not yet in place. It is therefore important to stress that the creation of the South Tees Development Corporation does not in itself trigger any transfer of land that may carry with it substantial financial costs and risk to the Tees Valley.

### **3. Legislative Background**

- 3.1. The Local Democracy, Economic Development and Construction Act 2009 allows the Secretary of State to give powers that are already held by another public body to a Combined Authority.
- 3.2. Following a proposal put to him by the Tees Valley under the devolution deal, the Secretary of State intends to use the 2009 Act to give the Tees Valley Combined Authority equivalent powers already given to the Mayor of London in the Localism Act 2011, to create Mayoral Development Corporations. The Tees Valley Combined Authority (Functions) Order 2017 will be introduced to parliament to devolve this power. It is the first time this power has been devolved outside Greater London.
- 3.3. Once these regulations are in place, the Tees Valley Combined Authority will have a legislative basis to designate a Mayoral Development Area, and to create Mayoral Development Corporation with regeneration powers over that designated area. Once the Combined Authority has consulted on these powers, and confirmed its approval, the Mayoral Development Corporation would then be created by a further Order made by the Secretary of State.

- 3.4. The Localism Act 2011 describes the powers granted to all Mayoral Development Corporations to assist them in achieving their purpose. It also requires Tees Valley Combined Authority to consult on the principle of designating a Mayoral Development Area and of establishing a Mayoral Development Corporation, and which of the various powers should apply within that area.
- 3.5. The power to establish Mayoral Development Corporations will be exercised by the Tees Valley Mayor, with the agreement of the Tees Valley Combined Authority which he/she will chair. Mayoral elections will be held on 4<sup>th</sup> May 2017. To allow progress to be made before the elected Mayor is in place, interim transitional provisions allow the current Chair of the Combined Authority to exercise that function until the Mayor is in place. Arrangements for Overview and Scrutiny of that decision are also set out in the legislation.
- 3.6. The responses to this consultation will be taken into account when the final decision is made in relation to the area, powers and functions of the proposed South Tees Development Corporation. The Combined Authority expects the decision to be taken in Spring 2017, and therefore will conclude this consultation on 10<sup>th</sup> March 2017.

#### **4. Objectives of the Mayoral Development Corporation**

- 4.1. The following objectives are proposed for the South Tees Development Corporation:
- To further the economic development and regeneration of the South Tees area, so that it becomes a major contributor to the Tees Valley economy and the delivery of the Tees Valley's Strategic Economic Plan;
  - To attract private sector investment and secure new, additional, good quality jobs, accessible to the people of the Tees Valley;
  - To transform and improve the working environment of the area so that it is good quality, safe environment, and provides good conditions for the workforce and wider community; and
  - To contribute to the delivery of the UK's Industrial Strategy, by supporting the growth of internationally competitive industries with access to global markets.

## 5. Purpose of this Consultation

- 5.1. The purpose of this consultation document is to review and consider the objectives, powers, structure and boundary of the proposed Development Corporation. It forms part of the statutory requirements for establishing a Mayoral Development Corporation. This minimum requirement is to consult with designated statutory consultees, but the Combined Authority proposes a wider consultation with all organisations likely to be directly affected. The consultation will also be publicly available for anyone who has views or interests to respond.
- 5.2. The consultation process will commence on 23<sup>rd</sup> December 2016 and will run for a period of 11 weeks, ending on 10<sup>th</sup> March 2017.

## 6. Proposed Name

- 6.1. It is proposed that the Mayoral Development Corporation will be known as the South Tees Development Corporation (STDC).

## 7. Proposed Boundary

- 7.1. In setting out a proposed area of the South Tees Development Corporation, the Combined Authority has taken into account a number of factors. The area should include the site of the former SSI Steelworks and associated land, in order to ensure that the new powers form part of the Tees Valley's strategy to recover from the impact of that closure. It is however proposed that a much larger area is included within the Development Corporation's statutory remit. This would ensure that the wider infrastructure of the area can be considered in a comprehensive and joined-up manner, presenting the wider opportunities from location of new business in the area. The area as a whole provides significant scope to develop strong industrial assets, without giving the Development Corporation too large an area which would risk a loss of focus. Although Mayoral Development Corporations can cross council boundaries, in this case the entire area is contained within the boundary of Redcar and Cleveland Borough Council.
- 7.2. Taking this into account, the area of South Tees Development Corporation is proposed to cover 4,300 acres (1740 hectares) of land, a plan of the proposed area is on the following page, a larger scale plan is available at [www.teesvalley-ca.gov.uk/stdc](http://www.teesvalley-ca.gov.uk/stdc)







## 8. Proposed Powers

- 8.1. The Localism Act 2011 describes the powers which may be granted to Mayoral Development Corporations to enable them to achieve their purposes. It is proposed that the South Tees Development Corporation would use the following powers as and when required to facilitate its objectives. These powers relate to:
- Infrastructure (section 205)
  - Regeneration, development and other land related activities (section 206 to 208)
  - Acquisition of land including by compulsory purchase, and overriding third party rights in that land (207 and 208)
  - Adoption of private streets (section 211)
  - Carrying on of businesses by the Mayoral Development Corporation and its participation in subsidiaries and other companies (section 212)
  - Giving of financial assistance (section 213)
- 8.2. Additionally, the Localism Act 2011 allows the Mayor to decide whether to grant two further powers to the Mayoral Development Corporation:
- To perform some, or all, of the functions of the local planning authority for the area within all or part of its boundary; and
  - To grant discretionary relief to business (nondomestic rates) ratepayers.

## 9. Planning Powers

- 9.1. Section 202(2) of the localism act 2011 states that the Mayor may decide that a Mayoral Development Corporation is to be the local planning authority for the whole, or any portion, of its designated area for the purposes of any one or more of the following:
- Part 3 of the town and Country Planning act 1990: development control;
  - Part 2 of the Planning and Compulsory Purchase act 2004: local development;
  - Part 3 of that act: development.
- 9.2. Under sections 202 (3) to (5) of the localism act 2011 the Mayor may also decide that the Mayoral Development Corporation is to have, in the whole or any portion of its area, the following functions:
- Those conferred on local planning authorities by the provisions mentioned in Part 1 of schedule 29 to the local government, Planning and land act 1990

- If the Mayor decides the Corporation is to have the powers described above, he/she may also decide that the provisions specified in Part 2 of schedule 29 are to have effect; and
- Those functions conferred on relevant planning authorities by schedule 8 to the Electricity Act 1989; so far as applying to applications for consent under section 37 to that Act.

## **10. Infrastructure**

10.1. Once established the Corporation may coordinate infrastructure by acquiring, constructing, converting, improving or repairing the facilities as set out in section 205 of the Localism Act 2011. Infrastructure may include water, electricity, gas, telecommunications, sewerage or other services which may be necessary to enable future development. The Corporation may make changes and improvements to roads and other transport links which may be required to ensure the site has appropriate transport connections. The Corporation may also provide retail or other business facilities to support the objectives of the site. The Mayoral Development Corporation may also provide other infrastructure which may be required to develop the site such as health, educational, employment, training or recreational facilities

## **11. Management of Land**

11.1. It is proposed that once established the Corporation may regenerate or develop land in order to make more efficient use of the land within the South Tees area.

11.2. It is proposed the Corporation will be able to carry out any of the following activities:

- acquiring, holding, improving, managing, reclaiming, repairing or disposing of buildings, other land, plant, machinery, equipment or other property;
- carrying out building and other operations (including converting or demolishing buildings); and
- creating an attractive environment.

11.3. The corporation may also facilitate any of the following:

- the regeneration or development of land;
- the more effective use of land; and
- providing buildings or other land

- 11.4. Once established it is proposed the corporation may acquire land within the boundary or the South Tees area or elsewhere. It is also proposed the corporation may compulsorily purchase land with appropriate checks and balances in place.
- 11.5. Under the Localism act 2011 section 209, with the consent of the Mayor, the Corporation may dispose of land, including land that has been compulsorily purchased in any way it considers appropriate.
- 11.6. Where any street works have been carried out on any land in the Mayoral development area, the Mayoral Development Corporation for the area may serve a notice (an "adoption notice") on the street works authority requiring the authority to declare the private street to be a highway which for the purposes of the Highways Act 1980 is a highway maintainable at the public expense.

## **12. Financial assistance**

- 12.1. Once established it is proposed the South Tees Development Corporation may, with the consent of the Mayor, give financial assistance to any person in the form of grants, loans, guarantee or indemnity, investment or incurring expenditure for the benefit of the person assisted.
- 12.2. The Localism Act 2011 also allows the Mayor to decide whether to give the Corporation additional powers to grant discretionary rate relief for business (non domestic) in the area. Where these powers are applied, there is likely to be a cost, which, unless additional government funding is available - would be likely to be funded by the Tees Valley Combined Authority. It is therefore the intention to apply these powers only in circumstances where a clear business case can be made, demonstrating that the financial incentive is justified in economic and financial grounds, and will bring net benefit to the Tees Valley area.

## **13. Composition of the Mayoral Development Corporation**

- 13.1. The Corporation's board will be appointed by the Tees Valley Mayor, with the agreement of the Tees Valley Combined Authority, and will be made up of local leaders from the public and private sectors to ensure that local interests are at the core of decision-making.
- 13.2. The South Tees Development Corporation will work on the basis of a constitution and procedures, which would be set by the Combined Authority to ensure effective transparency in decision-making, with appropriate checks and balances and democratic oversight.

## **14. Consultation questions**

- 1) Do you agree that the establishment of a Mayoral Development Corporation for the South Tees area is the most effective way to deliver regeneration to the area? If not, what other arrangements could be put in place?**
- 2) Do you think the creation of a Mayoral Development Corporation will support the economic transformation of the area?**
- 3) What powers do you think the South Tees Development Corporation should have?**
- 4) Is the proposed boundary correct or should any other areas be omitted or included?**
- 5) Do you agree with the proposed name of the Mayoral Development Corporation of 'South Tees Development Corporation' (STDC)?**
- 6) Do you think the Mayoral Development Corporation should have planning functions and the functions of making decisions whether to grant discretionary and discretionary relief to business (non- domestic business rate relief)?**

## **15. How you can respond to the consultation**

The Tees Valley Combined Authority invites responses to this consultation document either:

### **In writing to:**

STDC Consultation  
Tees Valley Combined Authority  
Cavendish House  
Stockton on Tees  
TS17 6QY

**By email:** [info@teesvalley-ca.gov.uk](mailto:info@teesvalley-ca.gov.uk)

The Managing Director of Tees Valley Combined Authority is also writing to statutory consultees, local council and MPs, businesses located on the proposed site and other key stakeholders, drawing their attention to this consultation.

The closing date for responses to the consultation is: 10<sup>th</sup> March 2017



## **16. What happens next?**

All responses to the consultation will be considered by Tees Valley Combined Authority.

Subject to the outcome of the public consultation, it is envisaged that the Mayoral Development Corporation will come into operation by Summer 2017.

## **17. Frequently asked questions**

### **What will the Mayoral Development Corporation do?**

- The Mayoral Development Corporation will bring together public and private sector leadership in order to create a strong vision for the South Tees area in order to drive forward regeneration and economic growth in the area.

### **What powers will the Mayoral Development Corporation have?**

- The Mayoral Development Corporation will have wide ranging powers to appropriately achieve this objective, including general powers to do business; to provide infrastructure; to acquire and develop land; and make planning decisions.

### **When will the Mayoral Development Corporation be established?**

- Government are currently putting in place the necessary legislation ahead of the Mayoral Development Corporation coming into being and, this consultation is part of that process. It is anticipated that the Mayoral Development Corporation will be established by Summer 2017.
- In order not to lose momentum government have established a shadow Mayoral Development Corporation Board, who will work to realise a future vision for the South Tees area. The Shadow board has met several times to begin taking forward the strategic vision for the area.

**Who is on the shadow board?**

- The Board is made up of local public and private sector representation to ensure that local interests are at the core of taking forward the area.
- Shadow Board members are:
  - Sue Jeffrey (Redcar & Cleveland Borough Council leader) (Chair)
  - Christopher Akers-Belcher (Hartlepool Borough Council leader)
  - John Baker (Trustee of Middlesbrough Football Club Foundation)
  - Paul Booth (Chair of Tees Valley Local Enterprise Partnership)
  - Dave Budd (Mayor of Middlesbrough)
  - Sir Alan Cockshaw (Former Chief Executive and then Chairman of AMEC Group)
  - Bob Cook (Stockton-on-Tees Borough Council leader)
  - Bob Cuffe (Regional Managing Director of Trinity Mirror North East)
  - Bill Dixon (Darlington Borough Council leader)
  - Steve Gibson (Chairman of Middlesbrough Football Club)
  - Philip Leech (Property Director at Urban & Civic plc)
  - Michael Poole (Senior Partner at Michael Poole Property Consultants)
  - Graham Robb (Senior Partner at Recognition Marketing and PR)
  - Amanda Skelton (Chair of SSI Task Force)
  - David Smith (Chief Executive of the Energy Networks Association)
  - Marian Sudbury (Department for International Trade)
  - Professor Jane Turner (Pro Vice Chancellor at Teesside University)

**Are you recruiting a Chief Executive for the area?**

- We have now recruited a Chief Executive for the South Tees Site Company and the Shadow Mayoral Development Corporation Board.
- He will help manage the SSI site and take the lead role in shaping the future vision for the South Tees Area.

**What area will the Mayoral Development Corporation Cover?**

- The South Tees Development Corporation is proposed to cover the SSI site and the wider 4,300 acre industrial site, so the area can be looked at holistically. A plan is provided on Page 7.

**How much funding will the Mayoral Development Corporation receive? Who will fund the Mayoral Development Corporation?**

- It is vital that firstly the former SSI site continues to be kept safe and secure and therefore government have set up the South Tees Site Company which they have committed to provide funding for over the next two years.
- Given the complexities of the site the Mayoral Development Corporation will need to understand the site in greater detail. The government has commissioned site assessments in order to assess the scale and complexity of the site and the associated costs.
- It is vital that the right longer-term solution is found for the area. The site assessments and the Shadow Board will be used to shape the future strategy.

### **Isn't this just devolving the problem from Whitehall?**

- It is not government's intention to walk away from this site. Government have committed to continuing to work closely with Tees Valley Combined Authority, the Shadow Board and the South Tees Site Company to find the longer-term solution for the site.
- Government have set up the South Tees Site Company that is currently owned and funded by central government.
- Any future transfer of assets and liabilities will require a new financial agreement, to ensure that the local area is protected against additional costs and liabilities.

### **What are the prospects for the site?**

- The long term opportunity to regenerate the area is unique. The Mayoral Development Corporation area is made up of a 4,300 acre site stretching four miles down the south bank of the Tees and is strategically placed sitting alongside the deepest port on the East Coast of the United Kingdom, as well as having good rail and road links.
- There are a number of successful businesses in the area such as British Steel and PD Ports. The recent announcement of the £650 million investment in a new biomass power plant within PD Ports land, adjacent to Teesport underscores the potential of this area.



# CREATING A SOUTH TEES DEVELOPMENT CORPORATION

A report for consultation

[23 December 2016 - 10 March 2017]





## 1. Introduction

- 1.1. As part of the devolution deal with government, the Tees Valley Combined Authority is being granted powers to establish locally-accountable Mayoral Development Corporations; the first outside of London. Once parliament has confirmed these powers, the Combined Authority intends to move forward to establish a Development Corporation for the South Tees area. This document consults on this proposal, the precise area to be defined, and the powers which the South Tees Development Corporation would be able to exercise in promoting economic development and business growth within its area.
- 1.2. This consultation document sets out proposals for the Tees Valley Combined Authority to designate approximately 4,300 acres (1,740 hectare) of land to the south of the River Tees, in the Borough of Redcar and Cleveland, as a Mayoral Development Area, and to then establish a Mayoral Development Corporation to be named the South Tees Development Corporation.
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- 1.4. The closure of the SSI steelworks, and the need for an integrated approach to the infrastructure and assets over the wider site, requires significant management and oversight. It is envisaged that the establishment of the South Tees Development Corporation will further the economic development and regeneration of the area and deliver the physical, economic, social and environmental regeneration of the South Tees area. It is proposed that the Development Corporation takes on the responsibility for managing the former steelworks site, with funding from central government to ensure its continued safety and security and for developing a plan to bring the site and other under-utilised land in the area back into economic use.
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## 2. Background

- 2.1. Following the signing of the Tees Valley Devolution Deal in October 2015 by government and local leaders, the Tees Valley Combined Authority was established in April 2016 to drive forward the economic development of the Tees Valley: consisting of the local authority areas of Darlington, Hartlepool, Middlesbrough, Redcar & Cleveland, and Stockton on Tees. A key commitment of the Devolution Deal was that Tees Valley Combined Authority would be given the authority to create new Mayoral Development Corporations within its area.
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successful arrangements already in place through the Tees Valley Combined Authority, to provide inward investors with an overview of all the opportunities available in the Tees Valley; including, but not limited to, the South Tees area.

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#### **4. Objectives of the Mayoral Development Corporation**

- 4.1. The following objectives are proposed for the South Tees Development Corporation:
- To further the economic development and regeneration of the South Tees area, so that it becomes a major contributor to the Tees Valley economy and the delivery of the Tees Valley's Strategic Economic Plan;
  - To attract private sector investment and secure new, additional, good quality jobs, accessible to the people of the Tees Valley;
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## 5. Purpose of this Consultation

- 5.1. The purpose of this consultation document is to review and consider the objectives, powers, structure and boundary of the proposed Development Corporation. It forms part of the statutory requirements for establishing a Mayoral Development Corporation. This minimum requirement is to consult with designated statutory consultees, but the Combined Authority proposes a wider consultation with all organisations likely to be directly affected. The consultation will also be publicly available for anyone who has views or interests to respond.
- 5.2. The consultation process will commence on 23<sup>rd</sup> December 2016 and will run for a period of 11 weeks, ending on 10<sup>th</sup> March 2017.

## 6. Proposed Name

- 6.1. It is proposed that the Mayoral Development Corporation will be known as the South Tees Development Corporation (STDC).

## 7. Proposed Boundary

- 7.1. In setting out a proposed area of the South Tees Development Corporation, the Combined Authority has taken into account a number of factors. The area should include the site of the former SSI Steelworks and associated land, in order to ensure that the new powers form part of the Tees Valley's strategy to recover from the impact of that closure. It is however proposed that a much larger area is included within the Development Corporation's statutory remit. This would ensure that the wider infrastructure of the area can be considered in a comprehensive and joined-up manner, presenting the wider opportunities from location of new business in the area. The area as a whole provides significant scope to develop strong industrial assets, without giving the Development Corporation too large an area which would risk a loss of focus. Although Mayoral Development Corporations can cross council boundaries, in this case the entire area is contained within the boundary of Redcar and Cleveland Borough Council.
- 7.2. Taking this into account, the area of South Tees Development Corporation is proposed to cover 4,300 acres (1740 hectares) of land, a plan of the proposed area is on the following page, a larger scale plan is available at [www.teesvalley-ca.gov.uk/stdc](http://www.teesvalley-ca.gov.uk/stdc)







## 8. Proposed Powers

- 8.1. The Localism Act 2011 describes the powers which may be granted to Mayoral Development Corporations to enable them to achieve their purposes. It is proposed that the South Tees Development Corporation would use the following powers as and when required to facilitate its objectives. These powers relate to:
- Infrastructure (section 205)
  - Regeneration, development and other land related activities (section 206 to 208)
  - Acquisition of land including by compulsory purchase, and overriding third party rights in that land (207 and 208)
  - Adoption of private streets (section 211)
  - Carrying on of businesses by the Mayoral Development Corporation and its participation in subsidiaries and other companies (section 212)
  - Giving of financial assistance (section 213)
- 8.2. Additionally, the Localism Act 2011 allows the Mayor to decide whether to grant two further powers to the Mayoral Development Corporation:
- To perform some, or all, of the functions of the local planning authority for the area within all or part of its boundary; and
  - To grant discretionary relief to business (nondomestic rates) ratepayers.

## 9. Planning Powers

- 9.1. Section 202(2) of the localism act 2011 states that the Mayor may decide that a Mayoral Development Corporation is to be the local planning authority for the whole, or any portion, of its designated area for the purposes of any one or more of the following:
- Part 3 of the town and Country Planning act 1990: development control;
  - Part 2 of the Planning and Compulsory Purchase act 2004: local development;
  - Part 3 of that act: development.
- 9.2. Under sections 202 (3) to (5) of the localism act 2011 the Mayor may also decide that the Mayoral Development Corporation is to have, in the whole or any portion of its area, the following functions:
- Those conferred on local planning authorities by the provisions mentioned in Part 1 of schedule 29 to the local government, Planning and land act 1990

- If the Mayor decides the Corporation is to have the powers described above, he/she may also decide that the provisions specified in Part 2 of schedule 29 are to have effect; and
- Those functions conferred on relevant planning authorities by schedule 8 to the Electricity Act 1989; so far as applying to applications for consent under section 37 to that Act.

## **10. Infrastructure**

10.1. Once established the Corporation may coordinate infrastructure by acquiring, constructing, converting, improving or repairing the facilities as set out in section 205 of the Localism Act 2011. Infrastructure may include water, electricity, gas, telecommunications, sewerage or other services which may be necessary to enable future development. The Corporation may make changes and improvements to roads and other transport links which may be required to ensure the site has appropriate transport connections. The Corporation may also provide retail or other business facilities to support the objectives of the site. The Mayoral Development Corporation may also provide other infrastructure which may be required to develop the site such as health, educational, employment, training or recreational facilities

## **11. Management of Land**

11.1. It is proposed that once established the Corporation may regenerate or develop land in order to make more efficient use of the land within the South Tees area.

11.2. It is proposed the Corporation will be able to carry out any of the following activities:

- acquiring, holding, improving, managing, reclaiming, repairing or disposing of buildings, other land, plant, machinery, equipment or other property;
- carrying out building and other operations (including converting or demolishing buildings); and
- creating an attractive environment.

11.3. The corporation may also facilitate any of the following:

- the regeneration or development of land;
- the more effective use of land; and
- providing buildings or other land

- 11.4. Once established it is proposed the corporation may acquire land within the boundary or the South Tees area or elsewhere. It is also proposed the corporation may compulsorily purchase land with appropriate checks and balances in place.
- 11.5. Under the Localism act 2011 section 209, with the consent of the Mayor, the Corporation may dispose of land, including land that has been compulsorily purchased in any way it considers appropriate.
- 11.6. Where any street works have been carried out on any land in the Mayoral development area, the Mayoral Development Corporation for the area may serve a notice (an "adoption notice") on the street works authority requiring the authority to declare the private street to be a highway which for the purposes of the Highways Act 1980 is a highway maintainable at the public expense.

## **12. Financial assistance**

- 12.1. Once established it is proposed the South Tees Development Corporation may, with the consent of the Mayor, give financial assistance to any person in the form of grants, loans, guarantee or indemnity, investment or incurring expenditure for the benefit of the person assisted.
- 12.2. The Localism Act 2011 also allows the Mayor to decide whether to give the Corporation additional powers to grant discretionary rate relief for business (non domestic) in the area. Where these powers are applied, there is likely to be a cost, which, unless additional government funding is available - would be likely to be funded by the Tees Valley Combined Authority. It is therefore the intention to apply these powers only in circumstances where a clear business case can be made, demonstrating that the financial incentive is justified in economic and financial grounds, and will bring net benefit to the Tees Valley area.

## **13. Composition of the Mayoral Development Corporation**

- 13.1. The Corporation's board will be appointed by the Tees Valley Mayor, with the agreement of the Tees Valley Combined Authority, and will be made up of local leaders from the public and private sectors to ensure that local interests are at the core of decision-making.
- 13.2. The South Tees Development Corporation will work on the basis of a constitution and procedures, which would be set by the Combined Authority to ensure effective transparency in decision-making, with appropriate checks and balances and democratic oversight.

#### **14. Consultation questions**

- 1) Do you agree that the establishment of a Mayoral Development Corporation for the South Tees area is the most effective way to deliver regeneration to the area? If not, what other arrangements could be put in place?**
- 2) Do you think the creation of a Mayoral Development Corporation will support the economic transformation of the area?**
- 3) What powers do you think the South Tees Development Corporation should have?**
- 4) Is the proposed boundary correct or should any other areas be omitted or included?**
- 5) Do you agree with the proposed name of the Mayoral Development Corporation of 'South Tees Development Corporation' (STDC)?**
- 6) Do you think the Mayoral Development Corporation should have planning functions and the functions of making decisions whether to grant discretionary and discretionary relief to business (non- domestic business rate relief)?**

#### **15. How you can respond to the consultation**

The Tees Valley Combined Authority invites responses to this consultation document either:

**In writing to:**

STDC Consultation  
Tees Valley Combined Authority  
Cavendish House  
Stockton on Tees  
TS17 6QY

**By email:** [info@teesvalley-ca.gov.uk](mailto:info@teesvalley-ca.gov.uk)

The Managing Director of Tees Valley Combined Authority is also writing to statutory consultees, local council and MPs, businesses located on the proposed site and other key stakeholders, drawing their attention to this consultation.

The closing date for responses to the consultation is: 10<sup>th</sup> March 2017

## **16. What happens next?**

All responses to the consultation will be considered by Tees Valley Combined Authority.

Subject to the outcome of the public consultation, it is envisaged that the Mayoral Development Corporation will come into operation by Summer 2017.

## **17. Frequently asked questions**

### **What will the Mayoral Development Corporation do?**

- The Mayoral Development Corporation will bring together public and private sector leadership in order to create a strong vision for the South Tees area in order to drive forward regeneration and economic growth in the area.

### **What powers will the Mayoral Development Corporation have?**

- The Mayoral Development Corporation will have wide ranging powers to appropriately achieve this objective, including general powers to do business; to provide infrastructure; to acquire and develop land; and make planning decisions.

