

PLEASE NOTE VENUE

SCRUTINY CO-ORDINATING COMMITTEE AGENDA



Friday 30 May 2008

at 2.00 p.m.

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

ALL NON-EXECUTIVE MEMBERS OF COUNCIL:

Councillors Aiken, Akers-Belcher, Allison, Atkinson, Barker, Brash, R W Cook, S Cook, Coward, Cranney, Fenwick, Fleet, Fleming, Flintoff, Gibbon, Griffin, James, Johnson, Kaiser, Laffey, Lauderdale, A E Lilley, G Lilley, London, A Marshall, J Marshall, McKenna, Dr. Morris, Plant, Preece, Richardson, Rogan, Shaw, Simmons, Sutheran, Turner, Wallace, Wistow, Worthy, Wright, and Young.

- 1. APOLOGIES FOR ABSENCE**
- 2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**
- 3. TO CONFIRM THE MINUTES OF THE MEETING HELD ON 18 APRIL 2008**
- 4. RESPONSES FROM THE COUNCIL, THE EXECUTIVE OR COMMITTEES OF THE COUNCIL TO REPORTS OF THE SCRUTINY COORDINATING COMMITTEE**
- 5. CONSIDERATION OF REQUEST FOR SCRUTINY REVIEWS FROM COUNCIL, EXECUTIVE MEMBERS AND NON EXECUTIVE MEMBERS**

No Items

No Items

PLEASE NOTE VENUE

6. FORWARD PLAN

- 6.1 The Executive's Forward Plan: June 2008 – September 2008 (*Scrutiny Manager*)

7. CONSIDERATION OF PROGRESS REPORTS / BUDGET AND POLICY FRAMEWORK DOCUMENTS

- 7.1 Corporate Plan 2008/09 – *Assistant Chief Executive*

8. CONSIDERATION OF FINANCIAL MONITORING / CORPORATE REPORTS

- 8.1 Audit Commission Report - Annual Audit and Inspection Letter – *Assistant Chief Executive / Audit Commission Representative in attendance*
- 8.2 Audit Commission Report – Hartlepool Ethical Standards - *Assistant Chief Executive / Audit Commission Representative in attendance*
- 8.3 Final 2007/08 Outturn Strategy – *Chief Financial Officer*

9. ITEMS FOR DISCUSSION

- 9.1 Request for Items for Discussion - Joint Cabinet / Scrutiny Meeting of 7 July 2008 – *Scrutiny Manager*

10. CALL-IN REQUESTS

11. ANY OTHER ITEMS WHICH THE CHAIRMAN CONSIDERS ARE URGENT

FOR INFORMATION

Date of Next Meeting: Friday 4 July 2008 at 2.00pm in Committee Room B at the Civic Centre, Hartlepool.

SCRUTINY CO-ORDINATING COMMITTEE

MINUTES

18 April 2008

The meeting commenced at 1.30 p.m. at the Civic Centre, Hartlepool

Present:

Councillor: Marjorie James (In the Chair)

Councillors Akers-Belcher, R W Cook, S Cook, Fleet, Flintoff, Laffey,
A Marshall and Shaw.

Resident Representatives: Jean Kennedy, Iris Ryder and Linda Shields.

Officers: Andrew Atkin, Assistant Chief Executive
Chris Little, Assistant Chief Executive
Charlotte Burnham, Scrutiny Manager
James Walsh, Scrutiny Support Officer
David Cosgrove, Principal Democratic Services Officer

Also Present:: Caroline Tyrrell, Audit Commission.

160. Apologies for Absence

Councillors Brash, Plant, Preece, Simmons and Wright.

161. Declarations of interest by Members

None.

162. Minutes of the meetings held on 14 March and 7 April 2008

Confirmed.

163. Responses from the Council, the Executive or Committees of the Council to Reports of the Scrutiny Co-ordinating Committee

None.

164. Consideration of request for scrutiny reviews from Council, Executive Members and Non Executive Members

None.

165. Forward Plan

Members requested that the forward plan be submitted to the next meeting of the Committee.

166. Consideration of progress reports/budget and policy framework documents

None.

167. Use of Resources Audit Report *(Assistant Chief Executive / Chief Financial Officer / Audit Commission)*

The Audit Commission's report relating to the Use of Resources 2007 was submitted to the Committee. The Assistant Chief Executive highlighted that the report related to the year ending on 31 March 2007 and referred Members to the Use of Resources Judgements set out in Table 2 of the report. The table showed the Key Lines of Enquiries (KLOEs) and the scores for 2007 against those for 2006. In all cases the scores for 2007 matched those for 2006 but it was stressed that the measures used by the Audit Commission moved forward each year, so the scores showed real improvements over the previous year in order to maintain the same score.

In referring to the conclusions set out in the report, the assistant Chief Executive stressed that the bar had been raised since the previous year's assessment. Many of the issues had already been addressed though there had been some discussion on some of the criteria, particularly whether they gave the Council any additionality. In relation to Partnerships, a review of this area had been built into the current years Audit plan.

Members questioned references to the Council's financial management only meeting 'minimum standards' when this was a four star authority. Caroline Tyrrell (Audit Commission) commented that the Commission was looking for all authorities to achieve scores of 3 and 4 in this area. There had been improvements since the assessment was undertaken and Audit Commission (AC) was working with officers to improve the council's financial management. Members were concerned that the statement made no reference to these improvements and gave a poor reflection of the current situation. Mrs Tyrrell stressed that the report referred to the situation in December 2007 and could not be amended to reflect changes that had taken place subsequently. Concern was expressed by Members at the use of some of the terminology used by the Audit Commission; some of the

phrases could lead people to think the situation was worse than it actually was.

A Member raised concern that quite a number of the information leaflets produced by the authority were incorrect and/or out of date and requested that the situation be addressed as a matter of urgency.

Members noted that the report was critical of the relatively high cost of some services provided by the Council on a value for money measure. The Chair commented that as an example, a school meal was considered adequate if it consisted of a sandwich, an apple, and a glass of water. As an authority, Hartlepool had made a conscious decision to exceed such basic service provisions and provide enhanced services. This did cost more but it was a choice made locally.

Recommended

That the report of the Audit Commission: Use of Resources 2007, be noted.

168. Draft Interim Report into Hartlepool Borough Council's CCTV Provision Scrutiny Referral *(Chair of the Scrutiny Co-ordinating Committee)*

The Chair of the Scrutiny Coordinating Committee presented the findings of the Committee's investigation into Hartlepool Borough Council's CCTV Provision. It was highlighted that the report would be submitted to cabinet on 28 April 2008. The Chair indicated that this was only an interim report and CCTV would be the subject of a full investigation by the Regeneration and Planning Services Scrutiny Forum in the new Municipal Year.

Members commented that the report did not state the full cost of the CCTV system to the Council and how resources could be better used. The condition of some cameras and their locations was also raised. It was indicated that these issues would be examined further as part of the full investigation. Members suggested that the full investigation should also seek the promotion of closer working with the business community in the use of, and provision of, CCTV cameras.

Recommended

The Scrutiny Co-ordinating Committee recommends to the Cabinet:-

- (a) That the Regeneration and Planning Services Scrutiny Forum investigates in greater detail the issue of Hartlepool Borough Council's CCTV Provision to be concluded and reported back to the Cabinet by the end of September 2008, to enable any additional budgetary requirements to be considered as part of the budget setting process for 2009/10;
- (b) That the Terms of Reference of the Regeneration and Planning Services Scrutiny Forum's investigation into CCTV provision in Hartlepool cover the following key areas / issues:-

- (i) Considers the establishment of a fund for the repair, replacement, renewal and