### **When will the Mayoral Development Corporation be established?**

- Government are currently putting in place the necessary legislation ahead of the Mayoral Development Corporation coming into being and, this consultation is part of that process. It is anticipated that the Mayoral Development Corporation will be established by Summer 2017.
- In order not to lose momentum government have established a shadow Mayoral Development Corporation Board, who will work to realise a future vision for the South Tees area. The Shadow board has met several times to begin taking forward the strategic vision for the area.

**Who is on the shadow board?**

- The Board is made up of local public and private sector representation to ensure that local interests are at the core of taking forward the area.
- Shadow Board members are:
  - Sue Jeffrey (Redcar & Cleveland Borough Council leader) (Chair)
  - Christopher Akers-Belcher (Hartlepool Borough Council leader)
  - John Baker (Trustee of Middlesbrough Football Club Foundation)
  - Paul Booth (Chair of Tees Valley Local Enterprise Partnership)
  - Dave Budd (Mayor of Middlesbrough)
  - Sir Alan Cockshaw (Former Chief Executive and then Chairman of AMEC Group)
  - Bob Cook (Stockton-on-Tees Borough Council leader)
  - Bob Cuffe (Regional Managing Director of Trinity Mirror North East)
  - Bill Dixon (Darlington Borough Council leader)
  - Steve Gibson (Chairman of Middlesbrough Football Club)
  - Philip Leech (Property Director at Urban & Civic plc)
  - Michael Poole (Senior Partner at Michael Poole Property Consultants)
  - Graham Robb (Senior Partner at Recognition Marketing and PR)
  - Amanda Skelton (Chair of SSI Task Force)
  - David Smith (Chief Executive of the Energy Networks Association)
  - Marian Sudbury (Department for International Trade)
  - Professor Jane Turner (Pro Vice Chancellor at Teesside University)

**Are you recruiting a Chief Executive for the area?**

- We have now recruited a Chief Executive for the South Tees Site Company and the Shadow Mayoral Development Corporation Board.
- He will help manage the SSI site and take the lead role in shaping the future vision for the South Tees Area.

**What area will the Mayoral Development Corporation Cover?**

- The South Tees Development Corporation is proposed to cover the SSI site and the wider 4,300 acre industrial site, so the area can be looked at holistically. A plan is provided on Page 7.

**How much funding will the Mayoral Development Corporation receive? Who will fund the Mayoral Development Corporation?**

- It is vital that firstly the former SSI site continues to be kept safe and secure and therefore government have set up the South Tees Site Company which they have committed to provide funding for over the next two years.
- Given the complexities of the site the Mayoral Development Corporation will need to understand the site in greater detail. The government has commissioned site assessments in order to assess the scale and complexity of the site and the associated costs.
- It is vital that the right longer-term solution is found for the area. The site assessments and the Shadow Board will be used to shape the future strategy.



### **Isn't this just devolving the problem from Whitehall?**

- It is not government's intention to walk away from this site. Government have committed to continuing to work closely with Tees Valley Combined Authority, the Shadow Board and the South Tees Site Company to find the longer-term solution for the site.
- Government have set up the South Tees Site Company that is currently owned and funded by central government.
- Any future transfer of assets and liabilities will require a new financial agreement, to ensure that the local area is protected against additional costs and liabilities.

### **What are the prospects for the site?**

- The long term opportunity to regenerate the area is unique. The Mayoral Development Corporation area is made up of a 4,300 acre site stretching four miles down the south bank of the Tees and is strategically placed sitting alongside the deepest port on the East Coast of the United Kingdom, as well as having good rail and road links.
- There are a number of successful businesses in the area such as British Steel and PD Ports. The recent announcement of the £650 million investment in a new biomass power plant within PD Ports land, adjacent to Teesport underscores the potential of this area.

## **SUGGESTED RESPONSE**

### **Consultation questions**

1. Do you agree that the establishment of a Mayoral Development Corporation for the South Tees area is the most effective way to deliver regeneration to the area? If not, what other arrangements could be put in place?

Hartlepool Borough Council supports the establishment of a Mayoral Development Corporation (MDC) for the South Tees area as the most appropriate way to support regeneration in this locality. In particular, the Council recognises the creation of an MDC will support the economic transformation required, following the closure of the SSI site.

It is however important that any risks and liabilities associated with the creation and operation of this MDC is robustly managed and controlled through appropriate measures, particularly through appropriate funding and indemnification by Central Government in relation to all risks associated (including any latent risks) with the former SSI steelworks site. The Council believes this is a fundamental position for it to take as a constituent council of the Tees Valley Combined Authority and with specific reference to the requirements under The Tees Valley Combined Authority (Functions) Order, 2017. Further, it was noted by the Shadow Board (meeting of 10 May, 2016 refers) that 'when the MDC was announced it was agreed that the site would not automatically pass to the Tees Valley Combined Authority or local partners without reaching agreement on future management and running costs'.

2. Do you think the creation of a Mayoral Development Corporation will support the economic transformation of the area?

It is an expectation that this would be the case, but equally the Council recognises (in unison with the Shadow Board) that much rests on a 'making a robust case for funding and inward investment support from Central Government.'

3. What powers do you think the South Tees Development Corporation should have?

The Council acknowledges the need to have appropriate planning functions (including those of an acquiring authority) and the functions of making decisions related to granting discretionary and discretionary relief to businesses.

4. Is the proposed boundary correct or should any other areas be omitted or included?

It appears that the proposed boundary is suitable with its references to the former SSI site.

5. Do you agree with the proposed name of the Mayoral Development Corporation of 'South Tees Development Corporation' (STDC)?

Hartlepool Borough Council has no objections to the proposed name

6. Do you think the Mayoral Development Corporation should have planning functions and the functions of making decisions whether to grant discretionary and discretionary relief to business (non- domestic business rate relief)?

See above.

7. How you can respond to the consultation  
The Tees Valley Combined Authority invites responses to this consultation document either:

### **How you can respond to the consultation**

The Tees Valley Combined Authority invites responses to this consultation document either:

In writing to:

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The Managing Director of Tees Valley Combined Authority is also writing to statutory consultees, local council and MPs, businesses located on the proposed site and other key stakeholders, drawing their attention to this consultation.

The closing date for responses to the consultation is: 10<sup>th</sup> March 2017

# FINANCE AND POLICY COMMITTEE

6<sup>th</sup> March 2017



**Report of:** Director of Finance and Policy / Director of Regeneration & Neighbourhoods / Director of Public Health

**Subject:** QUARTER 3 – COUNCIL OVERVIEW OF PERFORMANCE AND RISK 2016/17

## 1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key Decision

## 2. PURPOSE OF REPORT

- 2.1 To inform Finance & Policy Committee of the progress made against the 2016/17 Council Plan at the end of quarter 3 and ask them to agree to a number of changes/updates to the plan.

## 3. BACKGROUND

- 3.1 The Council Plan includes a number of key actions, performance indicators and risks which set out how the Council intends to deliver on its priority outcomes. The Council Plan 2016/17 was agreed by Council on the 17<sup>th</sup> March 2016.
- 3.2 At the end of each quarter officers provide an assessment of progress against the actions, performance indicators and risks in the Plan. These assessments are collected together and form the basis of the quarterly performance reports to Committee. Progress is categorised as:

Performance Indicator	Action
Achieved	Completed
On track to achieve target	On track to be completed
Acceptable progress made	Acceptable progress made
Requiring intervention	Requiring intervention
Not achieved	Not completed
No value	

- 3.3 At the beginning of the municipal year Finance & Policy Committee identified four key areas of activity that they would like to receive updates on through these quarterly performance reports. For quarter 3 it was agreed that the topic would be Welfare Reform / Benefit System changes however due to the nature of this topic and the need to provide the Committee with a detailed update this will be presented as a separate report to the Finance and Policy Committee early in the new Municipal Year.

#### **4. QUARTER 3 PERFORMANCE REPORT**

- 4.1 The Quarter 3 Performance Report (appendix 1) sets out progress against actions, performance indicators and risks in the Council Plan 2016/17. Finance and Policy Committee is asked to consider and note the following as set out in appendix 1:
- The overall progress against the Council Plan 2016/17 for actions, performance indicators and risks (Page 1);
  - The use of Regulation of Investigatory Powers Act (RIPA) (Page 1);
  - The detailed commentary provided by officers on those performance indicators that have been identified as requiring intervention or not achieving target at the end of quarter 3 (Pages 2 and 3);
  - The detailed commentary provided by officers on those actions that have been identified as requiring intervention or not completed at the end of quarter 3 and agree the date change for action RND 16/17 EN03 to 31<sup>st</sup> March 2017 and removal of action RND 16/17 SC02 (Pages 3 and 4);
  - The risks that have changed in rating during quarter 3 and the commentary provided by officers (Page 4);
  - Progress against those actions, performance indicators and risks from those service areas that are specifically relevant to the Finance & Policy Committee (Page 5);
  - Key achievements made within quarter 3 in relation to the Committee (Page 6).
- 4.2 The front page of the performance reports that will go to each of the other four Policy Committees are included as appendix 2 for information. Detailed performance reports including more detailed updates on their chosen topics will be taken to those Committees in the coming weeks.

## **5. RISK IMPLICATIONS**

- 5.1 Officers have identified 3 changes in risk ratings this quarter. Two have increased and one has decreased and these changes are set out on page 4 of appendix 1.

## **6. FINANCIAL CONSIDERATIONS**

- 6.1 No implications

## **7. LEGAL CONSIDERATIONS**

- 7.1 No implications

## **8. CHILD AND FAMILY POVERTY**

- 8.1 No implications

## **9. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 9.1 No implications

## **10. STAFF CONSIDERATIONS**

- 10.1 No implications

## **11. ASSET MANAGEMENT CONSIDERATIONS**

- 11.1 No implications

## **12. RECOMMENDATIONS**

- 12.1 Finance and policy Committee is asked to consider, note and agree:
- the overall progress made on the Council Plan 2016/17 for actions, performance indicators and risks at the end of Quarter 3 as set out on page 1 of appendix 1;
  - the position in relation to use of RIPA powers as set out on page 1 of appendix 1;
  - the detailed commentary provided by officers on those performance indicators that have been identified as requiring intervention or not

achieving target at the end of quarter 3 as set out on pages 2 and 3 of appendix 1;

- the detailed commentary provided by officers on those actions that have been identified as requiring intervention or not completed at the end of quarter 3 and agree the date change request for action RND 16/17 EN03 to 31<sup>st</sup> March 2017 and removal of action RND 16/17 SC02 as set out on page 3 and 4 of appendix 1;
- the risks that have changed in rating during quarter 3 and the commentary provided by officers as set out on page 4 of appendix 1;
- progress against the actions, performance indicators and risks and the key achievements from those service areas that are specifically relevant to the Finance & Policy Committee at the end of Quarter 3 as set out on pages 5 and 6 of appendix 1;
- the progress made on the Council Plan relevant to the other 4 Policy Committees as set out in appendix 2.

### **13. REASONS FOR RECOMMENDATIONS**

- 13.1 Finance and Policy Committee have overall responsibility for the monitoring of the Council Plan and has specific responsibility for a number of services that are included within the Council Plan.

### **14. BACKGROUND PAPERS**

- 14.1 There were no background papers used in the preparation of the report.

### **15. CONTACT OFFICER**

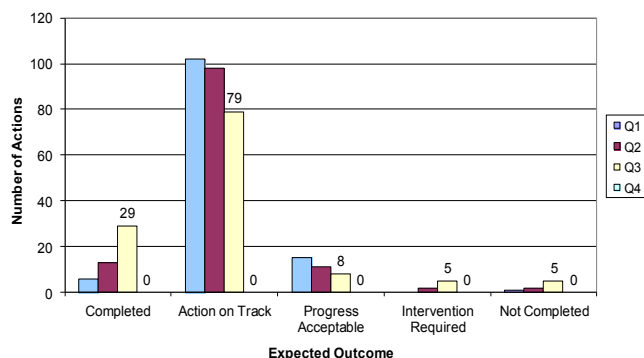
Claire McLaren  
Assistant Director – Corporate Services  
01429 523003  
[Claire.mclaren@hartlepool.gov.uk](mailto:Claire.mclaren@hartlepool.gov.uk)



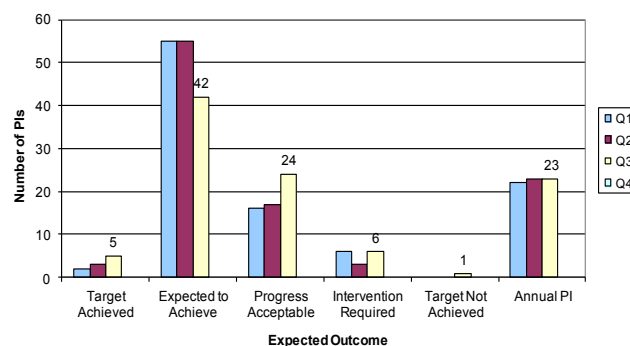
## Quarter 3 Performance Update 2016/17 Council Plan 2016/17

6.3 APPENDIX 1

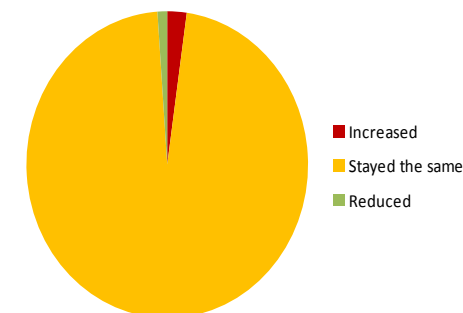
Overall - Action Progress 2016/17



Overall - PI Progress 2016/17



Q3 - Change in Risk Rating



### Action Update:

Of the actions within the Council Plan

- 29 have been completed
- 79 are on track to be completed by due date
- 8 are making acceptable progress
- 5 actions\* have not been completed and a further 5 require intervention (see pages 3 and 4).

\*Please note that 2 actions are in the Council Plan twice and therefore there are only 3 updates for actions that have not been completed included on page 3.

### Targeted Performance Indicator Update:

Of the targeted PIs within the Council Plan :

- 5 have achieved target
- 42 are expected to achieve target
- 24 have made acceptable progress
- 6 require intervention and 1 is target not achieved (see page 2 and 3)
- The remaining 23 PIs are measured annually and data isn't available this quarter.

### Change in Risk:

Of the 90 Risks in the Council Plan, 2 have increased in quarter 3 and 1 has reduced.  
(See page 4 of report)

Number of authorisations for Directed Surveillance and Covert Human Intelligence Sources granted by the Council under the Regulation of Investigatory Powers Act (RIPA) = 0



## PIs highlighted as intervention required

PI Code	Value	Target	Note
ACS P066 Number of admissions of supported residents aged 65 or over to residential/nursing care per 100,000 population	522.5	404	The figure after 9 months is predicted to be above the year end target of 807.8 and will be tightly monitored over the last quarter of 2016/17. This relates to 126 admissions in the first 3 quarters of the year into long term residential and nursing placements, converting to 756.8 admissions per 100,000 population. This is a very challenging target, which is one of the national performance indicators within the Better Care Fund. Achieving the target is reliant on reducing the number of older people who need to be supported within a residential or nursing care setting. While many people are being supported to live independently for longer in their own homes, reducing dependence on residential care in the context of an ageing population and increasing prevalence of dementia will continue to be a challenge. Performance against this target is very closely monitored within the department, as well as through the Better Care Fund quarterly returns
NI125 - Percentage of older people achieving independence for older people through rehabilitation/ intermediate care	71.5	89.2	Performance for the first 9 months of 2016/17 is under the required target level of 89.2%. This measures lags by 91 days as it measures whether people who were discharged from hospital were at home 91 days later. Information only available up until 30 June. This figure is closely monitored and reported on a monthly basis within the department, but is only a guide to the final year end figure. The final year end figure is completed for only one quarter (period Oct to Dec 2016, with these records monitored 91 days later) and will be tightly monitored prior to year end PI production. This target is closely monitored as one of the Better Care Fund national indicators and work is underway within the department to better understand the reasons why some people are not still at home 91 days after discharge to rehabilitation or reablement services, many of which are beyond the control of adult services'. This figure is based on the individual position of a relatively small number of clients, i.e. whether they are at home 91 days after being discharged from hospital following reablement. This figure is susceptible to variation over the short term, as this figure for Quarter 3 is calculated from 128 cases out of 179 who are at home 91 days after hospital discharge.
PHD 2.29— Overall average attendances at Headland Leisure Centre	5,683 (Q3) 17,547 (YTD)	7,000 (Q3 ) 28,000 (annual)	The PI has a Q3 target of 75% however past data shows it should have been 73% work is underway to reassess targets for the individual sites to reflect demand. A series of monthly events and open days started in December to increase usage of the facilities and attract new members. Opening times at The Headland Sports Hall have been changed to meet the demand of opening up earlier. Fitness facilities have been upgraded across all 3 sites so better interaction and the use of social media can be utilised encouraging customers to use the facilities more. Discussions have taken place at Director level to encourage the Sport and Physical Activity Team to use the Councils Sports facilities for their activities more, thus driving up usage and income.
PHD 2.28 Overall attendance at Brierton Leisure Centre	Q3 23,248 YTD 65,977	24,500 (Q3 target) 98,000 (annual)	The PI has a Q3 target of 75% however past data shows it should have been 73% work is underway to reassess targets for the individual sites to reflect demand. A series of monthly events and open days started in December to increase usage of the facilities and attract new members. Fitness facilities have been upgraded across all 3 sites so better interaction and the use of social media can be utilised encouraging customers to use the facilities more. Discussions have taken place at Director level to encourage the Sport and Physical Activity Team to use the Councils Sports facilities for their activities more, thus driving up usage and income
ACS P108a Number of visitors to the Town Hall Theatre	Q3 12,298 YTD 27,564	No target set 51,500 (annual)	This indicator is not expected to achieve target, due to a number of dance schools seeking alternative venues.
PHD 2.36 Proportion of substance misusers that successfully complete treatment - Non Opiates	24.23%	50%	New model from April 2017 should see an increase.

### PIs highlighted as not achieving target

PI Code	Value	Target	Note
ACS P104 Number of hours usage of the Libraries Peoples Network computers	8,242	10,500	Target not met.. Technical issues with the computers significantly reduced access to the service during Q3. Despite this usage was approx 7% higher than in the previous quarter. Tech issues are under investigation by CICT/Northgate but annual target unlikely to be met




### Actions highlighted as not completed

Action	Due Date	Note
RND 16/17 SC02 - Refresh Ward Profiles and produce sustainability plans for vulnerable localities (reported to both Finance and Policy and Neighbourhoods Committees)	31 March 2017	This is an outstanding task that will be reviewed as part of the Community Engagement and Cohesion Strategy 2017. As such it is proposed to remove this action
RND 16/17 EN07—Develop a transforming our family parks and play areas programme	31 July 2016	No progress has been made due to the potential Neighbourhood Investment programme which will be presented to Finance & Policy Committee later this year
RND 16/17 SC01—Review the Voluntary and Community Sector Strategy and implement recommendations (reported to both Finance and Policy and Neighbourhoods) Committees	31 March 2017	Following a rationalisation of strategies it is proposed this will be considered as part of the Community Engagement and Cohesion Strategy 2017.

## Actions identified as requiring intervention

Action	Due Date	Note
CAD 16/17 LL05 Support primary and secondary schools to close the gap in achievement between learners from low income families and children in care ('disadvantaged pupils') and all other children and young people nationally	31 March 2017	Unvalidated data indicates that broadly Hartlepool schools' performance in 2016 in terms of the gap between disadvantaged learners and national non-disadvantaged measure widened, particularly in primary schools. Schools have attended the practice exchange events organised through Transforming Tees and have begun to adjust classroom practice and strategic thinking (in deployment of funding for example). School Improvement team are working with particularly vulnerable schools directly and through officer groups.
RND 16/17 EN05—Seek funding to improve Rossmere Park; that would introduce facilities that foster community spirit, cohesion, ownership and local involvement	30 June 2016	All funding opportunities to be explored both internally via the Neighbourhood Investment Programme and also externally via Landfill tax bids. The Director has arranged a meeting with a landfill operator to discuss recent application. If this proves unsuccessful other applications will be submitted to other landfill tax providers.
RND 16/17 EN06 - Explore opportunities for the development of recreation facilities at Rift House recreation ground	30 September 2016	Masterplan considered by HBC stakeholders. Awaiting identification of project resourcing to enable development of the second phase which includes: taking the master plan through planning, detailed design and costing, project component competitive tendering etc., to a stage where it can be used to apply for external funding bids.
RND 16/17 EN03 Consult, develop and deliver 3 projects of capital improvements to allotments	30 Sept 2016	A programme to relocate Stranton Allotments tenants has been agreed by the Neighbourhood Services Committee and is currently being progressed. It is proposed to extend the due date of this action until 31 March 2017 to reflect this programme
RND 16/17 JE04 Develop a delivery plan for the short and long term future of Jacksons Landing	31 July 2016	The detailed Masterplan for the waterfront is nearing completion and a delivery plan has been developed. A draft site development brief has been produced and will be finalised by April 2017. The next steps are to undertake detailed site investigations and a dive survey (once funding has been identified), consult with funding agencies including the Tees Valley Combined Authority and submit an initial funding application by April 2017. Other actions include soft market testing, securing Planning Approval for the Masterplan and developing the brief for the visitor attraction.

## Risk Changes

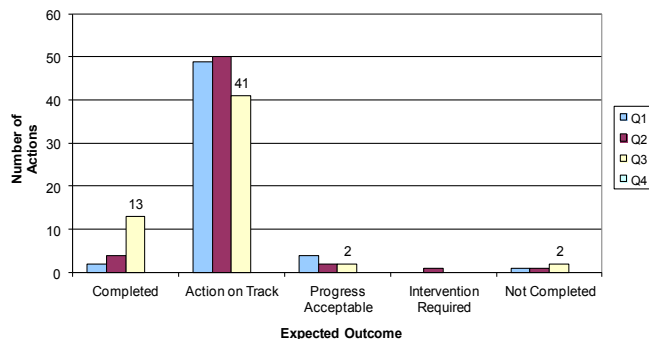
Risk	Change	Comment
CAD R062 Increase in the number of pupils in primary and secondary schools judged by OFSTED to require improvement or to be inadequate		The assessment has been increased to Low/Possible from Low/Unlikely due to the inconsistent nature of primary school test data, particularly at KS2 and how this might influence future inspections
CAD R063 Reduction in performance at GCSE to below the national average		This has been reduced from high impact to medium impact but remains possible due to GCSE trends in Manor Academy and a downward trend in Dyke House Sports and Technology College. Static trends at English Martyrs school have been recognised and a suitable action plan is in place' High Tunstall has increased the GCSE percentages as have St Hild's, these trends are expected to continue upwards this year
PHD R001 Failure to engage those eligible in taking up the Healthy Heart Check Programme		With the dissolving of the Tees Valley Public Health Shared Service GP practices will no longer have the services of a nurse facilitator regularly going into practices to offer support, training and guidance on delivery of healthy heart checks. This could have an impact on the number of invitations sent out and checks undertaken within GP practice. In addition, the nurse bank - previously commissioned through the Shared Service is unavailable to support community events delivering heart checks until management arrangements have been clarified and agreed. It is hoped this will be finalised early in 2017

## Quarter 3 Performance Update 2016/17

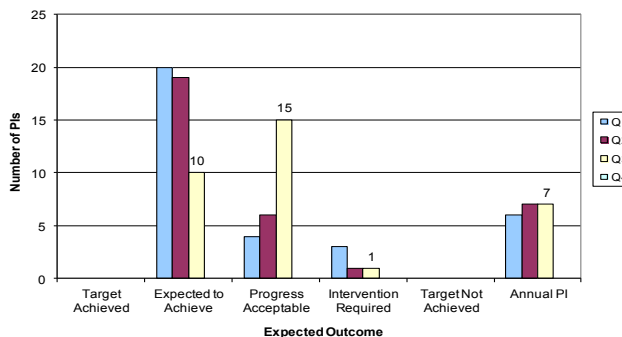
### Finance & Policy Committee

APPENDIX 1

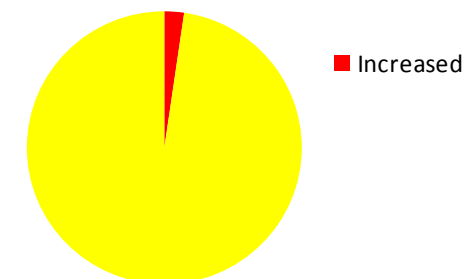
Finance & Policy Committee - Action Progress 2016/17



Finance & Policy Committee - PI Progress 2016/17



Q3 - Change in Risk Rating



#### Action Update:

Of the actions within the Council Plan and within the remit of Finance and Policy Committee:

- 13 have been completed
- 41 are on track to be completed by due date
- 2 are making acceptable progress
- 2 actions have not been completed (see page 3 previously)

#### Targeted Performance Indicator Update:

Of the targeted PIs within the Council Plan and within the remit of the Finance and Policy Committee:

- 10 are expected to achieve target
- 15 have made acceptable progress
- 1 requires intervention (see page 2 previously)
- The remaining PIs are measured annually and data isn't available this quarter.

#### Change in Risk:

Of the risks within the Council Plan and within the remit of the Finance and Policy Committee:

- 42 have stayed the same and 1 has increased (see below)

Failure to engage those eligible in taking up the Healthy Heart Check Programme



With the dissolving of the Tees Valley Public Health Shared Service GP practices will no longer have the services of a nurse facilitator regularly going into practices to offer support, training and guidance on delivery of healthy heart checks. This could have an impact on the number of invitations sent out and checks undertaken within GP practice. In addition, the nurse bank - previously commissioned through the Shared Service is unavailable to support community events delivering heart checks until management arrangements have been clarified and agreed. It is hoped this will be finalised early in 2017.

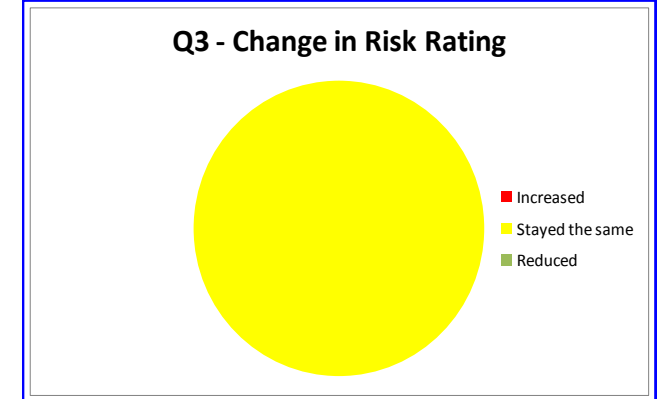
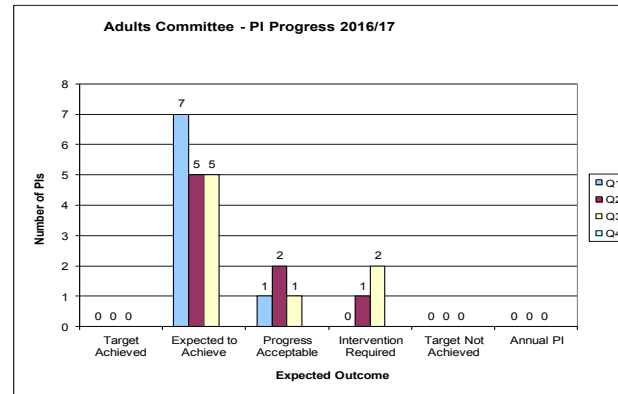
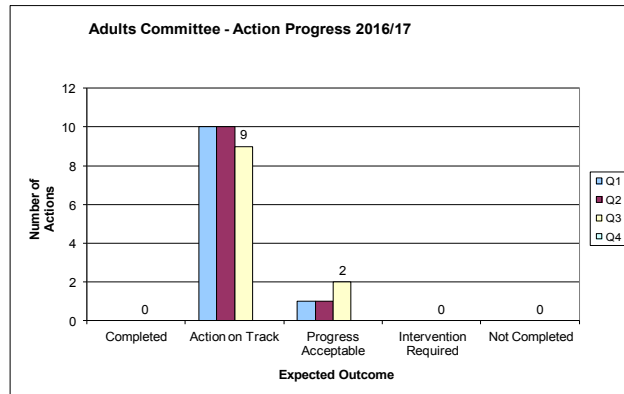
**Achievements**

- **Local Council Tax Support Scheme – maintained at 12% for low income families 2017/18 LCTS Scheme approved by Council on 15 December 2016.**
- **Further work undertaken to communicate the Welfare Reform and Work Bill 2015 changes, this included information in the winter 2016 Hartbeat and new Universal Credit leaflets which were also produced December 2016.**
- **The Child Poverty Strategy was approved by Council November 2016**
- **Percentage of Invoices paid to Local Business within 10 working days is 94%, this exceeds this years target of 85%.**



## Quarter 3 Performance Update 2016/17 Adult Services Committee

6.3 APPENDIX 2



### Action Update:

Of the actions within the Council Plan and within the remit of Adult Services Committee:

- 9 are on track to be completed by due date
- The remaining 2 actions are making acceptable progress

### Targeted Performance Indicator Update:

Of the targeted PIs within the Council Plan and within the remit of the Adult Services Committee:

- 5 are expected to achieve target
- 1 has made acceptable progress
- The remaining 2 PIs require intervention

### Change in Risk:

Of the risks within the Council Plan:

- All 6 have stayed the same

## Performance Indicators highlighted as Intervention Required

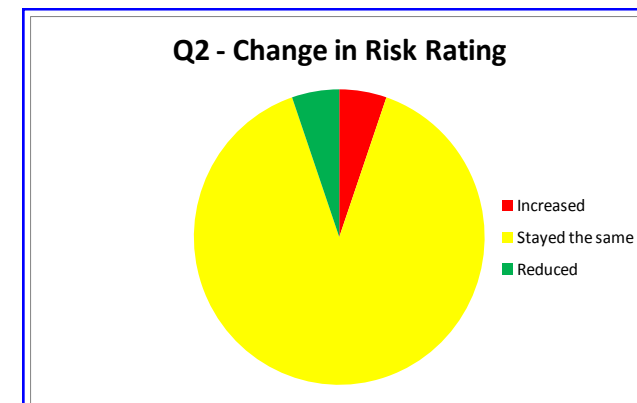
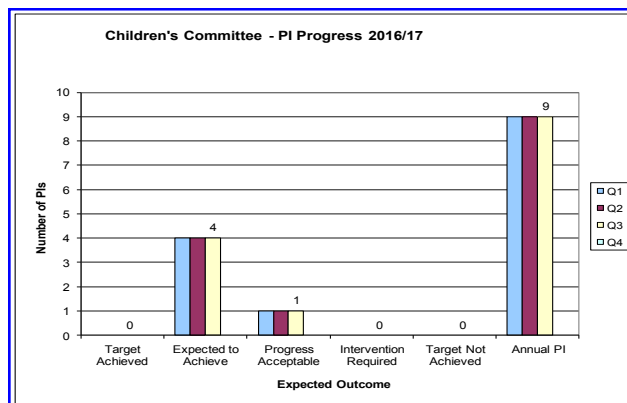
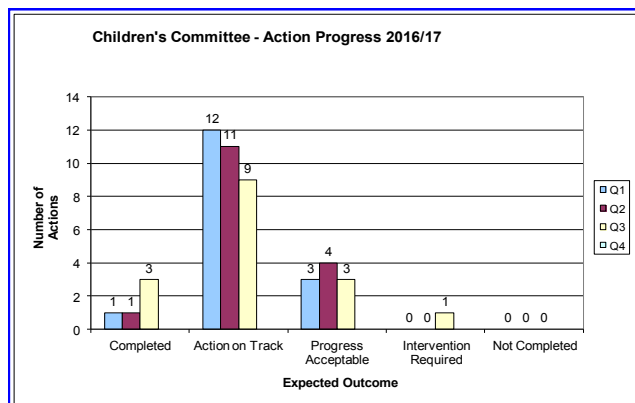
Performance Indicator	Value	Target	Comment
ACS P066 Number of admissions of supported residents aged 65 or over to residential / nursing care per 100,000 population	522.5	404	The figure after 9 months is predicted to be above the year end target of 807.8 and will be tightly monitored over the last quarter of 2016/17. This relates to 126 admissions in the first 3 quarters of the year into long term residential and nursing placements, converting to 756.8 admissions per 100,000 population. This is a very challenging target, which is one of the national performance indicators within the Better Care Fund. Achieving the target is reliant on reducing the number of older people who need to be supported within a residential or nursing care setting. While many people are being supported to live independently for longer in their own homes, reducing dependence on residential care in the context of an ageing population and increasing prevalence of dementia will continue to be a challenge. Performance against this target is very closely monitored within the department, as well as through the Better Care Fund quarterly returns.
NI125 - Percentage of older people achieving independence for older people through rehabilitation/intermediate care	71.5	89.2	<p>Performance for the first 9 months of 2016/17 is under the required target level of 89.2%. This measures lags by 91 days as it measures whether people who were discharged from hospital were at home 91 days later.</p> <p>Information only available up until 30 June. This figure is closely monitored and reported on a monthly basis within the department, but is only a guide to the final year end figure. The final year end figure is completed for only one quarter (period Oct to Dec 2016, with these records monitored 91 days later) and will be tightly monitored prior to year end PI production.</p> <p>This target is closely monitored as one of the Better Care Fund national indicators and work is underway within the department to better understand the reasons why some people are not still at home 91 days after discharge to rehabilitation or reablement services, many of which are beyond the control of adult services'.</p> <p>This figure is based on the individual position of a relatively small number of clients, i.e. whether they are at home 91 days after being discharged from hospital following reablement. This figure is susceptible to variation over the short term, as this figure for Quarter 3 is calculated from 128 cases out of 179 who are at home 91 days after hospital discharge.</p>



## Quarter 3 Performance Update 2016/17

### Children's Services Committee

APPENDIX 2



#### Action Update:

Of the actions within the Council Plan and within the remit of Children's Services Committee:

- 3 have been completed by due date
- 9 are on track to be completed by due date
- 3 actions are making acceptable progress
- The final action requires intervention (see overleaf)

#### Targeted Performance Indicator Update:

Of the targeted PIs within the Council Plan and within the remit of the Children's Services Committee:

- 4 are expected to achieve target
- 1 has made acceptable progress
- The remaining 9 PI's are reported annually

#### Change in Risk:



- Two out of 19 risks have had their risk ratings within the Children's Services element of the Council Plan changed (see overleaf).



**Action highlighted as Intervention Required**

Action	Due Date	Comment
CAD 16/17 LL05 Support primary and secondary schools to close the gap in achievement between learners from low income families and children in care ('disadvantaged pupils') and all other children and young people nationally	31 March 2017	Unvalidated data indicates that broadly Hartlepool schools' performance in 2016 in terms of the gap between disadvantaged learners and national non-disadvantaged measure widened, particularly in primary schools. Schools have attended the practice exchange events organised through Transforming Tees and have begun to adjust classroom practice and strategic thinking (in deployment of funding for example). School Improvement team are working with particularly vulnerable schools directly and through officer groups.

**Changes in Risks**

Risk	Change	Comment
CAD R062 Increase in the number of pupils in primary and secondary schools judged by OFSTED to require improvement or to be inadequate		The assessment has been increased to Low/Possible from Low/Unlikely due to the inconsistent nature of primary school test data, particularly at KS2 and how this might influence future inspections
CAD R063 Reduction in performance at GCSE to below the national average		This has been reduced from high impact to medium impact but remains possible due to GCSE trends in Manor Academy and a downward trend in Dyke House Sports and Technology College. Static trends at English Martyrs school have been recognised and a suitable action plan is in place' High Tunstall has increased the GCSE percentages as have St Hild's, these trends are expected to continue upwards this year

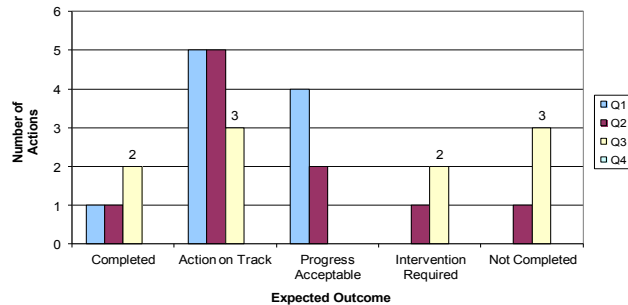


## Quarter 2 Performance Update 2016/17

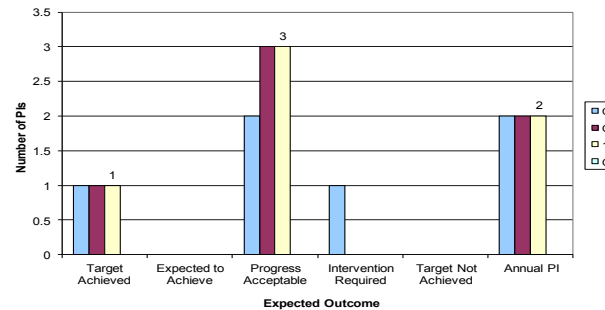
### Neighbourhood Services Committee

APPENDIX 2

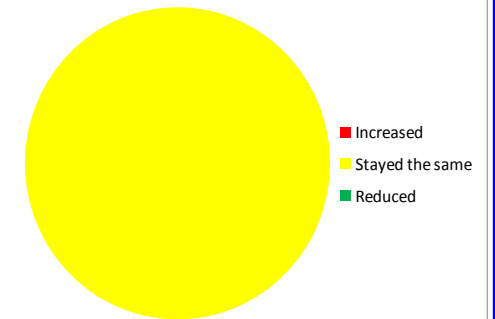
Neighbourhoods Committee - Action Progress 2016/17



Neighbourhoods Committee - PI Progress 2016/17



Q3 - Change in Risk Rating



#### Action Update:

Of the actions within the Council Plan and within the remit of Neighbourhood Services Committee:

- 2 have been completed
- 3 are on track to be completed by due date
- 2 require intervention (see overleaf)
- 3 have not been completed (see overleaf)

#### Targeted Performance Indicator Update:

Of the targeted PIs within the Council Plan and within the remit of the Neighbourhood Services Committee:

- 1 has achieved target
- 3 have made acceptable progress
- 2 are reported on an annual basis

#### Change in Risk:

There has been no change in risk rating to the four risks within the Council Plan under the remit of the Neighbourhood Services Committee.

**Action highlighted as not completed**

Action	Due Date	Note
RND 16/17 SC02 - Refresh Ward Profiles and produce sustainability plans for vulnerable localities	31 March 2017	This is an outstanding task that will be reviewed as part of the Community Engagement and Cohesion Strategy 2017. As such it is proposed to remove this action
RND 16/17 EN07—Develop a transforming our family parks and play areas programme	31 July 2016	No progress has been made due to the potential Neighbourhood Investment programme which will be presented to Finance & Policy Committee later this year
RND 16/17 SC01—Review the Voluntary and Community Sector Strategy and implement recommendations	31 March 2017	Following a rationalisation of strategies it is proposed this will be considered as part of the Community Engagement and Cohesion Strategy 2017.

**Action highlighted as Intervention Required**

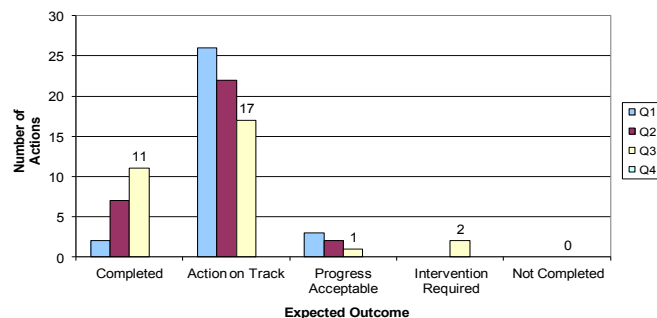
Action	Due Date	Note
RND 16/17 EN05—Seek funding to improve Rossmere Park; that would introduce facilities that foster community spirit, cohesion, ownership and local involvement	30 June 2016	All funding opportunities to be explored both internally via the Neighbourhood Investment Programme and also externally via Landfill tax bids. The Director has arranged a meeting with a landfill operator to discuss recent application. If this proves unsuccessful other applications will be submitted to other landfill tax providers.
RND 16/17 EN06 - Explore opportunities for the development of recreation facilities at Rift House recreation ground	30 September 2016	Masterplan considered by HBC stakeholders. Awaiting identification of project resourcing to enable development of the second phase which includes: taking the master plan through planning, detailed design and costing, project component competitive tendering etc., to a stage where it can be used to apply for external funding bids.



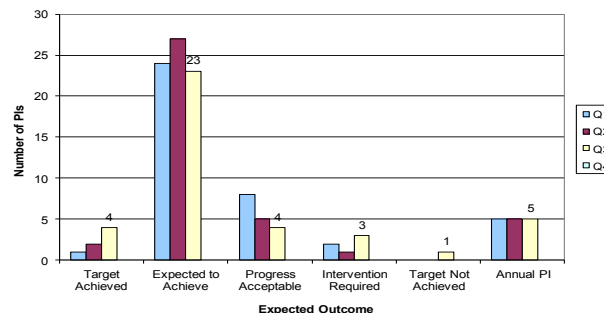
## Quarter 3 Performance Update 2016/17 Regeneration Services Committee

APPENDIX 2

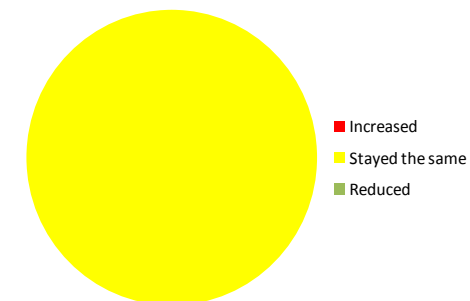
Regeneration Services Committee - Action Progress 2016/17



Regeneration Services Committee - PI Progress 2016/17



### Q3 - Change in Risk Rating



#### Action Update:

Of the actions within the Council Plan and within the remit of Regeneration Services Committee:

- 11 have been completed
- 17 are on track to be completed by due date
- 1 is making acceptable progress
- The final 2 actions require intervention (see overleaf)

#### Targeted Performance Indicator Update:

Of the targeted PIs within the Council Plan and within the remit of the Regeneration Services Committee

- 4 targets have been achieved
- 23 are expected to achieve target
- 4 have made acceptable progress
- 3 require intervention (see overleaf)
- 1 PI has not achieved its target (see overleaf)

#### Change in Risk:

Of the risks within the Council Plan:

- 18 have stayed the same

## Actions highlighted as Intervention Required

## APPENDIX 2

Action	Due Date	Note
RND 16/17 EN03 Consult, develop and deliver 3 projects of capital improvements to allotments	30 Sept 2016	A programme to relocate Stranton Allotments tenants has been agreed by the Neighbourhood Services Committee and is currently being progressed. It is proposed to extend the due date of this action until 31 March 2017 to reflect this programme
RND 16/17 JE04 Develop a delivery plan for the short and long term future of Jacksons Landing	31 July 2016	The detailed masterplan for the waterfront is nearing completion and a delivery plan has been developed. A draft site development brief has been produced and will be finalised by April 2017. The next steps are to undertake detailed site investigations and a dive survey (once funding has been identified), consult with funding agencies including the Tees Valley Combined Authority and submit an initial funding application by April 2017. Other actions include soft market testing, securing Planning Approval for the Masterplan and developing the brief for the visitor attraction.

## Performance Indicators highlighted as Intervention Required

PI Code	Value	Target	Note
PHD 2.29— Overall average attendances at Headland Leisure Centre	Q3 5,683 YTD 17,547	7,000 ( Q3 target ) 28,000 ( annual target )	The PI has a Q3 target of 75% however past data shows it should have been 73% work is underway to reassess targets for the individual sites to reflect demand. A series of monthly events and open days started in December to increase usage of the facilities and attract new members. Opening times at The Headland Sports Hall have been changed to meet the demand of opening up earlier. Fitness facilities have been upgraded across all 3 sites so better interaction and the use of social media can be utilised encouraging customers to use the facilities more. Discussions have taken place at Director level to encourage the Sport and Physical Activity Team to use the Councils Sports facilities for their activities more, thus driving up usage and income.
PHD 2.28 Overall attendance at Brierton Leisure Centre	Q3 23,248 YTD 65,977	24,500 ( Q3 target ) 98,000 ( annual target )	The PI has a Q3 target of 75% however past data shows it should have been 73% work is underway to reassess targets for the individual sites to reflect demand. A series of monthly events and open days started in December to increase usage of the facilities and attract new members. Fitness facilities have been upgraded across all 3 sites so better interaction and the use of social media can be utilised encouraging customers to use the facilities more. Discussions have taken place at Director level to encourage the Sport and Physical Activity Team to use the Councils Sports facilities for their activities more, thus driving up usage and income
ACS P108a Number of visitors to the Town Hall Theatre	Q3 12,298 YTD 27,564	51,500 ( annual target )	This indicator is not expected to achieve target, due to a number of dance schools seeking alternative venues.

## Performance Indicators highlighted as Not Achieving Target

PI Code	Value	Target	Note
ACS P104 Number of hours usage of the Libraries Peoples Network computers	8,242	10,500	Target not met.. Technical issues with the computers significantly reduced access to the service during Q3. Despite this usage was approx 7% higher than in the previous quarter. Tech issues are under investigation by CICT/Northgate but annual target unlikely to be met

# FINANCE AND POLICY COMMITTEE

06 March 2017



**Report of:** Assistant Director, Corporate Services

**Subject:** WORKERS MEMORIAL DAY

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## 1. TYPE OF DECISION/APPLICABLE CATEGORY

Non Key decision.

## 2. PURPOSE OF REPORT

- 2.1 The purpose of the report is to present a request from the Hartlepool Joint Trades Union Committee (HJTUC) for the Council to continue to recognise and support Workers Memorial Day on Friday 28 April 2017.

## 3. BACKGROUND

- 3.1 A letter from the HJTUC is attached (**Appendix A**) which includes information about arrangements for Workers Memorial Day.
- 3.2 Finance and Policy Committee agreed to the request from the HJTUC on 15 February 2016 to recognise and support Workers Memorial Day on Thursday 28 April 2016 by the lowering of flags, promoting a minute's silence, promoting the event and authorising the use of Council buildings for the event. This report requests the same for 2017.

## 4. RECOMMENDATIONS

- 4.1 To consider the request from the HJTUC that:
- a) The Authority considers promoting a minutes silence in all public buildings and to Council staff at 12.30pm on Friday 28 April 2017, in remembrance of 'those workers who have lost their lives through industrial accident or disease'.

- b) The Authority gives consideration to authorising the lowering of flags on public buildings on Friday 28 April 2017.
- c) The Authority gives consideration to assisting in promoting / publicising the event to the wider public
- d) The Authority authorises the use of Council Premises on Friday 28<sup>th</sup> April 2017 for the service and for guests before / after the Workers Memorial Day Service & Wreath Laying Ceremony.
- e) It is also recommended that the HJTUC consider an alternative venue for Workers Memorial Day for 2018.

**5. CONTACT OFFICER**

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Email: [claire.mclaren@hartlepool.gov.uk](mailto:claire.mclaren@hartlepool.gov.uk)

# HARTLEPOOL JOINT TRADES UNION COMMITTEE

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Gill Alexander  
Chief Executive  
Hartlepool Borough Council

## Report to HBC Finance & Policy Committee.

### **April 28<sup>th</sup> - Workers Memorial Day**

Please see attached an updated report from Hartlepool Trades Union Council on arrangements for the Workers Memorial Day Service, Friday 28<sup>th</sup> April 2017, 12.30pm, Christ Church TIC & Art Gallery, Church Square, Hartlepool with guest speakers including Tosh McDonald, President, ASLEF; Kathleen Walkershaw, GMB European Officer; Clare Williams, Regional Secretary, UNISON; Michelle Muxworthy, Vice-President, IOSH

HJTUC recognize the importance of these events and request that the Finance & Policy Committee give consideration to the following:-

- a) The Authority considers promoting a minutes silence in all public buildings and to Council staff at 12.30pm on Friday 28<sup>th</sup> April 2017, in remembrance of 'those workers who have lost their lives through industrial accident or disease.
- b) The Authority gives consideration to authorising the lowering of flags on public buildings on Friday 28<sup>th</sup> April 2017
- c) The Authority gives consideration to assisting in promoting / publicising the event to the wider public
- d) The Authority authorizes the use of Council Premises on Friday 28<sup>th</sup> April 2017 for the service and for guests before / after the Workers Memorial Day Service & Wreath Laying Ceremony.

The Themes for this year's Workers Memorial Day is **"Good health and safety for all workers whoever they are"** and will focus on Inequalities in Occupational Health & Safety.

### **Everybody Welcome**

**The service is especially open to all family, friends, colleagues who wish to remember loved ones who have died or been injured, or made ill through their work.**

Employees who have died through Industrial Accident or Disease whilst trying to earn an honest living for themselves and their families are not publicly remembered on any other day.

Edwin Jeffries  
Secretary.



# Hartlepool Trades Union Council

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## WORKERS MEMORIAL DAY (28<sup>TH</sup> APRIL 2017)

Report by Hartlepool Trades Union Council (HTUC)

### 1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to update Hartlepool Borough Council Finance & Policy Committee on the arrangements for the Workers Memorial Day Remembrance Service & Wreath Laying Ceremony and other events to be held around Workers Memorial Day, April 28<sup>th</sup> 2017. To highlight the ongoing requirement for partnership working to aid the improvement of Health & Safety to reduce the number of workplace accidents, injuries, diseases and deaths, that in the majority of cases are avoidable, across the employment sector as a whole and to request that the Finance & Policy Committee agrees to a) to d) as outlined in item 4 as recommended.

### 2.0 BACKGROUND

- 2.1 International Workers Memorial Day takes place around the world on the 28<sup>th</sup> April each year. The slogan for the Day is "Remember the Dead, Fight for the Living."

The purpose of Workers Memorial Day is two-fold. First, we remember the dead, because those who have died, been injured, or made ill through their work; deserve not to be forgotten. Secondly, we fight by campaigning for the living, so that people can go to work and provide for themselves and their family, without risk to their health and safety.

Each year more people are killed by work than in wars. Most do not die of mystery ailments, or in tragic incidents. They die because of a health and safety failure. Every year worldwide, over 2 million people are killed by their own, or someone else's work - that's about 5,000 per day.

A Workers Memorial Day Service and Wreath Laying Ceremony organised by Hartlepool Trades Union Council has been held in Hartlepool since 1999 and has been held on the official day of 28<sup>th</sup> April since 2000.

Yvette Cooper, Work and Pensions Secretary of State, announced on 28<sup>th</sup> January 2010 that the UK will give official recognition to Workers Memorial Day to commemorate thousands of people who have died, been seriously injured or made ill through their work.

It is only with enforceable and enforced legislation and the Employers working together with the Trade Unions to improve Health & Safety in all workplaces that we can ever hope to reduce the

number of workplace accidents, injuries, diseases and deaths that, in the majority of cases, are avoidable.

## 2.2 In 2015/16 (UK) according to the Health & Safety Executive.

### Fatalities

“Every fatality is a tragic event and our commitment to preventing loss of life in the workplace remains unaltered. All workplace fatalities drive HSE to develop even more effective interventions to reduce death, injury and ill health.”

The new figures show the rate of fatal injuries in several key industrial sectors:

- **43 fatal injuries** to **construction** workers were recorded in 2015/16 – an increase from the 35 fatal injuries recorded in 2014/15 – with over 2.2million working days lost through work related injury and illness.
- **27 fatal injuries** to **agricultural** workers were recorded in 2015/16 – a total 152 fatal injuries in the last five (5) years.
- **Six (6) fatal injuries** to **waste and recycling** workers were recorded in 2015/16 an increase of 20% on the figure recorded in 2014/15.
- **27 fatal injuries recorded in the Manufacturing Sector** with over 2.6million working days lost through work related injury and illness

### Key Figures for Great Britain (HSE) (2014/15)

- **1.3million** working people suffering from a work-related illness.
- **2,516** mesothelioma deaths due to past asbestos exposures (2014).
- **144** workers killed at work\*\*.
- **72,700** other injuries to employees reported under RIDDOR.
- **621,000** injuries at work from the Labour Force Survey.
- **30.4 million** working days lost due to work-related illness and workplace injury.
- **£14.1 billion** estimated cost of injuries and ill health from current working conditions (2014/15).

Mesothelioma: - The latest information shows: - There were 2,515 Mesothelioma deaths in Great Britain in 2014, a similar number to the 2,556 deaths in 2013, and 2,549 deaths in 2012 - The latest projections suggest that there will continue to be around 2,500 deaths per year for the rest of this current decade before annual numbers begin to decline - The continuing increase in annual Mesothelioma deaths in recent years has been driven mainly by deaths among those aged 75 and above - In 2014 there were 2,101 male deaths and 414 female deaths - There were 2,130 new cases of Mesothelioma assessed for Industrial Injuries Disablement Benefit (IIDB) in 2015 compared with 2,215 in 2014 - Men who worked in the building industry when asbestos was used extensively are now among those most at risk of Mesothelioma.

*\*\* Fatal accidents involving workers travelling on a public highway (a 'road traffic accident') are not included as 'fatalities at work' by the HSE as such incidents are enforced by the police and reported to the Department for Transport. Likewise fatal accidents involving workers travelling by air or sea are also not reported as 'fatalities at work' by the HSE as these incidents are the responsibility of the Air and Marine Accident Investigation Branches of the Department for Transport, and reported accordingly.*

Society no-longer finds drink-driving or domestic violence acceptable. It is time for work-related ill-health, injury, and death to also become unacceptable rather than a tragic but accepted part of the world of work.

The HSE has in the past stated that about 70% of workplace "accidents" are due to the poor management of health and safety.

Worldwide, hundreds of thousands die in workplace "accidents" and millions die of occupational diseases every year. Employers working together with the Trade Unions is the remedy. Prevention is the only cure.

To remember those who died at work we organise the Workers Memorial Day Remembrance Service on 28<sup>th</sup> April (International Workers Memorial Day) of each year.

### 3.0 **Workers Memorial Day 2017 – Event arrangements.**

#### 3.1 Remembrance Service & Wreath Laying Ceremony

The service will take place on Friday 28<sup>th</sup> April 2017, 12.30pm, Christ Church TIC & Art Gallery, Church Square, Hartlepool and the laying of the wreaths will follow at the Workers Memorial in Church Square, Hartlepool.

#### Guest speakers:-

Tosh McDonald, President, ASLEF.  
Kathleen Walkershaw, GMB European Officer.  
Clare Williams, Regional Secretary, UNISON  
Michelle Muxworthy, Vice-President, IOSH

Special Guest:- Len McCluskey, General Secretary, Unite, has been invited (tbc)

Over 35 wreaths will be laid by Individuals and Organisations to remember all those who have died, been injured, or made ill through their work.

Individual flowers will also be made available for anyone present to lay a flower at the Workers Memorial in Church Square in memory of a loved one.

The Café Area, Christchurch TIC & Art Gallery, will be available from 12 noon and after for people to congregate. Tea / Coffee etc will be available before the service and also be available after the service where tea / coffee and a light buffet will be available.

A lone Scottish piper will be playing in Church Square from 11.45am and will 'pipe' guests and attendees from / to Christchurch at 12.20pm to take their seats in time for the minutes silence at 12.30pm at the start of the service.

Following the formal service the Wreath Laying Ceremony will take place at the Workers Memorial in Church Square. *(Individual flowers will be made available for anyone present to lay a flower at the Workers Memorial in Church Square in memory of a loved one).*

In 2009, 2012, 2014 and 2016 HTUC commissioned a DVD from Hartlepool College of Further Education (HCFE) to promote Workers Memorial Day and highlight the need for health & safety in the workplace. The link for the 2016 DVD is - <https://www.youtube.com/watch?v=hFYuY-gJFTA>

The Theme for this year's Workers Memorial Day is **"Good health and safety for all workers whoever they are"** and will focus on Inequalities in Occupational Health & Safety.

Employees who have died through Industrial Accident or Disease whilst trying to earn an honest living for themselves and their families are not publicly remembered on any other day.

### **Everybody Welcome**

**The service is especially open to all family, friends, colleagues who wish to remember loved ones who have died or been injured, or made ill through their work.**

#### 3.2 Eve of WMD 2017 ‘Gig’

An inaugural event was held in 2015 on 27<sup>th</sup> April and it is anticipated that an Eve of WMD ‘Gig’ will be held at The Studio on 27<sup>th</sup> April in 2017. Current acts include “Blue Diesel ” and “Matt McGuinness and the MLC” with local support act to be confirmed.

#### 3.3 Pictorial History Workers Memorial Day Events 2017

HTUC has commissioned Elle Cain, a recent photography graduate from Cleveland College of Art and Design, to produce a Pictorial History of Workers Memorial Day Events 2017.

#### 3.4 Memorial Service for Students – Hartlepool College of Further Education.

The memorial service for students in 2017 will be held on Friday 28<sup>th</sup> April 2017, 11.00am, in Hartlepool College of Further Education. Speakers include Tosh McDonald, President, ASLEF; Clare Williams, Regional Secretary, UNISON and Barry Coppinger, PCC. Following the conclusion of the service a wreath will be laid at the ‘Tree of Remembrance’ in Hartlepool College of Further Education.

Hartlepool College of Further Education (HCFE) has ran competitions to design the cover of the Order of Service for the Workers Memorial Day service over recent years and they have again agreed to run the competition this year in line with the theme for Workers Memorial Day 2017.

#### 3.5 NTUC / HTUC Health & Safety Seminar

This year’s event will take place at the Hartlepool College of Further Education at 9.00am to 12noon and will be followed at 12.30pm by the main Workers Memorial Day Service & Wreath Laying Ceremony at Christ Church, Hartlepool

Speakers / presentations from:-

Michelle Muxworthy, Vice-President, IOSH  
Susan Murray, National Health & Safety Advisor, Unite  
Kathleen Walker-Shaw, GMB European Officer.  
Peter Kelly, Senior Psychologist, Health and Work Programme, HSE  
Steven Carter, Health Improvement Practitioner, HBC

Invitations will be circulated to Trade Unions / Employers Organisations / Local Authorities / North East Safety Group etc..

Recognised TUC Health & Safety representatives / Councillors / Managers & Employer Representatives are invited to attend.

## 4 **Recommendations:-**

The Finance & Policy Committee agrees to:-

- a) Promoting a minutes silence in all public buildings and to Council staff at 12.30pm on Friday 28<sup>th</sup> April 2017, in remembrance of ‘those workers who have lost their lives through industrial accident or disease.
- b) Authorising the lowering of flags on public buildings on Friday 28<sup>th</sup> April 2017.
- c) Assisting in promoting / publicising the event to the wider public
- d) The use of Council Premises on Friday 28<sup>th</sup> April 2017 for the service and for guests before / after the Workers Memorial Day Service & Wreath Laying Ceremony.

The Theme for this year’s Workers Memorial Day is **“Good health and safety for all workers whoever they are”** and will focus on Inequalities in Occupational Health & Safety.

Employees who have died through Industrial Accident or Disease whilst trying to earn an honest living for themselves and their families are not publicly remembered on any other day.

### **Remember the Dead & Fight for the Living**

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# FINANCE AND POLICY COMMITTEE

6th March 2017



**Report of:** Director of Regeneration and Neighbourhoods

**Subject:** **INSPIRATIONS COFFEE HOUSE**

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## **1. TYPE OF DECISION/APPLICABLE CATEGORY**

1.1 Non Key

## **2. PURPOSE OF REPORT**

2.1 The purpose of the report is to:

- Provide members with a financial update with regard to Inspirations Coffee House as raised under Members Questions at full Council on the 10<sup>th</sup> December 2015.
- Note the outline proposals going forward with the future development of the Coffee House.

## **3. BACKGROUND**

- 3.1 Inspirations Coffee House is located within the Facilities Management section, and officially opened in May 2013. This was the first phase in the overall regeneration and remodeling of the old Tanfield Nursery site, the old lodge and the wider redevelopment of the cemetery and crematorium site to provide a better environment and facilities for this sensitive service area.
- 3.2 The site provides improved free parking and toilet facilities for visitors to the town's largest cemetery, and has reduced the day to day parking on Tanfield Road, which historically was of great concern to local residents.
- 3.3 The Coffee House employs one full time member of staff, and three part time staff, who are supported by casual staff as / when required.
- 3.4 The Coffee House also caters for small groups, meetings and events on the first floor of the building, and subsequently this has provided

supplementary income since 2014. However, there are limitations with regard to extending the promotion of this facility, due to the fact it is a small venue with restricted access. Marketing and promotions has formed a crucial way of reaching new customers and retaining our existing customers. Advertising via Hartbeat, the website, posters, leaflets, Outlook, social media and 'word of mouth' has proven to be a critical way to update people of new seasonal menu's, events, general information and promotional offers.

- 3.5 Work with the local college, has also made the coffee house a great training ground, offering opportunities for both apprentices and placements for the towns young people seeking a career in the increasingly popular coffee house industry. Facilities Management currently employ a number of young people who require additional support in attaining and sustaining employment and skills, adding valuable work and life opportunities for young adults with special needs.
- 3.6 The Coffee House uses and supports local food suppliers in the area, some of which are based in Hartlepool, providing regular income to local businesses.
- 3.7 The Coffee House is operated as a trading account which means that it is required to fund all running costs from the income it generates. The financial accounts are therefore analysed on a weekly basis, with regular scrutiny of income and expenditure, which includes staffing costs and food, including running costs – e.g. repairs and maintenance, rates and utilities. Pricing has been reviewed to ensure that the appropriate margins are achieved to fund the running costs associated with the site.
- 3.8 In response to the request at Council on 10<sup>th</sup> December 2015 this report provides financial information for 2013/14 to 2016/17. Submission of this report has been delayed to enable the report to include details of the 2016/17 projected outturn. The report also includes details of the 2015/16 actual outturn, as reflected in the Council's overall audited financial accounts, which were signed off at the end of September 2016 by the external auditors.

#### **4.0 FINANCIAL POSITION**

- 4.1 The Coffee Shop opened in 2013 and the following table shows the actual income and expenditure for the last three financial years and forecast position for the current year. The forecast reflects actual activity to 31<sup>st</sup> December 2016 and forecast activity for the final three months of the year. In relation to the table the following issues are highlighted:
  - In line with the initial business case the turnover and gross profit have increased over the last three years. In relation to the 'best' case forecast outturn this reflects the continued business objective of increasing the gross profit. The 'worst' case forecast is based on a lower actual level of income and gross profit margin;

- Similarly, over the last three years the gross profit margin has increased and the 'best' case outturn assumes this will continue.
- In relation to costs the main expenditure relates to staffing costs and these costs are partly driven by customer numbers. Over the last three years staffing costs equated to approximately 70% of gross income. Action taken in the current year has reduced staffing costs and based on the 'best' case forecast outturn for 2016/17 these costs are forecast to reduce to 63%. However, for the worst case the costs would remain at 70% of gross income. Further information on operating costs is provided in paragraphs 4.2 and 4.3

Table 1 – Inspirations Coffee House Financial Performance Over Years

Category	Actual Position 2013/14*	Actual Position 2014/15	Actual Position 2015/16	Forecast Position 2016/17 (Best Case)	Forecast Position 2016/17 (Worst Case)
Income	(86,000)	(128,000)	(139,000)	(126,000)	(116,000)
Food Purchases	27,000	42,000	45,000	31,000	31,000
<b>Gross Profit</b>	<b>(59,000)</b>	<b>(86,000)</b>	<b>(94,000)</b>	<b>(95,000)</b>	<b>(85,000)</b>
<i>Average Gross Profit Margin</i>	68.6%	67.2%	67.6%	75%	73.3%
<b><u>Other Operating Costs</u></b>					
Staffing Costs	66,000	90,000	99,000	80,000	81,000
Utilities/Rates	8,000	8,000	7,000	8,000	9,000
Other Running Costs	15,000	10,000	13,000	7,000	10,000
<b>Total Operating Costs</b>	<b>89,000</b>	<b>108,000</b>	<b>119,000</b>	<b>95,000</b>	<b>100,000</b>
<b>Net (surplus)/Deficit</b>	<b>30,000</b>	<b>22,000</b>	<b>25,000</b>	<b>Nil</b>	<b>15,000</b>

\*2013/14 was a part year as the coffee shop opened in May 2013.

4.2 The Coffee House is operated as a trading account. The Coffee Shop is a small part of the trading activity undertaken by the Regeneration and Neighbourhoods Department. The trading accounts in total generated income of £17m in 2015/16 which resulted in a surplus of £142,000 which was used to support the General Fund. As the Council and schools are the main clients of Trading Accounts the business objective is to breakeven, rather than achieve a significant profit and the surplus reflects activity on services to other clients. A full review of all Trading Accounts is being undertaken to ensure that they all generate sufficient income to fund the associated running costs and avoid a budget pressure for the Council.

#### 4.3 Staff Costs

Staffing costs are affected by the Council's current Terms and Conditions which include enhanced rates of pay for weekend working. Most private



sector providers in this market would not offer these incentives for staff, and this is estimated to cost the Coffee Shop between £7,000 and £10,000 p.a. Staffing has been problematic on the site with a high level of turnover at times. This is not uncommon in this service area however it can be seen from the table 1 that staffing costs have been reduced this year.

The Council is however working with the Trade Unions to review the Councils current Terms and Conditions. If in the future a ballot proved supportive of the Council's proposals this would reduce staffing costs further.

Work is also ongoing to review opening hours with a view to reduce them further to reflect periods when demand is low.

#### 4.4 Other Running Costs

After staffing costs, the only other running costs to be covered include direct costs associated with the site e.g. gas, electricity, rates, cleaning and equipment. Every effort is made to minimise these costs wherever possible and further reductions have been made in the current year. The running costs for Inspirations are very low when compared to the industry norm for this type of venue.

#### 4.5 Income

Extensive work has been carried out in the last six months to review the profit margins generated by the sale of each item in the coffee shop. Although income had been increasing steadily year on year the cost of food had been increasing meaning that the margin available was not sufficient to fund the staffing and other direct running costs associated with the site.

The business case for the coffee house was based on offering a superior product involving high-quality ingredients which are prepared on site by experienced staff. This is reflected in the current staffing levels and therefore increases the profit margins required. Industry targets state that the gross profit margins for a facility of this nature, (which involves food preparation on site), should be 75%. This means that the cost of food ingredients should make up 25% of the sale price (before VAT) and 75% should be available to cover staffing and other running costs. The industry target for beverages is understandably higher at 85%. Our target for the site therefore is to achieve an average 80% gross profit margin across all of our products.

It can be seen from the table above that the gross profit margin for the coffee shop is increasing as a result of the work carried out to date and in the 'best' case forecast we are expecting to achieve 75% this financial year, which if achieved will lead to a breakeven position.

Work is ongoing to achieve our target of 80%, however it is important to maintain income levels and ensure pricing remains competitive.

## 5. RISK IMPLICATIONS

- 5.1 There is always financial risk associated with Trading Activities. Current performance is improving and the 'best' case forecast is for a break even position to be achieved this year. There is always a risk that income reduces and a loss is reported in year. The position will need to be closely monitored each month involving income targets and careful management of costs.
- 5.2 Future maintenance liabilities need to be considered in relation to the Coffee Shop. There is currently no capacity to fund the replacement of key equipment required to run the service when this reaches the end of its operational life e.g. Coffee Machines, fixtures and fittings etc. Until Inspirations is making a net surplus there is no funding to address these issues. Therefore, there is a risk that unplanned expenditure may increase the deficit if income levels are not increased sufficiently to cover this risk. Work will need to continue to increase income and in the event that a surplus is generated this should be used to establish a sinking fund to provide funding over the longer term.

## 6. CONCLUSION

- 6.1 The Coffee Shop is a small part of the Trading Activity undertaken by the Regeneration and Neighbourhoods Department, overall these activities make an annual surplus of £142,000 as detailed earlier in the report.
- 6.2 The Inspirations Coffee House is part of the Council's Facilities Management section that also delivers school catering, building cleaning, the Council's security contract and public conveniences. All of which are fundamental to the delivery of front line Council services providing employment opportunities for over 600 employees. Current performance is improving and the 'best' case forecast is for a break even position to be achieved this year. The position will continue to be closely monitored alongside all Council trading accounts.
- 6.3 As detailed in section 4 over the last three years income or gross profits have increased and in the current year running costs have reduced. However, in the three years up to 2015/16 there was a net annual deficit, which was funded from surpluses generated on other Trading activities.
- 6.4 The 'best' case forecast for 2016/17 shows a potential breakeven position. However, this is predicated on achieving additional income in the last three months sufficient to achieve the gross profit target. At this stage there is a significant risk that this will not be achieved and 'worst' case the forecast deficit for 2016/17 is £15,000.
- 6.5 In terms of the ongoing financial sustainability it will continue to be extremely difficult to achieve a breakeven position for income and expenditure. In addition, the risk is increasing that additional expenditure may be required to replace operational equipment at the end of its

operational life. Whilst, these costs can be spread over a number of years in accordance with recognised national accounting principles, they would increase the risk that a breakeven position is not achieved.

- 6.6 Based on an assessment of trading issues and forecast equipment replacements it is anticipated that an annual deficit of between £5,000 and £20,000 is likely to continue in 2017/18 and future years. This is dependent upon the ballot on terms and conditions being supported. The range reflects 'best' and 'worst' case estimates for potential equipment replacements.
- 6.7 It will prove difficult to move Inspirations into profit and at best break even. Members need to determine whether the Council should continue trading for the remainder of this financial year and in the meantime undertake a review of all Tanfield Road activity and appraise alternative delivery models taking into account the outcome of the single status ballot. Work would continue to improve the profit margins and design menu options that provide the required margins to run the site. Costs will continue to be reviewed including a review of opening hours which reflect periods when demand is low.
- 6.8 Alternatively, Members may close the facilities.

## **7. LEGAL CONSIDERATIONS**

- 7.1 There are no legal considerations relating to this report

## **8. CHILD AND FAMILY POVERTY**

- 8.1 The outline proposal to target low skilled and unemployed young people would have a positive impact on tackling Child and Family Poverty in the town.

## **9. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 9.1 There are no considerations relating to this report

## **10. SECTION 17 OF THE CRIME AND DISORDER ACT 1998 CONSIDERATIONS**

- 10.1 There are no Section 17 considerations relating to this report

**11. STAFF CONSIDERATIONS**

- 11.1 A review of the operations including an appraisal of alternative delivery models may have implications for staff. It is also anticipated that there is a risk of compulsory redundancies as part of the proposals outlined above.

**12. ASSET MANAGEMENT CONSIDERATIONS**

- 12.1 The Coffee Shop is located in a building which is owned by the Council and was previously unused and in disrepair.

**13. RECOMMENDATIONS**

- 13.1 It is recommended that Members note the report and approve one of the following options:
- Option 1 – Continue trading for the remainder of this financial year and in the meantime undertake a review of all Tanfield Road activity and appraise alternative delivery models, taking into account the outcome of the single status ballot.
  - Option 2 – Close the facilities.
- 13.2 If Members adopt option 1 the existing facility will need to be operated by the Council until 30<sup>th</sup> June 2017 to provide time to identify an alternative provider.

**14. REASONS FOR RECOMMENDATIONS**

- 14.1 To enable Members to determine the future of Inspirations.

**15. BACKGROUND PAPERS**

- 15.1 None

**16. CONTACT OFFICER**

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# FINANCE AND POLICY COMMITTEE

6 March 2017



**Report of:** Director of Finance and Policy

**Subject:** APPRENTICESHIP LEVY

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## 1. TYPE OF DECISION/APPLICABLE CATEGORY

For information only.

## 2. PURPOSE OF REPORT

- 2.1 To inform Members of the implications of the Government's Apprenticeship Levy and how this will impact on the delivery of the Council's Apprenticeship Programme.

## 3. BACKGROUND

- 3.1 Since 2011, the Council has worked in partnership with Hartlepool College of Further Education (HCFE) for the delivery of its Apprenticeship Programme. Under the partnership agreement, HCFE acts as an Apprenticeship Training Agency (ATA) and employs the apprentices and places them within the Council who act as a host employer. The Council reimburses HCFE for the direct costs, i.e., salaries associated with employing the apprentices, which are based on the national apprentice/minimum wage set by the Government on an annual basis. HCFE are responsible for funding all training and associated costs.
- 3.2 As the training provider, HCFE access funding from the Skills Funding Agency (SFA) for the delivery of the qualification. HCFE also source and manage any apprenticeship frameworks that they cannot deliver at no additional cost to the Council.
- 3.3 The Apprenticeship Partnership arrangement is currently managed by an Apprenticeship Working Group, led by Organisational Development HBC and comprising representatives from each HBC department and representation from Hartlepool College of Further Education. As a minimum, this group meets on a six weekly basis to manage all aspects of the apprenticeship programme.

- 3.4 From April 2017, the way the Government funds apprenticeships in England is changing significantly and there will be changes to the funding for apprenticeship training for all employers. Details of these changes have only recently been released by the Government and some details are still outstanding. This has made planning for this change difficult.
- 3.5 From April 2017, employers will be required to pay the apprenticeship levy if they are an employer, in any sector, with a pay bill of more than £3 million each year. The levy will be charged at a rate of 0.5% of the annual pay bill. There will be a levy allowance of £15,000 per year to offset against the levy payment. For example, an employer with a £10 million pay bill will pay £35,000 i.e. a levy of £50,000 less the levy allowance of £15,000. The levy is paid to HM Revenue and Customs (HMRC) through the Pay as You Earn (PAYE) process.
- 3.6 The levy can only be used towards the cost of Apprenticeship training and end-point assessment with an approved training provider. This applies to both new apprentices and also to retrain existing employees to undertake an apprenticeship to allow them to acquire substantive new skills. However, the content of the training must be materially different to any prior training or a previous apprenticeship.
- 3.7 The levy cannot be used towards an Apprentice's salary or any training programmes outside of the apprentice framework, nor can it be used to fund qualifications for apprentices employed through an ATA, i.e., HCFE. However, from April 2018, the Government have proposed that employers can divert 10% of their levy funds to other employers.

#### **4. IMPACT OF THE LEVY**

- 4.1 As indicated in the previous section 3.5 the Council will be required by law to pay a levy set at 0.5% of the pay bill for all of its employees from April 2017. The Government has not funded this additional cost as a new burden, therefore based on an initial assessment of information available at the time, a budget pressure of £280,000 was included in the Medium Term Budget Strategy. To put the scale of this additional pressure into context, a Council tax increase of 1% generates additional income of £350,000.
- 4.2 Following the issue of additional information by the Government, an updated assessment of the levy has been completed and the revised budget pressure is £212,000. The government tops up the levy amount by 10% so the total expected levy credit will be £233,000. This represents the amount that HBC will have available to spend on apprenticeship training from May 2017 to April 2018. Based on the current intake of apprentices in 2016/17, and the training bands they are likely to fall into, the total cost of the training is estimated to be within the expected levy credit of £233,000 for Hartlepool. As detailed in section 9, Financial Modeling has been based on the budget pressure of £280,000.

- 4.3 The levy will be collected through the PAYE system on a monthly basis. The Council's current PAYE reference, however, includes some staff that are not directly employed by the Council, namely Foundation and Voluntary Aided (VA) Schools. The Governing bodies of these Schools are the employer and as such they are responsible for paying and managing their own levy.
- 4.4 All of the VA Schools, on an individual basis, currently have a pay bill below £3m and will therefore not pay the levy. High Tunstall Secondary School is a Foundation School and will be the only separate employer with a pay bill greater than £3m. In accordance with the guidance, this School will need to set up a separate PAYE Scheme from April 2017 and will have some levy to pay on the amount over and above the £3m threshold. This will be separate to the Council's scheme and managed directly by the School.
- 4.5 With regard to Community Schools, the staff are technically employed by Hartlepool Borough Council, although the grades and numbers of staff are determined by individual schools. Community schools will therefore form part of the Council's Apprentice Levy Account. The levy payable for each School will be based on their respective pay bill and the £15,000 allowance for HBC has been shared pro-rata with these Schools. Individual Community Schools have been advised to budget for these costs from 1<sup>st</sup> April 2017. In total, the levy payable by Community Schools is £68,000 and this element of the levy is ring fenced for these schools to access. The government tops up the levy amount by 10% so the total expected levy credit for Community Schools will be £75,000. This represents the amount Schools will have available to spend on apprenticeship training in 2017/18. We do not have details of the apprentices currently working in Schools so it is not possible to say if the School levy credit will cover the cost of training for each School.
- 4.6 The levy will be payable from April 2017 and will be available for the Council to spend on the training of its apprentices from late May 2017 and will be available for an 18 month period. If the Council does not use its allocation it will be made available for other employers.
- 4.7 If an employer exceeds its levy allocation the Government will contribute 90% of the excess and the Council would need to pay the remaining 10% towards the cost of training and assessment. However, the salary cost of taking on additional apprentices would be an additional cost to the employer.
- 4.8 As an incentive, the Government will provide additional funding of £1,000 per apprentice for employing 16 – 18 year olds and also for care leavers and young adults with additional learning needs aged 19 – 24 years for the additional costs associated with supporting them in the workplace. The £1,000 will be paid in 2 installments in months 3 and 12 of the Apprenticeship; initially these will be paid to the training provider who will pass the money on.
- 4.9 Employers will need to choose the training they would like their apprentice to receive throughout their apprenticeship. The Levy will then be used to fund

the cost of this training via a “Digital Account”. Employers are expected to negotiate a price for their apprentice’s training and assessment and all existing apprenticeship frameworks and standards have been placed within one of 15 new funding bands. The upper limit for each funding band will cap the maximum amount of Digital Account funds the Council can use towards an individual apprenticeship.

- 4.10 As detailed in 3.7 above, under these new arrangements the Council will not be able to transfer digital funds to pay for training of apprentices employed by ATA’s. The Council will only be able to use their digital funds to train apprentices in their direct employment. Therefore, from April 2017, the Council will need to recruit and employ apprentices direct.
- 4.11 However, any Council apprentice currently working towards an apprenticeship via the partnership arrangements with HCFE, will continue under the existing terms and conditions of their employment, for the full duration of their apprenticeship and the programme will continue to be managed by the Apprenticeship Working Group.

## **5. FUTURE DELIVERY OF THE APPRENTICESHIP PROGRAMME**

- 5.1 In order for the Council to continue to offer new Apprenticeship opportunities after April 2017, as stated above, it will need to employ apprentices directly, manage the Apprenticeship levy and be responsible for all aspects of the Apprenticeship Programme including:

- Identifying departmental apprenticeship requirements;
- Researching suitable apprenticeship frameworks;
- Programme management including quality assurance and negotiating apprenticeship training costs;
- Managing the recruitment process i.e., advertising vacancies, shortlisting and selection;
- Undertaking recruitment checks i.e., health clearance, reference requests, proof of ID etc;
- Issuing apprentice agreements;
- Payroll;
- Sourcing and arranging training provision/day release;
- Managing performance;
- Redeployment/exit arrangements;

- 5.2 Some of the activities listed above are already undertaken by the Apprenticeship Working Group and could continue to be managed by this group, however, consideration would need to be given to the additional resources required to undertake the activities listed above that are currently delivered by HCFE particularly in relation to HR and Payroll. There will also be resource implications for Adult Education associated with quality assurance to ensure that all apprenticeship programmes meet the standards set by OFSTED.



5.3 As detailed in paragraph 3.1, under the current apprenticeship partnership arrangements, Council apprentices are paid the apprentice/national minimum rate of pay as set by the Government annually. The current rates of pay are detailed below:

- 16-18 or first year of apprenticeship £3.40 per hour / £6,559 per year
- 19 or over and completed first year of apprentice:
- 19-20 £5.55 per hour / £10,707 per year
- 21-24 £6.95 per hour / £13,408 per year
- 25+ £7.20 per hour / £13,890 per year

## 6. Public Sector Apprenticeship Target

6.1 The Government consulted on setting a public sector target for the number of apprenticeship starts each year. During the consultation the Local Government Association (LGA) raised concerns that the Government was not providing any additional funding to meet the significant additional costs of the levy. The LGA also raised concerns that the proposal to base the target on headcount rather than number of full time equivalent employees did not reflect the make-up of the local authority workforce which includes significant numbers of part time jobs. Despite these concerns the Government has recently confirmed the intention to set a 2.3% target based on headcount.

6.2 The requirements regarding this target are still unclear, including:

- whether school headcount figures are within the overall target for the Council, or are excluded;
- the impact of continuing apprenticeship providing training and development over more than one year;
- the different entry routes into local authority employment, including graduate entry level jobs and non apprenticeship training career progression;
- the quality of apprenticeships, including an organisations ability to take people into sustainable employment;
- operational capacity to provide meaningful apprenticeships, whilst continuing to deliver services with reduced funding. In this regard the budget cuts over the last 6 years have resulted in approximately 430 posts being removed from the establishment – which equates to a 12% reduction from the 2010/11 staffing baseline.

6.3 A further report on the implications of this requirement will be submitted to a future meeting when the position is clearer.

6.4 As indicated in section 9 the 2.3% headcount target is higher than the number of apprenticeships provided for within the budget. Therefore, if the Council commits to this target there will be an additional budget pressure and additional budget cuts will be required.

6.5 The Tees Valley Combined Authority will have an active role in designing Skills, Training and Employment programmes and controlling skills funding

streams. Within an overarching Public Sector Apprenticeship Target there may be scope for councils to work together through the Combined Authority on the future shape and funding of the cost of a Tees Valley Apprenticeship Programme to reduce the financial burden on Hartlepool.

## **7. MANAGING THE APPRENTICESHIP LEVY**

- 7.1 To assist employers to manage the levy, in January 2017 a new Digital Apprenticeship Service (DAS) was launched. The DAS is designed to support the uptake of apprenticeships and will enable the Council to:

### **Plan its apprenticeship programme**

- Estimate how much funding the council will have to spend on apprenticeships.

### **Choose apprenticeship training and assessment**

- Find the right type of apprenticeship training for the Council;
- Choose a training provider(s);
- Choose who will assess the Council's apprentices at the end of their programme;

### **Advertise the Council's apprenticeship vacancies**

- Work with selected training provider to post an apprenticeship vacancy.

### **Manage the funding for the Council's apprenticeships**

- Register to set up employer account;
- View the current balance of the Council's levy and previous transactions;
- Forecast the Council's funding available in the future;
- How to access additional funding.

### **Start a new apprenticeship contract**

- Negotiate costs with training provider;
- Manage payments to training provider;
- Stop payments to training provider.

- 7.2 The Council's in-house provider, Adult Education, is working towards accreditation as a Registered Training Provider under the Digital Apprenticeship Services (DAS) and once approved they will become the Council's preferred supplier for any apprenticeship frameworks they are approved to deliver. Specialist training that cannot be provided by the in-house service will be commissioned externally in accordance with the guidance issued.
- 7.3 In terms of managing the day to day administrative support of apprenticeships the Council has previously used Hartlepool College of Further Education (HCFE). Under the Government's new regime this arrangement can no longer continue. Therefore, it is recommended that this support, which is quite resource intensive given the transition from school to

the workplace, is undertaken by the HR Organisational Development Advisor who already leads on the existing Apprenticeship model and has the expertise, practical experience, existing systems and networks via the Apprenticeship Working Group to continue to effectively manage the apprenticeship programme.

## 8. RISK IMPLICATIONS

- 8.1 There may be potential financial risk implications arising from the Governments proposed future head count target and this issue will be considered further in a future report when more details become available.

## 9. FINANCIAL CONSIDERATIONS

- 9.1 The Council's budget includes recurring annual funding of £330,000 to fund the salary costs of apprentices. In response to the introduction of the Apprenticeship Levy, an initial assessment of the cost of the levy was completed and a recurring budget pressure of £280,000 has been included in the budget from 2017/18 onwards. The actual cost of the levy is £212,000, therefore the balance of the funding of £68,000 has been allocated to fund apprenticeship salary costs. Therefore, the total funding available to support apprentices is £610,000 as shown in the table below:

Table 1 – Current Funding Available to Support Apprentices

	<b>Levy £'000</b>	<b>Salary £'000</b>	<b>Total Funding £'000</b>
Original Recurring Budget	0	330	330
Additional Funding identified in the MTFS	212	68	280
<b>Total</b>	<b>212</b>	<b>398</b>	<b>610</b>

- 9.2 The levy is expected to be sufficient to cover the training costs associated with the current apprenticeship intake and if the levy credit is exceeded in any of the above scenarios the Council will only be liable to pay 10% of the additional cost, with Government funding the remaining 90%. However, the salary cost of taking on additional apprentices would be an additional cost to the employer.
- 9.3 Once the requirements regarding the Government's Apprenticeship Target are known the Council will be able to assess the financial implications of this target. An initial assessment, on a worst case basis of all employees, including school employee being within the target indicates this could equate to a financial pressure of nearly £800,000.

- 9.4 As indicated earlier in the report the Apprenticeship Target is not a mandatory requirement and may be changed as the Government continues to face calls from all sectors to set a more realistic target. In relation to Councils the target needs to reflect both the financial position facing Councils over the next three years and capacity to provide worthwhile apprenticeships.

## **10. LEGAL CONSIDERATIONS**

- 10.1 None.

## **11. CHILD AND FAMILY POVERTY (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE.)**

- 11.1 None.

## **12. EQUALITY AND DIVERSITY CONSIDERATIONS (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE.)**

- 12.1 None.

## **13. STAFF CONSIDERATIONS**

- 13.1 None.

## **14. ASSET MANAGEMENT CONSIDERATIONS**

- 14.1 None.

## **15. CONCLUSIONS**

- 15.1 The Council has a history of supporting Apprentices wherever possible, through a combination of recurring funding and one off funding. The Council has previously only been responsible for the direct salary costs associated with employing the apprentices with HCFE funding all other costs, including training and associated costs, from a grant awarded by the Skills Funding Agency (SFA).
- 15.2 From April 2017 the Government are introducing a new apprenticeship levy at a rate of 0.5% of the annual pay bill. This has not been funded as a 'new burden' by the Government, despite this being a legislative change. Therefore a budget pressure of £280,000 has been built into the 2017/18 budget savings target.

- 15.3 To put this pressure into context a 1% Council Tax increase generates additional income of approximately £350,000.
- 15.4 The total funding available to support Apprentices in future years is £610,000 and under the new funding regime this is expected to pay for 42 apprentices on a recurring basis.
- 15.5 A further report will be submitted when the position regarding the Government's apprenticeship target is clear, including the financial pressure of providing more than 42 apprenticeships.

## **16. RECOMMENDATIONS**

- 16.1 It is recommended that Members:
- i) Note the introduction of the Apprenticeship Levy has not been funded as 'new burden' by the Government and the resulting budget pressure of £280,000 has been built into the 2017/18 budget approved by Council on 23<sup>rd</sup> February 2017;
  - ii) Note apprentices will continue to be paid apprentice/national minimum wage rate of pay and that this will enable the Council to retain 42 apprentices within the overall cost envelope;
  - iii) Note the HR Organisational Development team will manage the apprenticeship scheme, a role previously undertaken by HCFE;
  - iv) Note the Adult Education service will be the preferred training provider for any courses they are able to deliver and specialist training will only be commissioned when the in-house service cannot provide.
  - v) Note a further report on the implications of the Government's apprenticeship target will be submitted when more information is available and a detailed financial assessment has been completed.

## **17. REASONS FOR RECOMMENDATIONS**

- 17.1 To enable the Council to approve arrangements for operating the Apprenticeship Programme under the Government's new funding arrangements.

## **18. BACKGROUND PAPERS**

- 18.1 None.

## 19. CONTACT OFFICERS

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# FINANCE AND POLICY COMMITTEE

6<sup>th</sup> March 2017



**Report of:** Chief Executive

**Subject:** YOUR SAY, OUR FUTURE – FINDINGS REPORT  
AND NEXT STEPS

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## 1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Information only

## 2. PURPOSE OF REPORT

2.1 The purpose of this report is to provide Finance and Policy Committee with the findings report from the Your Say, Our Future exercise and to outline the next steps in taking forward the Your Say, Our Future programme following an internal evaluation of the exercise. The report also outlines how the findings of the Your Say, Our Future exercise have informed the development of the Council's future priorities as established in the Council Plan 2017/18 - 2019/20 (also on this agenda), Medium Term Financial Strategy and 5 Year Capital Plan.

## 3. BACKGROUND

3.1 Over the summer an exercise was undertaken to engage with the community and staff about the future of Hartlepool, the Council and the services provided.

3.2 The purpose of the Your Say, Our Future exercise was to build the community and staff understanding of and enable a discussion about:

- the complex problems we face as a Borough and a Council;
- what the Council does and why;
- how the Council is funded, how that has changed over the last few years and how it will continue to change;
- how much it costs the Council to do certain things and how the community and council can work to solve problems, reduce costs and shape the future of Hartlepool.

- 3.3 A range of opportunities were made available for people to get involved including:
- Public online survey
  - Staff online survey
  - 5 public roundtable events held at various venues across Hartlepool
  - 3 staff roundtable events
  - Roundtable discussion at the Primary School Conference
  - Roundtable discussion at the Hartlepool Youth Council
  - Roundtable discussion at Voice 4 You meeting
  - Graphic artist facilitated discussion at the Corporate Parent annual summer BBQ

#### 4. YOUR SAY, OUR FUTURE – FINDINGS REPORT

- 4.1 The summary version of the findings report from the Your Say, Our Future exercise is attached as appendix 1. The detailed report is attached as appendix 2.
- 4.2 Who took part?
- 572 people responded to the public survey of which 94.7% were residents of Hartlepool
  - 263 people responded to the staff survey of which 59.5% were residents of Hartlepool
  - 49 individuals attended the 5 public roundtable events which were held
  - 68 individuals attended the staff roundtable events which were held
- 4.3 Key findings...
- Ambition:
- In the public survey 89.6% agreed that our ambition reflected their own ambitions for the town
  - In the staff survey 95.8% agreed that our ambition reflected their own ambitions for the town

Highest Priority Areas – public:

Rank	Service Area	% who put it in their top 3 priority areas
1	Planning and regeneration across the town	42.9
2	Supporting older people to live independently e.g. Home care, extra care and low level support	37.7
3	Highways and transportation e.g. road repairs and maintenance, bus passes, gully cleansing and road safety	26.4



4	Supporting people with mental health issues and disabilities e.g. day services, residential care, direct payments	23.1
5	Parks and open spaces including grounds maintenance	20.2

Highest Priority Areas – staff:

Rank	Service Area	% who put it in their top 3 priority areas
1	Planning and regeneration across the town	38.1%
2	Supporting older people to live independently e.g. Home care, extra care and low level support	30.9%
3	Other children's services e.g. Family support, Youth Services, Youth Offending and children's centres	25.4%
4	Children social work teams	24.2%
5	Supporting people with mental health issues and disabilities e.g. day services, residential care, direct payments	21.6%

Lowest Priority Areas – Public

Rank	Service Area	% who put it in their bottom 3 priority areas
1	Public health e.g. Substance Misuse Support, Healthy Heart Checks, Health Visitors and smoking cessation	40.6%
= 2	Support services to school e.g. admissions and attendance, educational psychology	36.9%
= 2	Culture, heritage and leisure services e.g. Museums, libraries and leisure centres	36.9%
4	Corporate services e.g. Collecting Council Tax, customer services, legal services	32.7%
5	Parks and open spaces including grounds maintenance	24.0%

## Lowest Priority Areas – Staff

Rank	Service Area	% who put it in their bottom 3 priority areas
1	Public health e.g. Substance Misuse Support, Healthy Heart Checks, Health Visitors and smoking cessation	47.1%
2	Corporate services e.g. Collecting Council Tax, customer services, legal services	43.0%
3	Support services to school e.g. admissions and attendance, educational psychology	28.3%
4	Culture, heritage and leisure services e.g. Museums, libraries and leisure centres	25.5%
5	Housing services e.g. Homelessness, regulation of private landlords, housing advice	22.5%

- 4.4 Through the online surveys we asked if people felt more informed about the difficult decisions that the Council has had to make over the past 5 years and the difficult decisions it will face over the next 3 years. This was one of the underpinning reasons for undertaking the exercise and the response was very positive:

	Public	Staff
Yes, I feel more informed	50.9%	51.4%
No, I was already aware	33.3%	43.7%
No, I do not feel more informed	15.8%	4.9%

- 4.5 The comments that we received through the different elements of the exercise including the online surveys, roundtable discussions and the dedicated sessions with young people and those with learning disabilities have been brought together in the emerging themes section of the findings report (appendix 2). The findings have been presented in this way to enable the Council to look at these themes at a service level and respond to what people have told us.
- 4.6 There is also some learning for us as a Council in terms of the way in which we communicate about the Your Say, Our Future programme and also what we can change as an organisation.

## 5. INFORMING THE COUNCIL'S PRIORITIES

- 5.1 Since the exercise was undertaken the findings have been used to inform the development of the Council Plan 2017/18 - 2019/20 (also on this agenda), the

Medium Term Financial Strategy and the 5 year Capital Plan which have been developed as three parts of a single plan to ensure the links between the three are strengthened. The following table demonstrates how the Council Plan has been developed to reflect the views put forward in the Your Say, Our Future exercise:

What people told us	What we're doing in the Council Plan
<p>We should be holding events and promoting Hartlepool as a place to come and visit (TOURISM)</p>	<ul style="list-style-type: none"> <li>Working in partnership with private and public sector operators launch a new tourist marketing campaign 'Destination Hartlepool' supported by a co-ordinated events, exhibitions and festivals programme by 2017. Including a 'Destination Hartlepool' website, new signage and a coordinated summer events programme including 2 key festivals.</li> </ul>
<p>We need to increase business and jobs and encourage our young people to come back when they've been away to University (ECONOMY)</p>	<ul style="list-style-type: none"> <li>Open 'the Bis' in partnership with Cleveland College of Art and Design (CCAD) – a new world class managed workspace for emerging creative industries. To be ready for its first intake of graduates in March 2018.</li> <li>Promote Hartlepool as a location for TV and Film production by Summer 2018. With the former depot to be turned into a film and TV production studio ready to launch in May 2018.</li> <li>Establish pathways to get young people into high value sustainable employment. Including the youth Employment Initiative and apprenticeship programme.</li> <li>Enable and promote Hartlepool as a great place to invest. This includes identifying available and under utilised commercial land and exploring opportunities for speculative development, identifying public realm improvements and exploring funding opportunities to enhance commercial sites and encourage inward investment.</li> <li>Increase local and public sector spending in the local supply chain in Hartlepool by reviewing Council procurement frameworks to develop the local economy, holding local business seminars/breakfasts based on the local circular economy and developing a Supply Hartlepool Strategy.</li> </ul>

<p>We need to have recreational and leisure activities and facilities that attract people to Hartlepool and for people to stay in town for rather than visiting neighbouring areas. In doing this we should build on our history and heritage. (LEISURE)</p>	<ul style="list-style-type: none"> <li>• Complete Church Street and Church Square redevelopment to coincide with the completion of the new Cleveland College of Art and Design (CCAD) campus by 2018. Including delivering the Church Street Revival Townscape Heritage Scheme and public realm improvements to Church Street and Church Square.</li> <li>• Rephase and deliver the regeneration plan for Seaton Carew seafront by 2018. Phase 1 to include water play, beach huts, landscaping and leisure facilities and improvements to the coach park on The Front by July 2017.</li> <li>• Complete a phased regeneration of the Waterfront to include a landmark visitor attraction complemented by hotel and leisure facilities by 2020. Detailed masterplan to be complete by April 2017 and phase 1 of site complete and open by September 2020.</li> <li>• 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. Committee to agree preferred option for sport and leisure built facilities investment by June 2017 and new facilities to be completed by Autumn 2019.</li> </ul>
<p>We should build starter home / affordable homes and work to improve and promote the range of housing to attract people to live here. We also need to reduce the number of empty homes. (HOUSING)</p>	<ul style="list-style-type: none"> <li>• Deliver new housing to meet the current and future housing needs of the Borough. We will provide land through the Local Plan to support the delivery of a minimum of 409 net additional dwellings each year and the Council will to work with private housebuilders to deliver affordable homes as part of their private market offer. In addition the Council will identify sites and develop its own new affordable homes at the same time as continuing our programme to bring empty homes back into use.</li> </ul>
<p>We need to ensure Hartlepool has a clean and attractive environment. (ENVIRONMENT)</p>	<ul style="list-style-type: none"> <li>• Establish an investment programme for improvements to neighbourhoods, open spaces, parks and play sites. Schemes will be identified and agreed in April 2017 and phase 1 will be completed by March 2018.</li> <li>• Expand the wildflower programme. Perennial wildflower meadowing scheme to complement the current annual wildflower scheme in large</li> </ul>

	<p>open spaces.</p> <ul style="list-style-type: none"> <li>Implement a Clean and Green Strategy and reduce demand on Council resources. Including education and awareness programme in relation to recycling, awards scheme to recognise the volunteering efforts of schools and community groups and a public litter campaign.</li> </ul>
<p>We should have excellent local health and care services and support. (HEALTH and CARE)</p>	<ul style="list-style-type: none"> <li>Deliver three community hubs across Hartlepool by 2018. To be located at Central Library, Owton Manor Library and Community Centre and West View Advice and Resource Centre.</li> <li>Implement a new model for encouraging and supporting healthy lifestyles by 2018. Redesigning the health improvement offer into community hubs and reviewing the use of community pharmacy in supporting healthy lifestyle.</li> <li>Work with health partners to establish new integrated health and social care services as set out in Hartlepool Matters by 2018. Including implementing Integrated Discharge Pathways and developing new approaches with primary care to prevent avoidable hospital admissions.</li> <li>Increase the availability of high quality care for older people with care and support needs. We will commission a feasibility study regarding alternative delivery models for services for older people and using that we will then determine the future delivery model by October 2017.</li> <li>Deliver new opportunities for working age adults with care and support needs to live independent and fulfilling lives. We will open and maximise the benefits of the new Centre for Independent Living (CIL) by September 2017.</li> </ul>

<p>We need to ensure that people in Hartlepool have access to the best education and learning opportunities. (EDUCATION and TRAINING)</p>	<ul style="list-style-type: none"> <li>• Hartlepool is recognised as a learning town with every school good or outstanding by 2019. With 89% by December 2017 and all schools by December 2018.</li> <li>• Launch a new centre for excellence in technical education in creative industries at the Northern Lights Academy by September 2017.</li> <li>• Implement improvements to the support provided to children with special educational needs and disabilities by 2018. Including collaborating with Tees Valley Local Authorities on the establishment of a free special school by July 2017.</li> <li>• Establish a new high quality alternative education provision for children and young people who don't access full-time mainstream education. Newly shaped school at the Pupil Referral Unit (PRU) launched and fully operational by September 2018.</li> <li>• Work with learning providers and employers to deliver a new approach to targeting learning, skills and employment pathways for unemployed adults and parents. Including skills needs analysis on 100 companies by August 2017 and agreeing a new delivery model by December 2017.</li> </ul>
<p>We need to build on people's pride in the town where all have a stake and want to play their part to improve the town. (CIVIC PRIDE)</p>	<ul style="list-style-type: none"> <li>• Launch a co-ordinated approach to engaging citizens in becoming actively involved in meeting local needs and shaping the future of their communities. Including further roll out of Your Say, Our Future approach, new Community Engagement and Cohesion Strategy, campaign to encourage young people to register to vote and working with the Joseph Rowntree Foundation to implement the Stronger Neighbourhoods Project.</li> <li>• Implement a Clean and Green Strategy and reduce demand on Council resources. Including awards scheme to recognise the volunteering efforts of schools.</li> </ul>

We should support those who volunteer and the Voluntary and Community Sector in Hartlepool. (VOLUNTEERS / VOLUNTARY and COMMUNITY SECTOR)	<ul style="list-style-type: none"> <li>• Implement a new approach to supporting the development of the community and voluntary sector by 2017. Including consultation on a VCS model and report on options by August 2017, a new model agreed in October 2017 and launched by November 2017.</li> </ul>
We need to develop our online services and electronic means of communication. (ONLINE SERVICES)	<ul style="list-style-type: none"> <li>• Implement new ways of communicating the change that is happening in Hartlepool both within and outside of the Borough. Developing and enhancing our social media presence.</li> <li>• Increase availability and take up of digitally delivered services. Including SMS text reminder and payment link service for Council Tax arrears by June 2017, promotion campaign to encourage take up of electronic Council Tax and Business Rates bills and implementation of new Customer Service technology to enable more Council transactions to be available online.</li> </ul>

- 5.2 In addition other comments that we received are being used to inform the future delivery of our services and will inform our approach in regards to income generation/selling our services, enforcement, asset management and how we operate as an organisation.

## 6. EVALUATION

- 6.1 Overall, the feedback from the Your Say, Our Future exercise has been very positive. People welcomed the opportunity to have their say and get involved. Understandably people have been frustrated by the length of time it has taken for us to follow up the exercise but we intend to undertake an active campaign as part of the future roll out of the Your Say, Our Future approach to update people about what we've been doing since we last spoke with them and how their comments have influenced our future ambitious plans for the town.
- 6.2 Internal evaluation of the exercise has identified a number of learning points going forward. It is clear that the number of respondents that we had reflected the level of promotion of the Your Say, Our Future exercise. However, the responses we received highlighted the need to utilise all the available promotional channels with social media in particular being highlighted.
- 6.3 The public roundtable events were held at various venues across the town (Owton Manor, Belle Vue, Headland, West View and town centre) and on a

range of days (Tuesday, Thursday and Saturday) and times (morning, afternoon, early evening and later evening) to encourage as many people as possible to attend. However, the best attended was the session held at 2pm on a Thursday afternoon in the Council Chamber. This may be due to a number of factors and we will need to consider the implications of this carefully when planning the timing of future events.

- 6.4 We recognise that we did not have a large number of people attending the roundtable sessions however this enabled us to keep the groups small and with a strong Chair in place it meant that we could have very focused and meaningful discussions. This was a definite strength of the exercise and one which we will take forward in our future approach.
- 6.5 The exercise over the summer was quite resource intensive and support was received from across the Council. We recognise that this support was needed in order to get the level of response that we received and this level of support needs to continue if our future approach is to be successful.

## **7. NEXT STEPS**

- 7.1 The exercise over the summer was only the beginning of the conversation. It is clear that there is an appetite within the community for ongoing dialogue to help the Council achieve its ambition and inform future service delivery.
- 7.2 It is proposed that as a Council we build upon the success of the Your Say, Our Future exercise and roll this approach out across the Council. It is proposed that we introduce a planned annual programme of Your Say, Our Future events which continue the Council's move towards a more collaborative style of engagement.
- 7.3 We are currently undertaking a review of our approach to community involvement and engagement and also how we communicate with our community. Through this review we are aiming to put in place a consistent and coordinated approach across the Council and ensure that we are communicating as effectively as possible. This will inform the new Community Engagement and Cohesion Strategy that is scheduled to be agreed by Council in October 2017.
- 7.4 It is proposed that the future development and roll out of the Your Say, Our Future programme is subject to consideration by the Constitution Working Group established by Council last September to consider the issue of community engagement and involvement. The Constitution Working Group has already been involved in early discussion and further dialogue will ensure that the views of Elected Members are reflected in the future approach. It will also ensure that any necessary constitutional changes are relayed back into Council for approval.



**8. RISK IMPLICATIONS**

- 8.1 There are no risk implications.

**9. FINANCIAL CONSIDERATIONS**

- 9.1 There are no financial considerations – all activity will be undertaken within existing resources.

**10. LEGAL CONSIDERATIONS**

- 10.1 There are no legal considerations.

**11. CHILD AND FAMILY POVERTY**

- 11.1 There are no child and family poverty implications.

**12. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 12.1 We recognise the need to take into account the needs of vulnerable groups when engaging with the community. Any activity will consider the equality and diversity needs of all those with protected characteristics.

**13. STAFF CONSIDERATIONS**

- 13.1 Staff will be given every opportunity to engage with the Your Say, Our Future programme and will be actively encouraged by the Council to do so.

**14. ASSET MANAGEMENT CONSIDERATIONS**

- 14.1 There are not asset management considerations.

**15. RECOMMENDATIONS**

- 15.1 Finance and Policy Committee is requested to note the findings of the Your Say, Our Future exercise and the intention to roll out the Your Say, Our Future approach across the Council through the introduction of a planned annual programme. The Committee is also requested to note the intention to discuss the Your Say, Our Future programme proposals with the Constitution Working Group.

**16. REASONS FOR RECOMMENDATIONS**

- 16.1 Finance and Policy Committee is the responsible committee for consultation and engagement.

**17. BACKGROUND PAPERS**

- 17.1 Medium Term Financial Strategy 2017/18 – 2019/20 report Finance and Policy Committee 20<sup>th</sup> June 2016.

**18. CONTACT OFFICER**

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**Your Say, Our Future – Summer 2016****Summary**

	<b>Public</b>	<b>Staff</b>
Number of responses to online survey	572	263
% that were residents of Hartlepool	94.7	59.5
% that agreed that our ambition reflected their own ambitions for the town.	89.6	95.8
The additional things people wanted to see reflected in our ambition for the town (top 5 for number of comments)	<p>Leisure – recreational activities and places to go e.g. micro pubs, trampoline park, entertainment venues and shopping</p> <p>Environment – clean and attractive</p> <p>Tourism – popular tourist destination, seaside resort at Seaton and the Headland</p> <p>Health &amp; Care – health services including the hospital and support for the elderly and disabled and their carers</p> <p>Local Economy – increasing business and jobs</p>	<p>Economy – increasing business and jobs</p> <p>Tourism / Leisure – be a place to come to with leisure activities and facilities that attract people here</p> <p>Culture &amp; Heritage – using history and heritage to attract people and be a cultural centre in the North East</p> <p>Civic Pride – pride in the town where all have a stake and want to play their part to improve</p> <p>Environment – clean with sustainability promoted</p>

In addition, 49 individuals attended the 5 public roundtable events and 68 individuals attended the staff roundtable events.

**Priority Areas**

We gave people a list of 17 Council services and asked them to identify which they felt should be the top three priority areas that the Council should be concentrating on. We then gave them the same list and asked them to identify which they felt should be the bottom three priority areas that the Council should be concentrating on.

**Public – highest priority** (485 responses)

Rank	Service Area	% who put it in their top 3
1	Planning and regeneration across the town	42.9
2	Supporting older people to live independently e.g. Home care, extra care and low level support	37.7
3	Highways and transportation e.g. road repairs and maintenance, bus passes, gully cleansing and road safety	26.4
4	Supporting people with mental health issues and disabilities e.g. day services, residential care, direct payments	23.1
5	Parks and open spaces including grounds maintenance	20.2

**Staff – highest priority** (236 responses)

Rank	Service Area	% who put it in their top 3
1	Planning and regeneration across the town	38.1%
2	Supporting older people to live independently e.g. Home care, extra care and low level support	30.9%
3	Other children's services e.g. Family support, Youth Services, Youth Offending and children's centres	25.4%
4	Children social work teams	24.2%
5	Supporting people with mental health issues and disabilities e.g. day services, residential care, direct payments	21.6%

**Public – lowest priority (463 responses)**

Rank	Service Area	% who put it in their top 3
1	Public health e.g. Substance Misuse Support, Healthy Heart Checks, Health Visitors and smoking cessation	40.6%
= 2	Support services to school e.g. admissions and attendance, educational psychology	36.9%
= 2	Culture, heritage and leisure services e.g. Museums, libraries and leisure centres	36.9%
4	Corporate services e.g. Collecting Council Tax, customer services, legal services	32.7%
5	Parks and open spaces including grounds maintenance	24.0%

**Staff – lowest priority (217 responses)**

Rank	Service Area	% who put it in their top 3
1	Public health e.g. Substance Misuse Support, Healthy Heart Checks, Health Visitors and smoking cessation	47.1%
2	Corporate services e.g. Collecting Council Tax, customer services, legal services	43.0%
3	Support services to school e.g. admissions and attendance, educational psychology	28.3%
4	Culture, heritage and leisure services e.g. Museums, libraries and leisure centres	25.5%
5	Housing services e.g. Homelessness, regulation of private landlords, housing advice	22.5%

**Charging Proposals**

We asked whether people would support the Council raising money from 4 options:

	<b>I support this under the circumstances</b>		<b>I accept this if it is absolutely necessary</b>		<b>I find this completely unacceptable</b>		<b>No opinion/don't know</b>	
	Public	Staff	Public	Staff	Public	Staff	Public	Staff
Charging for entry to the Museum of Hartlepool	35.2%	53.1%	41.1%	34.3%	21.8%	10.8%	2.0%	1.9%
Charging for the collection of garden waste	17.4%	33.0%	28.0%	33.5%	52.3%	30.2%	2.2%	3.3%
Charging for the disposal of non-household waste e.g. construction waste, tyres etc	54.3%	73.7%	29.7%	20.2%	14.5%	5.2%	1.5%	0.9%
Charging for car parking at Seaton Front	24.7%	42.1%	28.6%	28.7%	44.7%	27.8%	2.0%	1.4%

## APPENDIX 1

**We asked people if they had any other suggestions for services that the Council could charge for to generate an income:**

Public - 194 comments	Staff - 73 Comments
<p>Events &amp; tourism – hold events like Dock Rock, entry charges for museums etc</p> <p>Housing – charges/fines for private landlords/property developers and developing homes for sale/rent</p> <p>Council Tax &amp; Business Rates – everyone should pay some, deal with non-payers &amp; fraud, increase charges</p> <p>Car parking &amp; transport – suspend free parking for blue badge holders, increase/introduce charges, charge for bus passes/small charge per journey, introduce new licences (takeaway drivers / heavy goods vehicles on certain roads)</p> <p>Waste &amp; recycling – introduce charges (entry to recycling centre or additional collections), enforcement/fines</p> <p>Empty buildings – Enforcement (charges/fines/CPO)</p> <p>Providing services for hire – gardening/landscaping, pest control, hiring vehicles/equipment, car/garage services, housing (decorating, electrical, plumbing, general maintenance &amp; handyman services), children's after school club/holiday club</p> <p>Enforcement (through fines) – speeding, parking/illegal parking, ASB/vandalism, litter/fly tipping/dog fouling, utility companies whose repair works overrun, illegal traders or bad private landlords</p>	<p>Events &amp; tourism – hold events (bring back Dock Rock), provide camping/day accommodation (chalets at Seaton), hiring out venues, museum charges</p> <p>Car parking &amp; transport – charge for damage to footpaths, streetlights etc, parking in HBC staff car parks out of hours, raise charges/introduce charge/permits, charge for bus use (bus pass holders), suspend free parking for blue badge holders</p> <p>Waste &amp; recycling – charge trade/local businesses to dispose of waste at Burn Road site, bulky waste collection, enforcement, encourage composting</p> <p>Council Buildings – rent out/sell vacant properties &amp; reduce the number of buildings overall</p> <p>Providing services for hire – advertising (website, lampposts), gardening/landscaping, professional services (legal, health &amp; safety, HR etc), home maintenance/handyman, training/learning/employment support, confidential waste/shredding, cafes/catering, pest control etc</p> <p>Enforcement – increase fines/enforcement (dog fouling, litter, ASB)</p> <p>Leisure – More activities for adults, privatising Mill House, cycle clinic at Summerhill</p>

<p>Leisure – charge more for leisure services, privatise Mill House</p> <p>Councillors &amp; staff – reduce allowances, reduce number of Councillors, cut expenses, stop ward budgets. Review Council officers wages and staffing structure.</p>	<p>Councillors &amp; staff – lower wages for upper management and Councillors</p>
Additional Comments	
<ul style="list-style-type: none"> <li>Residents already paid enough in Council Tax or that they were unhappy with the current service and would not be happy to pay any more for it.</li> <li>Charging might lead to competition with the private sector / local suppliers</li> <li>Charging for car parking might have a negative impact on trade and the local economy.</li> </ul>	<ul style="list-style-type: none"> <li>Some questioned charging more for car parking and the potential that this might have people parking in side streets.</li> <li>Free parking was suggested as a way to encourage more visitors to leisure and shopping facilities.</li> <li>things that the Council could stop doing or change in order to save money – this included Freedom of Information (FOI) requests, looking at outsourcing delivery and ensuring best price for goods and services bought externally.</li> </ul>

Respondents were asked for **other suggestions about how the Council could deliver services in a different way to increase income**. 174 public and 53 staff comments were received and they covered the following themes:

- Business / enterprise – e.g. Council run Care Homes, bus services (shuttle service, park & ride or in conjunction with local employers), host events (sporting, concerts etc), increasing hire or charges, selling services to others, training staff to work across functions, develop low cost housing for sale/rent
- Charging & income generation – small charge for bus pass concessions, car parking increases, extra waste collections, charge schools for services provided, increase use of Town Hall
- Increased efficiency – reduce admin costs, look at technology solutions, combine back office with others, reduce duplication, shared use of Council buildings, stop all non-statutory functions, be more efficient, scrap ward budgets, don't pay a full time union representative, combine stores with Fire Brigade, improve marketing of services for hire



- Work with the Private Sector / Privatised – externalise services e.g. payroll, privatise Mill House
- Enforcement – be more aggressive in collection of Council Tax, fines for buildings in disrepair, more enforcement (dog fouling, litter, fly tipping etc), levy on takeaways, follow Redcar's example & fine dog walkers without bags, increase fines
- Tourism - increase visitors, attract events
- Members – reduce number, stop ward budgets, reduce expenses/allowances, stop paying for civic funerals and have them pay for civic centre parking
- Work with the Voluntary Sector – utilise the VCS and volunteers to deliver services (libraries, parks, museums etc),

Respondents were asked for **suggestions about how the Council could deliver services in a different way to reduce costs**. 211 public and 72 staff comments were received and they covered the following themes:

- Members – cut allowances/expenses, stop ward budgets, reduce number of Councillors
- Adult Social Care – re-establish council run care homes, neighbours to look out for elderly, reduce meetings within social services, overhaul direct payments
- Outsource shared services – join up with other councils/public sector, privatise, tender, subcontract,
- Waste management / cleansing – reduce frequency of collections (garden waste & recycling), use volunteers/resident groups (litter, weeding gardening), encourage recycling, empty all bins the same week and then none the week after
- Horticulture – reduce maintenance schedules, don't do weekend maintenance, increase wildflowers, have community groups adopt grass verges & maintain them, introduce remote control grass cutters so don't have to

**APPENDIX 1**

close major roads while it's getting cut, don't plant up roundabouts, let wildflower meadows naturalise & don't replant just cut once a year, combine cleansing and horticulture management, reconsider cleansing frequency

- Management & staff (reduce) – reduce management costs, stop overtime on all non-safety related activities, reduce bureaucracy, reduce pay & benefits
- Assets – stop buying buildings to knock down, redevelop, sell off unused assets, put solar panels on roofs
- More online automated services – email bills/payment information rather than post, correspond by email not post, introduce payment machines, use online methods of booking/paying/information services/queries, stop badges for resident permits – hold registration numbers on a database instead?
- Review contracts – revise terms and conditions of staff & contractors, tender all contracts,
- Enforcement – fine people (dog fouling, litter, ASB, driving across paths)
- Benefits – means test for benefits, reduce subsidies
- Volunteers – recruit volunteers to deliver functions, engage with the unemployed and young people who want work experience, use the VCS to deliver
- Offenders – use community service to provide training in job functions that are difficult to recruit or use them to clear overgrowth, litter picking, filling pot holes etc.
- Tourism – charge for tourist attractions
- Review working hours / contracts – look at fewer days/shorter days to reduce overheads, compress opening hours, reduce overtime/agency payments, support use of transferrable skills, provide car parking for officers who use their cars to reduce time spent walking to and from them for appointments, reduce weekend overtime rates
- Cost reduction – change staff behaviour (turn off lights/PCs, order budget supplies not high end), reduce vehicles, stop employing crossing guards for pedestrian and zebra crossings

- Pay for what you use – personalise & offer smaller bin collections etc, stop free swims for children, give people the option of cutting their own grass verge and reduce Council Tax in response
- Buildings – PV panels on all council buildings, move library to Courts building and sell central library site, do we need Town Hall and Borough Hall?

Other comments were more general around increasing efficiency or reducing costs and also about things that the Council should change or stop doing.

Respondents were asked a range of questions about the **Your Say, Our Future Exercise**.

Please tell us if you found the information...	<b>Public</b>	<b>Staff</b>
	217 responses	130 responses
useful	76.9%	90.8%
interesting	76.2%	89.5%
Informative	74.3%	95.9%

Before seeing the Your Say, Our Future information respondents told us that they had:

	<b>Residents</b>	<b>Staff</b>
recycled through the Council's kerbside collection service	79.1%	59.0%
recycled at the Household Waste Recycling Centre	84.5%	68.9%
used the Council website to find out some information	78.0%	86.9%
used the Council website to access online services	39.4%	44.3%
used the self service computers in Civic Centre reception to access services such as apply for a house, blue badge or universal credit	3.5%	7.1%

After they had been given more information through the Your Say, Our Future exercise respondents told us that they might:

	Public			Staff		
	% Yes	% No	% Maybe	% Yes	% No	% Maybe
Recycle more waste	64.9	24.4	10.6	73.7	16.2	10.1
Go online to access council services	59.7	22.1	18.3	66.3	15.2	18.5
Think more about the environment e.g. not dropping litter, keeping streets clean and tidy	75.6	18.4	6.0	81.3	15.4	3.3
Get involved in local events e.g. voluntary and community groups	24.9	39.2	35.9	21.7	40.0	38.3
Use the self service computers in the Civic Centre reception for service such as applying for a house, a blue badge or universal credit	17.2	66.4	16.4	26.6	55.4	18.1

What do you think of the budget information that has been provided?	Public - 395 responses	Staff - 184 responses
Too much information was provided	4.1%	2.7%
The amount of information provided was about right	68.9%	79.4%
Too little information was provided – they would have liked more detail	27.1%	17.9%

In relation to the information on the webpage, respondents found it:	Public -			Staff -		
	Yes	No	Don't know / haven't looked	Yes	No	Don't know / haven't looked
Useful	67.1%	13.1%	19.8%	72.1	3.9	24.0
Interesting	61.8%	18.7%	19.5%	69.7	6.3	24.0
Informative	68.3%	12.6%	19.1%	73.7	2.3	24.0

When asked if there was any other information that wasn't provided that respondents would like to see the responses focused on other or more detailed financial information, details on Councillors allowances/payments/expenses and how they spent their ward budgets.

When asked if they **felt more informed** about the difficult decisions that the Council has had to make over the past 5 years and the difficult decisions it will face over the next 3 years...

	<b>Public - 399 responses</b>	<b>Staff - 183 responses</b>
Yes, I feel more informed	50.9%	51.4%
No, I was already aware	33.3%	43.7%
No, I do not feel more informed	15.8%	4.9%

In addition the full report has a section on **emerging themes**. This brings together the all of the comments received through the different elements of the exercise including the online surveys, roundtable discussions and the dedicated sessions with young people and those with learning disabilities. It includes views from members of the public and our staff. Due to the range of individuals involved in the Your Say, Our Future exercise the comments made in each of the themes include both positive and negative views. While some are just comments others provide ideas, suggestions, challenges or questions for the Council. The intention of presenting the findings in this way is to enable the Council to look into these themes at a service level and respond to what people have told us. The emerging themes were:

<b>Emerging Theme</b>	<b>Page</b>
Volunteers / Voluntary & Community Sector	23
Assets	24
Online Services	25
Services for hire	26
Council Tax / Business Rates	27
Council / Organisation	28
Empty Buildings	30
Transport & Car Parking	31
Tees Valley	33

<b>Emerging Theme</b>	<b>Page</b>
Waste & Recycling	34
Enforcement	36
Education & Training	37
Local Economy	39
Leisure	40
Regeneration	42
Community Safety	43
Culture & Heritage	44
Young People	45
Democratic Representation & Engagement	46
Housing	47
Environment	48
Health & Care	50
Tourism & Events	52
Civic Pride	54
Poverty	55

# 2<sup>nd</sup> July – 15<sup>th</sup> September 2016



# Contents

<b>Contents</b>	<b>2</b>
<b>Foreword</b>	<b>3</b>
<b>Background</b>	<b>5</b>
<b>Findings</b>	<b>6</b>
<b>Next Steps</b>	<b>64</b>





## Foreword by Chief Executive

The last few years have brought a period of great change for Hartlepool and the Council. There has been a significant reduction in the funding that the Council receives from central government and we have had to make some tough decisions about the services we deliver and how we deliver them.

This has led us to a critical point in the history of the town. We need to be clear about the future direction of our town and our organisation. We remain ambitious for the future but we need to think differently about how we achieve this.

Over the summer we launched the 'Your Say, Our Future' programme. This involved a town wide conversation involving residents and staff. The aim was to engage with residents and staff about the future of the Council and the services we provide. What we heard has given us a lot to think about and we have used it to inform the preparation of our 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.

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.

We are using the findings of this exercise to inform our services and the budget proposals that are coming forward. 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.

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.

We believe that local people know what is best for their local area and we want to encourage residents to take a more active role in shaping the future of this great borough.

**Chief Executive**

## Background

Over the summer we carried out an exercise to engage with our community and staff about the future of Hartlepool, the Council and the services we provide.

The purpose of the Your Say, Our Future exercise was to build peoples understanding of and enable them to contribute to a discussion about:

- the complex problems we face as a Borough and a Council;
- what the Council does and why;
- how the Council is funded, how that has changed over the last few years and how it will continue to change;
- how much it costs the Council to do certain things and how the community and council can work to solve problems, reduce costs and shape the future of Hartlepool.

A range of opportunities were made available for people to get involved:

- Public online survey
- Staff online survey
- 5 public roundtable events held at various venues across Hartlepool
- 3 staff roundtable events
- Roundtable discussion at the Primary School Conference
- Roundtable discussion at the Hartlepool Youth Council
- Roundtable discussion at Voice 4 You meeting
- Graphic artist facilitated discussion at the Corporate Parent annual summer BBQ

## Findings

This section of the report sets out the results of the public and staff surveys and identifies a number of emerging themes from across the whole exercise (surveys and roundtable events).

### Public Survey

In total 572 people responded to the public survey.

94.7% of those who took part were residents of Hartlepool.

3.4% of those who took part weren't residents but work in Hartlepool.

0.2% of those who took part weren't residents but study in Hartlepool.

Those who live in Hartlepool identified that they live in the following postcode areas:

TS22 - 1.7%

TS24 - 19.2%

TS25 - 36.7%

TS26 - 38.2%

Other - 4.3% (the majority of this category identified that they lived in TS27)

**89.6% agreed that our ambition reflected their own ambitions for the town.**

The other things that people wanted to see included in our ambition for the town could be broken down into the following themes:

- Regeneration
- Local economy
- Health & care
- Leisure
- Transport
- Tourism
- Environment
- Education
- Tees Valley
- Enforcement
- Members
- Voluntary Sector
- Safer
- General

### Top 3 Priority Areas:

The 17 service areas were ranked as follows (1 being highest priority):

Rank	Service Area	% who put it in their top 3
1	Planning and regeneration across the town	42.9
2	Supporting older people to live independently e.g. Home care, extra care and low level support	37.7
3	Highways and transportation e.g. road repairs and maintenance, bus passes, gully cleansing and road safety	26.4
4	Supporting people with mental health issues and disabilities e.g. day services, residential care, direct payments	23.1
5	Parks and open spaces including grounds maintenance	20.2
6	Culture, heritage and leisure services e.g. Museums, libraries and leisure centres	17.5
7	Other children's services e.g. Family support, Youth Services, Youth Offending and children's centres	16.3
= 8	Housing services e.g. Homelessness, regulation of private landlords, housing advice	15.9
= 8	Waste collection and recycling	15.9
10	Other environmental services e.g. street lighting, street cleansing, Environmental Health Officers, cemetery and crematorium	14.9
11	Supporting older people in residential care	13.6
= 12	Support services to school e.g. admissions and attendance, educational psychology	12.6
= 12	Public health e.g. Substance Misuse Support, Healthy Heart Checks, Health Visitors and smoking cessation	12.6
14	Looked after children e.g. Fostering and Children's Home	11.1
15	Children social work teams	10.9
16	Corporate services e.g. Collecting Council Tax, customer services, legal services	7.8
17	Other adult social care support e.g. Carers support, occupational therapy, Telecare	5.4

### Bottom 3 Priority Areas:

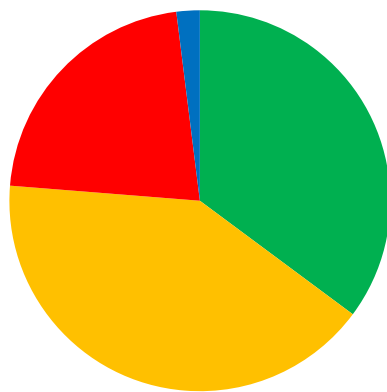
The 17 service areas were ranked as follows (1 being lowest priority):

Rank	Service Area	% who put it in their top 3
1	Public health e.g. Substance Misuse Support, Healthy Heart Checks, Health Visitors and smoking cessation	47.1%
2	Corporate services e.g. Collecting Council Tax, customer services, legal services	43.0%
3	Support services to school e.g. admissions and attendance, educational psychology	28.3%
4	Culture, heritage and leisure services e.g. Museums, libraries and leisure centres	25.5%
5	Housing services e.g. Homelessness, regulation of private landlords, housing advice	22.5%
6	Other adult social care support e.g. Carers support, occupational therapy, Telecare	18.8%
7	Parks and open spaces including grounds maintenance	17.1%
8	Planning and regeneration across the town	15.3%
9	Waste collection and recycling	14.5%
10	Other environmental services e.g. street lighting, street cleansing, Environmental Health Officers, cemetery and crematorium	12.3%
11	Supporting older people in residential care	10.8%
12	Other children's services e.g. Family support, Youth Services, Youth Offending and children's centres	10.6%
13	Children social work teams	8.2%
14	Highways and transportation e.g. road repairs and maintenance, bus passes, gully cleansing and road safety	7.6%
15	Looked after children e.g. Fostering and Children's Home	5.4%
16	Supporting people with mental health issues and disabilities e.g. day services, residential care, direct payments	4.3%
17	Supporting older people to live independently e.g. Home care, extra care and low level support	3.7%

### Charging Proposals:

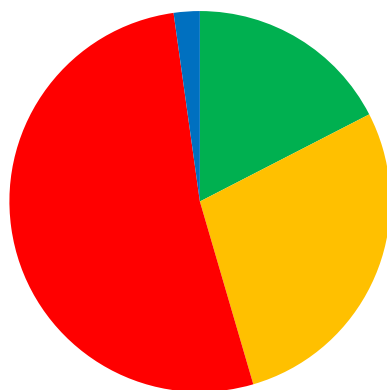
Respondents were asked their thoughts on the Council raising money from 4 different options. The responses in the public survey were as follows:

#### Charging for entry to the Museum of Hartlepool



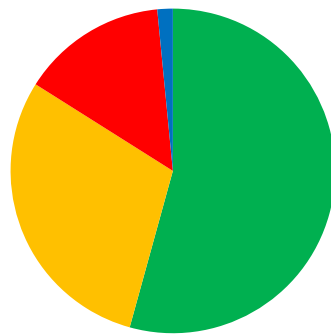
- I support this under the circumstances
- I accept this if it is absolutely necessary
- I find this completely unacceptable
- No opinion/don't know

#### Charging for the collection of garden waste



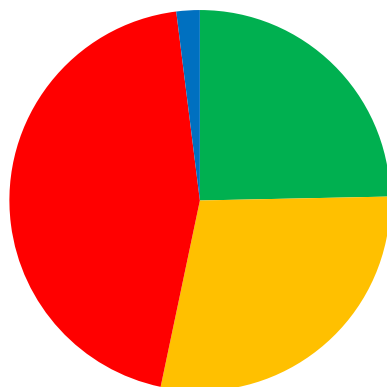
- I support this under the circumstances
- I accept this if it is absolutely necessary
- I find this completely unacceptable
- No opinion/don't know

### Charging for the disposal of non-household waste e.g. construction waste, tyres etc



- I support this under the circumstances
- I accept this if it is absolutely necessary
- I find this completely unacceptable
- No opinion/don't know

### Charging for car parking at Seaton Front



- I support this under the circumstances
- I accept this if it is absolutely necessary
- I find this completely unacceptable
- No opinion/don't know

Respondents were asked for **other suggestions for services that the Council could charge to generate an income**. 194 comments were received and they covered the following themes:

- Events & tourism
- Housing
- Council Tax & Business Rates
- Car parking & transport
- Waste & recycling
- Empty buildings
- Providing services for hire



- Enforcement
- Leisure
- Councillors & staff

A number of comments were made against the Council charging for services. These included a number of views that residents already paid enough in Council Tax or that they were unhappy with the current service and would not be happy to pay any more for it. There were also fears that charging might lead to competition with the private sector / local suppliers or that charging particularly for car parking might have a negative impact on trade and the local economy. There were also comments made about things that the Council could stop doing or change in order to save money.

Respondents were asked for **other suggestions about how the Council could deliver services in a different way to increase income.** 174 comments were received and they covered the following themes:

- Business / enterprise
- Charging
- Increased efficiency
- Work with the Private Sector
- Enforcement
- Tourism
- Members
- Work with the Voluntary Sector

Respondents were asked for **suggestions about how the Council could deliver services in a different way to reduce costs.** 211 comments were received and they covered the following themes:

- Members
- Adult Social Care
- Outsource shared services
- Waste management / cleansing
- Horticulture
- Management & staff
- Assets
- More online automated services
- Review contracts
- Enforcement
- Benefits
- Volunteers
- Offenders
- Tourism

Other comments were more general around increasing efficiency or reducing costs and also about things that the Council should change or stop doing.

Respondents were asked a range of questions about the **Your Say, Our Future Exercise**.

The majority of respondents (49.1%) said that they had not seen any of the Your Say, Our Future information produced by the Council. For the information that was produced the response of those who had seen it was as follows:

Posters – 8.9%  
Survey - 19.2%  
Newspaper articles – 14.73%  
Newspaper websites – 8.7%  
Information on Council Website – 19.4%  
Events – 4.5%

In addition 5.6% of respondents choose “other” and the examples given included email, word of mouth, leaflets through the door, Facebook and Hartlepool Post.

The majority of respondents who had seen the Your Say, Our Future information had seen it through the Council’s website (34.6%). This was followed by email/letter (28.6%), newspaper (23.6%) and newspaper websites (17.7%).

The around three quarters of those who responded said that they had found the information:

useful - 76.9%  
interesting - 76.2%  
Informative – 74.3%

Before seeing the Your Say, Our Future information respondents told us that:

79.1% had recycled through the Council's kerbside collection service

84.5% had recycled at the Household Waste Recycling Centre

78.0% had used the Council website to find out some information

39.4% had used the Council website to access online services

3.5% had used the self service computers in Civic Centre reception to access services such as apply for a house, blue badge or universal credit

After they had been given more information through the Your Say, Our Future exercise respondents told us that they might:

	% Yes	% No	% Maybe
Recycle more waste	64.9	24.4	10.6
Go online to access council services	59.7	22.1	18.3
Think more about the environment e.g. not dropping litter, keeping streets clean and tidy	75.6	18.4	6.0
Get involved in local events e.g. voluntary and community groups	24.9	39.2	35.9
Use the self service computers in the Civic Centre reception for service such as applying for a house, a blue badge or universal credit	17.2	66.4	16.4

Of the budget information that was provided:

4.1% thought that too much information was provided

68.9% thought that the amount of information provided was about right

27.1% thought that too little information was provided – they would have liked more detail

In relation to the information on the webpage, respondents found it:

	% Yes	% No	% Don't know / haven't looked
Useful	67.1	13.1	19.8
Interesting	61.8	18.7	19.5
Informative	68.3	12.6	19.1

When asked if there was any other information that wasn't provided that respondents would like to see the responses focused on other or more detailed financial information and details on Councillors allowances/payments.

When asked if they felt more informed about the difficult decisions that the Council has had to make over the past 5 years and the difficult decisions it will face over the next 3 years...

50.9% felt more informed

33.3% felt that they were already aware

15.8% did not feel more informed

## Staff Survey

In total 263 people responded to the staff survey.

59.5% of those who took part were residents of Hartlepool.

**95.8% agreed that our ambition reflected their own ambitions for the town.**

The other things that people wanted to see included in our ambition for the town could be broken down into the following categories:

- Regeneration
- Economy
- Health
- Transport
- Young People
- Culture & Heritage
- Housing
- Civic Pride
- Tourism / Leisure
- Social Care
- Environment
- Poverty
- Members
- Tees Valley
- Council / Organisational
- Safer

One comment noted that the ambition reflected that of every authority of the country and needed to be more specific for Hartlepool.

### Top 3 Priority Areas:

The 17 service areas were ranked as follows (1 being highest priority):

Rank	Service Area	% who put it in their top 3
1	Planning and regeneration across the town	38.1%
2	Supporting older people to live independently e.g. Home care, extra care and low level support	30.9%
3	Other children's services e.g. Family support, Youth Services, Youth Offending and children's centres	25.4%
4	Children social work teams	24.2%
5	Supporting people with mental health issues and disabilities e.g. day services, residential care, direct payments	21.6%
6	Looked after children e.g. Fostering and Children's Home	19.9%
= 7	Housing services e.g. Homelessness, regulation of private landlords, housing advice	18.2%
= 7	Culture, heritage and leisure services e.g. Museums, libraries and leisure centres	18.2%
9	Highways and transportation e.g. road repairs and maintenance, bus passes, gully cleansing and road safety	16.1%
10	Public health e.g. Substance Misuse Support, Healthy Heart Checks, Health Visitors and smoking cessation	15.7%
11	Waste collection and recycling	13.6%
= 12	Support services to school e.g. admissions and attendance, educational psychology	11.4%
= 12	Other environmental services e.g. street lighting, street cleansing, Environmental Health Officers, cemetery and crematorium	11.4%
14	Supporting older people in residential care	11.0%
15	Parks and open spaces including grounds maintenance	10.6%
16	Corporate services e.g. Collecting Council Tax, customer services, legal services	7.2%
17	Other adult social care support e.g. Carers support, occupational therapy, Telecare	6.8%

### Bottom 3 Priority Areas:

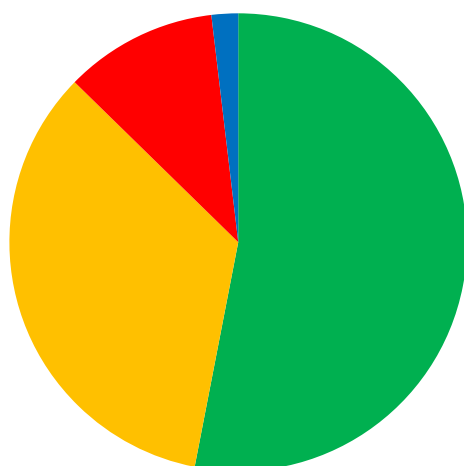
The 17 service areas were ranked as follows (1 being lowest priority):

Rank	Service Area	% who put it in their top 3
1	Public health e.g. Substance Misuse Support, Healthy Heart Checks, Health Visitors and smoking cessation	40.6%
= 2	Support services to school e.g. admissions and attendance, educational psychology	36.9%
= 2	Culture, heritage and leisure services e.g. Museums, libraries and leisure centres	36.9%
4	Corporate services e.g. Collecting Council Tax, customer services, legal services	32.7%
5	Parks and open spaces including grounds maintenance	24.0%
6	Other environmental services e.g. street lighting, street cleansing, Environmental Health Officers, cemetery and crematorium	18.0%
7	Other adult social care support e.g. Carers support, occupational therapy, Telecare	16.6%
8	Housing services e.g. Homelessness, regulation of private landlords, housing advice	15.7%
9	Planning and regeneration across the town	14.3%
10	Waste collection and recycling	13.8%
11	Highways and transportation e.g. road repairs and maintenance, bus passes, gully cleansing and road safety	11.5%
12	Supporting older people in residential care	8.3%
13	Other children's services e.g. Family support, Youth Services, Youth Offending and children's centres	7.4%
= 14	Children social work teams	3.2%
= 14	Supporting people with mental health issues and disabilities e.g. day services, residential care, direct payments	3.2%
16	Supporting older people to live independently e.g. Home care, extra care and low level support	3.7%
17	Looked after children e.g. Fostering and Children's Home	1.8%

### Charging Proposals:

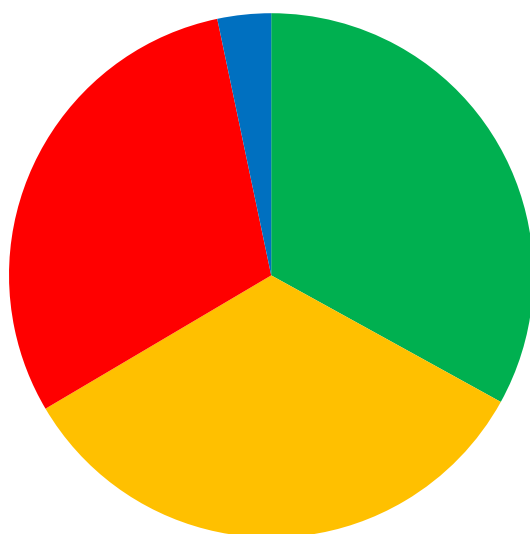
Respondents were asked their thoughts on the Council raising money from 4 different options. The responses in the staff survey were as follows:

#### Charging for entry to the Museum of Hartlepool



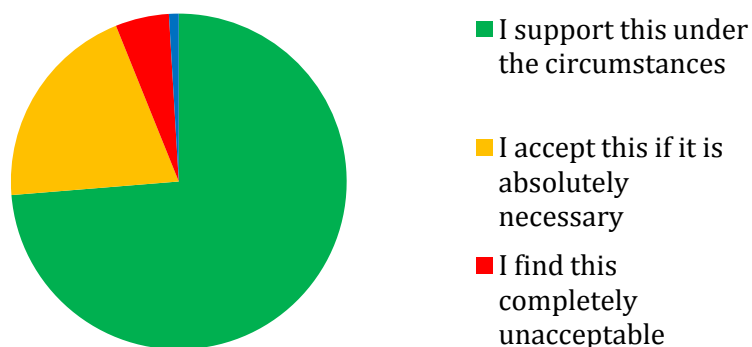
- I support this under the circumstances
- I accept this if it is absolutely necessary
- I find this completely unacceptable
- No opinion/don't know

#### Charging for the collection of garden waste

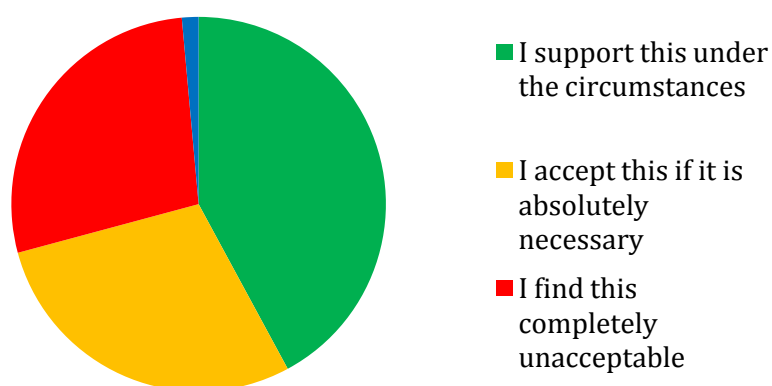


- I support this under the circumstances
- I accept this if it is absolutely necessary
- I find this completely unacceptable
- No opinion/don't know

### Charging for the disposal of non-household waste e.g. construction waste, tyres etc



### Charging for car parking at Seaton Front



Respondents were asked for **other suggestions for services that the Council could charge to generate an income**. 73 comments were received and they covered the following themes:

- Events & tourism
- Car parking & transport
- Waste & recycling
- Council Buildings
- Providing services for hire
- Enforcement
- Leisure



- Councillors & staff

Some questioned charging more for car parking and the potential that this might have people parking in side streets. Free parking was suggested as a way to encourage more visitors to leisure and shopping facilities. There were also comments made about things that the Council could stop doing or change in order to save money – this included Freedom of Information (FOI) requests, looking at outsourcing delivery and ensuring best price for goods and services bought externally.

Respondents were asked for **other suggestions about how the Council could deliver services in a different way to increase income**. 53 comments were received and they covered the following themes:

- Business / enterprise
- Charging & income generation
- Increased efficiency
- Privatised
- Enforcement

Respondents were asked for **suggestions about how the Council could deliver services in a different way to reduce costs**. 72 comments were received and they covered the following themes:

- Waste management
- Review working hours / contracts
- Shared services or outsource
- Online - automated services
- Reduce management
- Pay for what you use
- Review service delivery
- Buildings
- Horticulture

Other comments were more general around increasing efficiency or reducing costs and also about things that the Council should change or stop doing.

### **Your Say, Our Future Exercise:**

Under a third of respondents (29.6%%) said that they had not seen any of the Your Say, Our Future information produced by the Council. For the information that was produced the response of those who had seen it was as follows:

Posters – 21.4%  
Survey – 28.6%  
Newspaper articles – 10.7%  
Newspaper websites – 3.1%  
Information on Council Website – 45.9%  
Events – 10.2%

In addition 5.6% of respondents choose “other” and the examples given included email, staff briefing, leaflets through the door, Facebook and letters sent out to partner agencies.

The majority of respondents who had seen the Your Say, Our Future information had seen it through their work (47.5%). This was followed by:

Email/letter - 41.0%  
Council's website - 36.7%  
Civic Centre - 34.5%  
Newspaper – 12.2%  
Libraries – 9.4%  
Other Council Buildings – 9.4%  
Newspaper websites – 5.8%  
Community Centre – 2.2%  
Leisure Centres – 0.7%

The 130 individuals who responded to the question said that they had found the information:

useful – 90.8%  
interesting – 89.5%  
Informative – 95.9%

Before seeing the Your Say, Our Future information respondents told us that:

59.0% had recycled through the Council's kerbside collection service

68.9% had recycled at the Household Waste Recycling Centre

86.9% had used the Council website to find out some information

44.3% had used the Council website to access online services

7.1% had used the self service computers in Civic Centre reception to access services such as apply for a house, blue badge or universal credit.

After they had been given more information through the Your Say, Our Future exercise respondents told us that they might:

	% Yes	% No	% Maybe
Recycle more waste	73.7	16.2	10.1
Go online to access council services	66.3	15.2	18.5
Think more about the environment e.g. not dropping litter, keeping streets clean and tidy	81.3	15.4	3.3
Get involved in local events e.g. voluntary and community groups	21.7	40.0	38.3
Use the self service computers in the Civic Centre reception for service such as applying for a house, a blue badge or universal credit	26.6	55.4	18.1

Of the budget information that was provided:

2.7% thought that too much information was provided

79.4% thought that the amount of information provided was about right

17.9% thought that too little information was provided – they would have liked more detail

In relation to the information on the webpage, respondents found it:

	% Yes	% No	% Don't know / haven't looked
Useful	72.1	3.9	24.0
Interesting	69.7	6.3	24.0
Informative	73.7	2.3	24.0

When asked if there was any other information that wasn't provided that respondents would like to see the responses focused on other or more detailed financial information and details on Councillors expenses and how they spent their ward budgets.

When asked if they felt more informed about the difficult decisions that the Council has had to make over the past 5 years and the difficult decisions it will face over the next 3 years...

51.4% felt more informed

43.7% felt that they were already aware

4.9% did not feel more informed

## Public Roundtables

In total 49 individuals attended the 5 public roundtable events which were held.

## Staff Roundtables

In total 68 individuals attended the staff roundtable events which were held.

## Emerging Themes

The following section will set out the emerging themes from the Your Say, Our Future exercise. This section brings together the all of the comments received through the different elements of the exercise including the online surveys, roundtable discussions and the dedicated sessions with young people and those with learning disabilities. It includes views from members of the public and our staff.

Due to the range of individuals involved in the Your Say, Our Future exercise the comments made in each of the themes include both positive and negative views. While some are just comments others provide ideas, suggestions, challenges or questions for the Council.

The intention of presenting the findings in this way is to enable the Council to look into these themes at a service level and respond to what people have told us.

## **Volunteers / Voluntary & Community Sector**

There is a strong and vibrant Voluntary & Community Sector (VCS) in the town. Many felt that this stems from the strong sense of community and civic pride in Hartlepool which is something that the Council should encourage.

Some felt that there was a need for more Council involvement and support in the VCS and volunteering more broadly. There were concerns raised about the monitoring of VCS organisations who are funded or contracted by the Council – some felt we needed to monitor them closely.

The VCS were seen as a cost effective way of delivering services. They were also recognised for the services and support that they could provide to reduce social isolation in localised areas with the Belle Vue Centre being given as an example of this.

Volunteering was seen as an opportunity for those seeking work experience including young people and the unemployed. Some felt that volunteers could carry out some services including libraries, elderly care, parks, museums and civic centre.

Some felt that the Council should be utilising community organisers from the VCS or within the community rather than have their own.

The opportunity of sharing buildings/facilities was suggested. With some noting that spare space in VCS buildings of Community Centres could be utilised for Council staff. It was also suggested that VCS organisations or charities could be given free use of community assets in return for providing services or that groups could manage their own community facilities. It was felt that this would increase the use of empty spaces. However, there was also the opinion that community centres should be self-funding and not get Council grants e.g. Owton / Fens, West View.

It was also suggested that in order for the Council to save money we could let groups adopt grass verges, letting residents take more care of their environment and stop the Council cutting them.

## Assets

Through the Your Say, Our Future exercise it was clear that people felt that our assets fell into 3 main categories: people, buildings and our natural environment.

This section will focus on buildings as comments on people and natural assets are covered in other themes elsewhere e.g. environment, volunteers & VCS.

There were various views on the future for council buildings. Some felt that we should reduce the number of council buildings and other non-core assets including land by renting them out or selling them. Others felt that we could better utilise our buildings potentially sharing locations with other services or the VCS. One option suggested was to move the central library to the Court building which will soon be vacated and for the Council to sell the library site. It was also questioned whether we needed both the Town Hall and the Borough Hall.

Some felt that the Council should not be buying buildings to demolish including houses and other buildings such as Jackson's Landing. It was felt that we should have clear plans on what we intend to do with them before we buy them and that we should look to develop these buildings for other uses such as music venues, casino, ice rink or other family space.

Other suggestions were that we should have solar panels or photovoltaic's on all council buildings.

## Online Services

Many respondents felt that the Council could save money, time and effort by developing their online services and electronic means of communication. It was felt that we could provide information and respond to queries online.

It was suggested that the Council should do more communication by email rather than post and move towards paperless billing with emails being sent regarding payments including invoices and council tax bills.

The ability to make online payments for things such as residential parking and online bookings for sports activities, sports centres and community centres was highlighted as an opportunity for the Council. Another suggestion was to have payment machines available.

It was questioned whether we needed to have badges and holders for residents parking areas if they were all held on a database that could be checked by enforcement staff?

Automation of service requests and linking systems together would be beneficial for refuse collection and also could help better integration with health.

## Services for hire

Many examples were given where the Council could hire out their services to members of the public or other public sector or private sector organisations in order to generate additional income for the Council. These included:

- Gardening
- Pest control
- Car / garage - vehicle maintenance etc
- Housing related – maintenance & improvements, handyman
- Childminding – after school & holidays
- Professional services – consultancy, land ownership queries, architects, health & safety, accountancy, legal, human resources, engineering etc.
- Training / learning / employment support
- Confidential waste / shredding
- Catering
- Cleaning
- BUDDI or Telecare systems
- Bus service for large employers e.g. Vodafone in Newbury
- Wheely bin cleaning
- Window cleaning

It was also suggested that the Council could hire out vehicles and equipment when it wasn't being used.

Other opportunities for income generation suggested were:

- More Council run cafes – the Marina?
- Selling out advertising space or sponsorships – online (website etc), on lamp posts, meadow sites or other key sites.
- Care homes

Some recognised that we did already sell our services but that they had found it difficult to speak to the right person for quotes and it was suggested that we should centralise access for this.

However, there were some people who felt that the Council should not be competing with local suppliers or challenging the private sector for business.



## **Council Tax / Business Rates**

There were a range of views about Council Tax in particular. Many felt that they paid too much and some felt that they shouldn't pay additional for services because they already paid enough in Council Tax. There were other views put forward including that everyone should pay some Council Tax but that it didn't have to be much for benefit claimants.

Some felt that we should deal with non-payers and those committing fraud. It was suggested that we should do this through fines, pursuing people and not writing off debts.

It was also suggested that we should increase council tax on those properties empty for more than 6 months to help tackle empty homes at the same time.

Opportunities suggested included linking to online servicing and payments and moving to paperless bills with the potential to charge for paper bills.

It was also suggested that one way to potentially reduce the Council's costs was to outsource the council tax service. One suggestion was to outsource it to a charity such as Shelter rather than the private sector.

In terms of business rates it was suggested that we should consider increasing business rates for those firms that pollute air quality or litter.

## Council / Organisation

Unsurprisingly there were a lot of comments about the Council as an organisation.

People felt that the Council should have a reputation for transparency and honesty and that we should be innovative, resilient and adaptable to change. However, others felt that we should be sensible with funds, focussing on what can be done and not 'pie in the sky' projects that won't happen and make the organisation and town look stupid.

Our staff identified that they felt that there was a good working environment within the Council, that we were leading edge, innovative and punched above our weight. They also felt that we responded quickly to concerns and still achieved in spite of what was thrown at us. A key strength that was identified was the strong relationships and communication between staff across the organisation.

A number of suggestions were made about where the Council could save costs specifically in relation to staff:

- Reduce holidays
- Reduce sickness levels
- Less overtime – stop for all non-safety related activities or use flexible hours to cover out of hours work.
- Stop moving buildings / IT / staff
- Don't pay for a full time Union Rep / stop the Union subsidy

Other opportunities for the Council to save costs that were suggested:

- Streamline staff – are we too top heavy, do we need to reduce management
- Look at shared back office services e.g. HR, payments
- Look at outsourcing to private, other public or the VCS.
- Alternatively, do more ourselves rather than contracting out or letting the private sector do for a profit.
- Utilise our own staff skills rather than using external consultants
- Reduce wages/salaries – introduce a pay freeze, potentially focusing on senior managers.
- Pay comparable salaries for roles – not above the average
- Reduce our opening times – for example closing ½ hour earlier each day could save 2.5 hrs per employee each week and also give heat, light and power savings.

- Consider offering alternative working hours e.g. 36 hours in 4 days
- Take payment when a service is given rather than invoicing
- Change the way the Council operates – too much spent on ‘support services’
- Work leaner & reduce waste in our processes
- Reduce our admin costs
- Cut red tape
- Look at technology solutions
- Don’t always centrally procure – tender / buy the cheapest
- Reduce / better utilise Council buildings
- Introduce photovoltaic’s onto all of our buildings

Opportunities for raising revenue\* included:

- Organise/provide ‘in house’ training and sell spare spaces to others
- Up skill staff and sell their skills to others
- Grow revenue in the tow ad make money from our services

\* Other suggestions are covered in more detail in the services for hire theme.

Some people felt that there were internal things that we should do to improve our efficiency including:

- Tackle poor performance - managers need to be aware of it and deal with it. It was suggested that some manager aren’t prepared to face and deal with poor performance or flexi abuse.
- Better performance management
- Thinking more business like
- Having more joined up services
- Better / clearer communication between and within Departments

People also suggested that we could provide more information to the public on:

- Our general running and admin costs
- How much the Civic costs and other Council owned properties
- Our reserves and what we do with them
- The family tree of the Council with staff numbers on

## Empty Buildings

People felt that we should be trying to reduce empty properties and make use of derelict buildings such as Jackson's Landing, Longscar Hall and the Odeon. A range of suggestions were put forward about how we should tackle this issue.

In relation to Council owned properties it was suggested that we should assess which of our commercial properties were currently empty and then offer really attractive rental terms to attract business and employment into the town. Others felt that we should actively seek to put vacant properties to use or sell them.

There was a strong view that the Council should take action on empty properties that are falling into disrepair and that we should be more aggressive using fines and charging those with empty properties/absent owners more council tax or business rates, those empty for over 6 months without reasonable excuse. Some also suggested we should use compulsory purchase powers to take over empty properties.

## Transport & Car Parking

It was identified that in order to make Hartlepool an attractive place to live there needed to be a good underlying infrastructure system. Some concerns were raised about the transport infrastructure in Hartlepool:

- Only 2 roads in/out of the town.
- Congestion in town
- Poor driving routes around the Marina – accessing shops
- Lighting /cats eyes on the A689 from Claxton Bank to Newton Bewley

Safety was also raised as a concern and some felt that safer routes were needed in the town for walking and cycling. Specific suggestions were for the introduction of kerbed islands to make it safer to cross roads such as Brenda Road.

It was recognised that the direct rail link to London was a real positive for the town but that there needed to be more done to improve public transport and connectivity of trains and buses to enable access to major conurbations (Newcastle, Durham, Sunderland and Darlington for example). It was felt that linking through from Hartlepool to the Metro or across the Tees Valley would be a real opportunity. It was noted that Hartlepool is “shut for business” after 9pm at night which limits people’s opportunities to travel elsewhere for work or leisure. The role of the transport interchange was raised and also the need to make the train station more attractive. The need for better bus routes and transport for disabled people was also raised.

A range of suggestions were made about bus passes. It was suggested by some that they should be means tested and not given to all and some suggested that they shouldn’t be given to those under 65 years old. The potential for an initial charge or for a basic charge for each journey were also suggested.

There were varying views on car parking charges. Some felt they could be increased to generate more income but others thought that they should be reduced or removed in order to encourage visitors and shoppers. Some felt that car parking facilities needed to be improved before we could introduce charges with Seaton Carew Coach Park being cited as an example of a poor site which gives tourists a bad first impression. Other suggestions for car parking included:

- Charging for residential parking
- Expanding resident only parking zones

- Introduce a low charge in some areas e.g. Summerhill and other attractions like the museum
- Introduce parking charge at Seaton Front but only once a time limit has been exceeded e.g. first hour free
- Introducing a different fee structure with 20 minute options available
- Charging Councillors for parking
- Bring staff parking fees in line with commercial charges
- Charge for parking at the museum or Clarence Road on match days and making other private HBC car parks available out of hours
- Introduce business permits – top floor of the shopping centre?
- Introduce park & ride bus services – potentially to tourist venues.

Views were also expressed about the Blue Badge scheme and disabled parking facilities. Some felt that we should suspend free parking for disabled users and charge for parking at all car parks in the town. It was identified that some people who are blue badge holders can afford to pay for parking.

Some suggested that we could increase income and pay for the upkeep of our road network by introducing licences for takeaway drivers and also for heavy goods vehicles using our main roads.

It was noted that we should review of school transport policy – particularly free transport for religious school buses and free school taxis.

Some expressed concern about pavement damage caused by vehicles illegally crossing the pavement to park. It was noted that the Council pays for pavement repairs and 2 main ways of reducing the need for this were suggested:

- That we go down an enforcement route and make fines/charges to those who do damage including commercial businesses e.g. the Masonic Hall on Raby Road; or
- That we look to offer extended payment plans (more than 12 months) to encourage homeowners to pay for driveways for off road parking – it was felt that this could increase income and reduce repairs.

It was also questioned who paid for the replacement of street lighting columns when a vehicle crashes into them?

## **Tees Valley**

People expressed mixed views on the Tees Valley. Some felt that we should remain separate and that we shouldn't let it be detrimental to Hartlepool. Others feared that it would become a new Tees Valley Authority / County Council. Some thought that our links were to Durham and not to the Tees Valley. One suggested that the ambition should be changed to say that we would be an active independent part of the Tees Valley.

Some felt that in order for the Council to reduce costs we should look to outsource or share services with other Tees Valley or County Durham authorities to deliver services and reduce costs. Suggestions focussed on back office services for example human resources, finance and legal.

## Waste and Recycling

Many people were surprised at how much the Council spends in this area particularly on collecting dropped litter. It was felt that education, incentives and enforcement would be needed to tackle this issue in the long term. It was suggested that the Council should provide clear information particularly for:

- what can be recycled - using simple messages like “if in doubt, leave it out” and potentially producing stickers or fridge magnets for people to keep
- why only certain things can be recycled
- promoting what it costs to deal with litter – people felt that the double decker buses example helped them understand the scale of the problem and had shock value
- what people can expect from the service – what we can deliver in terms of service standards and this might not be cleaning up litter as much as we do now.

It was suggested that we should have a children’s campaign on recycling potentially through schools and also focus on recycling within council offices to encourage staff, many of whom live in the town. Children also suggested we should have more signs up about not littering and not feeding the seagulls. They also suggested that they should be setting an example to others.

There were suggestions made about how the Council could improve the service including:

- Follow up / clean up after bin wagons – some felt that crews needed to be tidier and clear up after themselves e.g. pick up rubbish on windy days.
- Take away additional waste e.g. cardboard boxes in excess of recycling bin
- Issue larger bins for people who regularly fill their bin – just for recycling?
- Improving communication / information – including when the Household Waste & Recycling Centre is closed can we estimate on the sign when it will reopen and also share the closure via social media?
- Offer packages of service paid for based on use e.g. small refuse collection would pay less.

Suggestions for areas where the Council could reduce costs included:



- changing the frequency of bin collections – suggestions included a 3 weekly cycle, or fortnightly for green but monthly/3 weekly for grey and brown;
- Empty all bins fortnightly at the same time but then not the other week;
- Reuse, repurpose, recycle – promote and encourage ideas to reduce waste

Suggestions for areas where the Council could generate or increase income included:

- Selling confidential waste / shredding service to local businesses and residents
- Having a nominal charge for entry into the Household Waste & Recycling Centre
- Charge for business use of Burn Road site / skips / trade vehicles
- Charge for waste collection outside of normal routine / extra collections
- Fine people for leaving their bins out
- Fine people for not using their recycling bins or using incorrectly
- Selling raw / reclaimed materials such as metal, paper, compost
- Encourage composting and turn garden waste into income through composting, mulch etc for sale
- Sell on repurposed items from the recycling centre
- Offer an enhanced waste disposal service e.g. furniture but do it more as a business
- Selling our service to neighbouring authorities

In terms of the bulky waste collection some felt that there should be a review of charges and work undertaken to improve responsiveness as the length of time between booking and collection may encourage fly tipping.

Some felt that we should bring back the skips / bring out your dead scheme – or have ward based collection zones. It was suggested that this could be a pre / post Christmas amnesty.

## Enforcement

Using the enforcement powers available to us was raised across a number of themes. Enforcement was often seen as a way to encourage people to change their behaviour but also as a means of generating income to deal with the negative issues caused by people's behaviour.

Some felt that we should increase enforcement / have zero tolerance towards a number of issues. Many thought that we should also actively promote this enforcement to get the message out that this behaviour isn't acceptable and also using it as an opportunity to highlight what it costs us to deal with e.g. litter.

Areas where people felt we should be using enforcement were:

- Parking / illegal parking – on yellow / double yellow lines, on grass verges, on pavements – we should issue penalties and enforce parking regulations
- Litter / fly tipping / dog fouling – suggestions included issuing spot fines, pursuing fly tippers and having litter enforcement officers in the town centre
- Streetworks – chase and challenge utility companies and force to complete works on time or be fined
- Anti-social behaviour – with heavier fines
- Speeding – we should use speed cameras in place of speed bumps (revenue generating)
- To tackle illegal traders and bad landlords
- To fine businesses for allowing properties to fall into disrepair
- Non-payment of council tax and business rates
- Dog walkers on the beach in the no-go area – enforce the rules and fine people

It was suggested that we should:

- Put up fines and introduce new ones for things like smoking in non-designated areas
- Use CCTV to identify and fine people
- Introduce a by-law for dog walkers to carry bags with them, promote it then after 6months start fining people who don't (but less that the fine for them actually dog fouling)
- Work with food outlets (Greggs, KFC, McDonalds) to promote the proper disposal of litter and enforce on overflowing bins
- Levy a charge on takeaways

## Education & Training

Those taking part recognised that there was a need for people in Hartlepool to have access to the best education and learning opportunities. This ranged from pre-school to post-16 and further education.

The importance of learning at home and the role of the family were identified. It was felt that pre-school time was important and that there should be support made available to parents to help them. It was noted that it shouldn't just be about what the school or Council does and there was a need to investigate what more can be done to help / promote learning at home.

Many people said that they wanted our young people to achieve their best and that this needed to be supported by excellent education in outstanding schools. It was recognised that many of our young people went away from the area to University but didn't come back and that we should aspire to a future where our young people could go away to university and come back to Hartlepool to live with the right job opportunities available locally.

The need to raise aspirations was identified along with the need to promote the importance of education and training. Some felt that there was a need to break the cycle of worklessness and benefit reliance.

The link between education / training and employment was made and people identified the need for schools and other education and training providers to respond to the needs of employers. It was felt that a well-balanced post-16 education offer needed to meet both the needs of learners but also enable them to take up employment opportunities in the local area. Post-16 education needs to link to industry recognised examples of good practice. Young people recognised that some people had great jobs and good careers that some people don't have.

Some felt that there needed to be a more interesting and varied range of courses available through Adult Education with a balance of evening classes and short courses. It was felt that the service needed to cater for those with a bit more ambition / a wider range of interests as well.

Overall, it was recognised that Hartlepool needed skilled people who could take up jobs in the local area – we want people to live here but potentially work elsewhere too as it was noted that we can't have everything in Hartlepool.

In terms of opportunities for the Council to generate more income it was suggested that the Council should provide paid for services to schools including for example citizenship support.

## Local Economy

Many people identified that having a strong local economy would be a key part of the success of Hartlepool in the future. People felt that we needed a strong and diverse economy which included manufacturing industries and not just academic areas. Part of our ambition should be for Hartlepool to be a place where businesses want to relocate, invest or set up – to be attractive to investment and attracting big retailers and brands. Ultimately, we need to bring employment opportunities to the area.

It was felt that there were a number of things that could be done to encourage and support this including lower rents for town centre shops, supporting small businesses and shops more than we currently do, have an active team to bring real jobs to the town, free parking and offering incentives for new businesses to come in or existing to expand / branch out e.g. business rate offers. Someone questioned whether EDF had a call centre and suggested that we should offer an incentive for them to bring it to Hartlepool.

It was recognised that we should encourage new innovative businesses to come to town and that we should be forward thinking including training our workforce so that they are ready for businesses coming in. We should grow our visitor economy and also high value engineering and knowledge based jobs so that our university students have opportunities to come back to. In addition there need to be opportunities for career progression.

Finally, the need for affordable and flexible childcare to support families, particularly those who work shifts was highlighted. Most childcare support available in the town does not reflect the proportion of shift workers who require their children to be looked after earlier in the morning and later in the evening.

## Leisure

Many felt that the leisure offer in Hartlepool was lacking and that people were heading out of the town to access facilities in other boroughs. It was also recognised that Hartlepool needed to attract other people in to the town to support and encourage our leisure facilities to grow and improve.

Some people identified that Hartlepool needed to have some activities that were exclusive to the town so that people would travel in to the town to access them. That we should offer what other places don't or can't.

It was suggested that Hartlepool could benefit from more entertainment venues and an improved night-time economy. Some suggested that we should look at what we do offer and see what we can offer that's a bit alternative. One person suggested that we should encourage the development of micro-pubs through tax incentives using a similar approach to that used by Middlesbrough Council in Baker Street.

Some felt that we needed to expand the variety of shops and have a better shopping centre. It was also suggested that there should be indoor and outdoor family music events.

The need for all year / all weather activities was set out and that this should include leisure activities for adults (sport, social and cultural). It was also noted that there was a need for more family activities and places for children including leisure facilities like clip and climb or jump 360.

It was identified that we should build on what we already have to offer. This included building on what our coast offers in Seaton Carew, the Marina and the Headland with aquatic sports events, beach huts, crazy golf, splash park etc. We also have links to scenic countryside cycle routes including Hart to Haswell / Thorpe Thewels walkways that we should enhance by developing cycle routes across the town to link up with them. Building on the cycling theme it was suggested that we should look at the cycle clinic at Summerhill and seek to generate additional income by encouraging people to use it and promoting what's on offer and also reviewing charges and add ons in the service.

The good range of sports clubs and facilities in the town was highlighted and that these brought with them strong communities e.g. rugby, dancing, golf.

It was felt that we would do better at promoting and advertising what we are doing – our events and activities.

In terms of generating income it was identified that we could run sport / recreational events and charge fees for taking part and also generate further income through sponsorship e.g. the Durham Big Ride.

In order to reduce costs some felt that we should stop the free swims for children.

There were a few suggestions about our Sports and Recreation service including reviewing our Active Card discounts, reviewing our charges for leisure services (charge more?) and even privatising Mill House. It was noted that privatising Mill House might enable more investment into the facilities.

## Regeneration

Many people identified this theme as a high priority for Hartlepool - 3<sup>rd</sup> top priority service with 42.9%. It was recognised that we needed to be forward thinking and promote jobs, growth and regeneration.

The following suggestions were made for what regeneration in Hartlepool should focus on:

- Key regeneration projects – focus on as a key aim
- Build on those areas with potential e.g. Marina (Jackson's Landing) and Church Street
- Attracting inward investment
- Better quality shops and town centre that's the pride of the region – vibrant area for shopping and living, not run down premises.
- Developing run down facilities, areas and empty buildings
- Improved quality of place and environment
- Better/nicer facades/shop fronts – improve the image of the area
- Evening economy – learn from others e.g. Norton and respond to the need for more family-friendly evening options

In terms of the retail offer it was suggested that we needed to improve the retail offer and this should include York Road, redeveloping Middleton Grange and developing Church Street for independent and niche retailers with a cafe culture. People felt that we should use core retailers to attract other retailers in.

It was recognised that we need to give people and businesses a reason to come to Hartlepool.



## **Community Safety**

It was recognised that the police presence in the town had reduced recently and that there was a need for more officers and neighbourhood policing. Some felt that we needed to be more effective in tackling criminality, Anti-Social Behaviour and substance misuse. The need to deal with / minimise the impact of ASB / troublemakers was specifically identified.

However, there were mixed views about drug rehabilitation and some felt that people should be made to pay for it or that we shouldn't be wasting money on it.

It was identified that community service programmes for repeat offenders of petty crime or rehabilitating criminals should be used to deliver community services such as clearing undergrowth, litter picking, filling pot holes or gardening for the elderly. It was also suggested that these programmes could be linked with training in job functions which struggle to recruit.

Enforcement is covered in detail in its own theme and picks up on ASB and other related areas.

## Culture and Heritage

Hartlepool has a wealth of culture and heritage and this featured highly on the list of likes and positives from the roundtables and survey responses. Specific examples included the Headland and its local history and the beautiful buildings that we have in the Borough. Although there were some concerns about not letting our historic buildings rot. In terms of our ambition it was suggested that we should aim to be a cultural centre in the North East with a vibrant and forward thinking art, culture and heritage scene.

The strong communities and tradition around dance and rugby within Hartlepool was identified and so was the importance of the local football team.

Many people felt that we should make more of our cultural and natural assets and use them to make Hartlepool a destination to come to. It was recognised that we should celebrate the heritage of the area and also exploit the history and heritage of the town.

It was suggested that we should provide opportunities for participation in heritage and culture and a number of people suggested that we should develop historical or heritage trails across the town for example a coastal pilgrim's walk using Churches as markers.

In order to attract people into the town it was identified that we needed better facilities for bigger shows (concerts and theatre). It was felt that the Town Hall Theatre was currently underused and it was also questioned whether we needed both the Town Hall Theatre and the Borough Hall.

Suggestions for income generation included charging for lending our art collection to others.

## Young People

Raising aspirations and ensuring that young people have role models that they can look up to was identified.

A number of people felt that there was a need for more activities, places and facilities for young people. Including leisure facilities, places to “hang out”, ice rink, bowling, youth centres, outdoor activities / residential, clip & climb, jump 360, splash pad, fixing broken equipment in parks etc.

There were some concerns about the need for more schools / school places in order to cope with the expansion of the town. The need for good quality education particularly at secondary school level was highlighted.

It was suggested that the Council should be using volunteers / young adults in search of work experience to carry out some services in order to reduce costs and provide an additional service to people.

A number of people identified that we should be working to ensure that young people have opportunities available to them and reasons to come back or stay in Hartlepool after university / college. The role of the Cleveland College of Art & Design (CCAD) in particular was highlighted as well as the need to attract students to CCAD and retain them after their studies have finished through a better offer for students and a good employment offer.

## Democratic Representation and Engagement

Through the exercise it was identified that we should be aiming for Hartlepool to be a fair and democratic place to live, where there is trustworthy governance. It was suggested that we need to listen to the needs of the public first and foremost, have a reputation for transparency and honesty and give local people and businesses the chance to contribute to town improvements.

A significant minority of people had quite negative views / perceptions of Councillors and it was suggested that we needed a wider range of ages on the Council so that all age ranges are covered. This echoes national trends and reflects an increasing lack of trust in government (national and local) and is demonstrated in Hartlepool by poor turnouts at elections.

Some suggested that Councillors should not be allowed to:

- Bid for Council contracts with their own companies (or friends / family) and that we should have tenders scrutinised by independent bodies
- Use Council resources.
- Make poor decisions.

A number of suggestions were made for how the Council could reduce costs / increase income:

- Reduce Councillors allowances and expenses
- Reduce the number of Councillors (less per ward?)
- Get rid of the civic car / change it
- Stop ward budgets
- Don't pay for civic funerals
- Charge Councillors for civic centre parking

People asked for more information on:

- Members allowances and expenses (as Members are aware this information is already provided in the Council's Annual Accounts for each individual Member and this disclosure significantly exceeds the minimum requirement of disclosing the total paid to all Members)
- The cost of running Councillors and their support infrastructure
- How much money was spent on pet projects
- How ward budgets are spent
- What input elected Members made on how to cope with the shortfall

## Housing

It was suggested that the Council should look to:

- Tackle the issues of “rogue” private landlords and that this might be through substantial fines / nuisance fee for poorly maintained properties, not responding to tenants’ issues, leaving properties empty and uninhabitable.
- Place stricter control on landlords letting to bad tenants and take prompter action when complaints are made
- Introduce a mandatory “community investment” licence for private landlords pro-rata to the size of their portfolio – monitor and ensure compliance with statutory obligations around housing provision
- Reduce the number of empty properties
- Build starter homes / affordable homes
- Work to improve & promote the range of housing to attract people here – low(ish) house prices for what you get
- Get larger contributions from developers for education and open spaces
- Tackle unsuitable tenants who cause disruption to other local residents
- Better integrate services so that poor conditions in housing are noted by any officer and shared with the housing team
- Improve links to Social Care – ensuring that housing is suitable to live in

Opportunities for the Council to generate additional income include providing & charging the following services:

- Household repairs & maintenance (handyman service) including painting
- Minor works to private home owners & private landlords – plumbing, heating, minor building, electricians, equipment hire)

## Environment

There were very positive views of the wildflower sites and it was suggested that we should enhance and continue to develop our wild spaces, woodland, grassland, sea and shore.

The standard of the local environment was regularly raised. People identified issues with litter, dog mess and overall cleanliness in neighbourhoods.

Particular reference was made to play areas and parks with issues of dog mess, needles and broken equipment. It was recognised that we needed to build respect, ownership and pride in our communities. Some felt that having a clean town would make people want to come.

It was suggested that Hartlepool should seek to be a leader in environmental policy and action and that this could include promoting and facilitating sustainable living, travelling and working. Some identified that we should seek to have green living and reduced pollution and involve industry where possible in this. It was noted that we should seek to redevelop brownfield sites rather than build on green and redevelop rundown areas and demolish or transform empty buildings such as Longscar or the Odeon.

People questioned whose responsibility it was to maintain and clean the areas down the Marina.

Some felt that the new street lighting was too dark while others suggested that in some areas the lighting lit up bedrooms too much.

Improvements / cost reduction:

- Remote control grass cutting like that used in Stockton – this would save having to close a lane of the A689 and the incurred costs of this
- Vary how frequently areas are cleaned dependent on problems – put resources into problem areas
- Don't work weekends on horticulture
- Reduce landscaping maintenance schedules – reduce frequency of grass cutting and leave areas to wildflower
- Increase wildflower planting – carriageways, roundabouts & open spaces
- Don't replant wildflower verges – leave to reseed & flower each year (naturalise) with one cut in autumn
- Don't plant up roundabouts – sponsorship opportunities
- Get schools, local groups or communities to adopt area / grass verge / park and get them involved in litter picking, grass cutting & gardening

- Bowling clubs to look after their own greens?
- Merge cleansing and horticulture management with combined Team Leader roles
- Expect Team Leaders to have advance environmental / horticultural qualification to help them make better strategic and technically informed decisions reducing costs and increasing efficiency.

It was questioned whether we needed more bins or whether the existing bins were in the right places? The role of shop keepers / takeaways in litter was questioned.

The following suggestions were put forward for tackling environmental issues:

- Need a programme of education (for all ages) about taking care of the environment and the costs of dealing with litter
- Need a visual campaign – 145 double decker buses e.g.
- Involve schools in local clean-ups
- Make small tasks doable and put them in relative terms;
- Enforcement – name & shame, polluter pays,
- Incentives - reward for binning or returning bottles, best neighbourhood competition, give council tax reductions (£5 per year?) for residents who cut grass outside their properties
- Britain in bloom
- Utilise peer pressure – community responsibility to challenge
- Be less responsive when issues of litter are raised e.g. wait 5 days to see if that prompts residents to clean up themselves
- Have ward based collection zones –
- Probation / community pay back role?
- Advertising of what's available e.g. the large item pick up – although the timeliness of responding to requests through this route needs reviewing, should it be within a week?
- Have a trusted trader scheme – for the disposal of waste
- Permits & restrictions on who can use the Household Waste & Recycling Centre should be reviewed as the red tape and costs are off-putting for some

## Health and Care

Health and care was a very popular topic and people shared their personal experiences when this was discussed at the roundtable events. The role of the community in supporting this was raised a number of times and people questioned what the community could add and what could be learnt from elsewhere?

The following key points were raised:

- Hartlepool should be a place to live with equitable access to services for entire life
- We need to ensure dignity is maintained at all times
- We need to improve the quality of care and end 15 minute visits

Some felt that there was an issue with private providers within care services who would put profit over standards / quality of care and that there was a need to remove the 'business market' bit of care.

It was identified that for NHS services in general and more specifically for the hospital we should aim to have our own or have access to adequate services and facilities. It was recognised that access, particularly transport, was a concern for many who want to visit loved ones in hospital outside of Hartlepool and that this brought with it a financial burden.

Suggestions for reducing costs / improving services included:

- Review direct payments
- Integration between health and care and work better with other agencies – commissioning especially
- Council-run residential care home
- More facilities like Bamburgh Court and Hartfields
- Social Care - are there too many meeting for Care Plans?
- Helping people to help themselves to improve their health – takeaways, smoke free – start young

Some felt that there needed to be more / better support for carers and vulnerable people (age / disability). It was suggested that this could be provided / supported by the local community and examples included:

- Utilise community groups and activities to reduce social isolation – Scouts, Brownies, Fire Brigade (Community Advocates)
- Encourage neighbours to look out for each other – better use of "community"



- Community befriending service (or better promotion of what's already out there)
- Have an App to meet others with similar interests
- More support for digital exclusions – kids teaching older people how to use social media?
- Use retired professionals who want to get involved
- Encourage independence and frailty management – planning now for old age (speaking to over 50s so that they can begin preparing and thinking through what they want)

Some felt that there was a lot already going on but that there was a need for better promotion of what's available – particularly in their own community.

People also questioned what the role of the Council was in building on and supporting community activities / VCS groups? Some identified the good work done in Greatham and asked what we could learn from them.

## Tourism and Events

At various points in the Your Say, Our Future exercise people identified that Hartlepool had a lot to offer and that we should be making more of our offer to bring tourists into the town.

In terms of our ambition, people felt that we should aim to:

- Make Hartlepool a viable tourist destination and improve our standing on a regional, national and international basis

In order to bring people in to Hartlepool it was suggested that we needed:

- To invest & prosper
- Better / more promotion of the town - build on the promotions of RSPB Saltholme and the National Museum of the Royal Navy
- Think about what more we could do with Seaton Front to attract holiday-makers & become a 'staycation' destination
- Regenerate historic buildings and reflect historic heritage
- Introduce more visitor attractions – especially in the Seaton Carew area. Need to attract people here rather than them going to other seaside resorts on sunny days & throughout the year
- Introduce more leisure activities – crazy golf, watersports
- To build a cultural offer on our heritage – heritage/historic trails e.g. coastal pilgrims walk using churches as markers (St. Hildas & St Mary Magdalene) or around key buildings / sites
- Investment in the Headland beaches and pier – make it a tourist attraction
- Look at what's offered out of town that we could offer here?
- Utilise empty buildings
- Camping / day accommodation – beach front chalets?
- Parking spaces for motorhomes / campervans near Seaton and the Headland
- Build on and promote our natural assets – open & green spaces such as Crimdon Dean and our Parks, coastal places, local walks (Hart to Haswell)

People also suggested that we should look to:

- Host events – live music festivals (Dock Rock), family events, maritime festival, sporting events such as competition runs, swimming, cycling, horseriding, disability events etc
- Promote Hartlepool as a filming location

- Improving links to transport – it's difficult to come in and out of town later on public transport

In terms of generating additional income it was suggested that we should look at:

- Charging for events that we host /hold
- Visitor passes for entry in multiple attractions (3 places & pay up front)
- Museum charge for out of town visitors, bus tours or a token charge for all?
- Annual passes and multi-activity passes and other promotions
- Charging for special events, touring exhibitions, parking etc
- Staff sports days / interdepartmental competitions

## Civic Pride

When we asked about what made people proud and positive about Hartlepool at the Your Say, Our Future roundtable discussions the first thing that was mentioned every time was the people. Many identified a sense of civic pride which could be built on and a level of resilience whereby people would pull together. It was recognised that people were friendly and made other feel welcome and also that people from Hartlepool were passionate about Hartlepool.

Some people felt that unfortunately people didn't always appreciate what they have got here and that people needed to be proud of their town rather than disparaging it.

In terms of our future ambition it was suggested that we should aim for:

- residents to have a voice and feel listened to and feel that they have a stake in the future of the town
- residents to take more pride in the state and reputation of their town – make them want to look after and improve their areas and play their part in achieving the ambition for the town
- people to be proud to live and work here
- people to think about each other – through inclusivity and tolerance of all groups and people
- reduction of indifference with small communities looking after each other and taking responsibility for their own little areas

## Poverty

As the Your Say, Our Future exercise tried to focus on the positives and the future ambition for Hartlepool the issue of poverty was not raised very frequently. However, it was suggested that in our ambition we should have something about working together to eradicate child and adult poverty or having less / no poverty hotspots. It was also proposed that links should be made to education, employment and training opportunities and preparing the next generation for work. More detailed suggestions for these areas are covered in those themes elsewhere in this report.

## Next Steps

The exercise over the summer was only the beginning of the conversation. It is clear that there is an appetite within the community for ongoing dialogue to help the council achieve its ambition and inform future service delivery. We intend to further develop the Your Say, Our Future work and bring back together those who wanted to be involved in further discussions about the future of Hartlepool and the Council.

We are currently undertaking a review of our approach to community involvement and engagement and also how we communicate with our community. Through this review we are aiming to put in place a consistent and coordinated approach across the Council and ensure that we are communicating as effectively as possible.

We have also already begun to use the information included in this report to inform our proposals for the future as set out in our Council Plan, Medium Term Financial Strategy and Capital Plan.

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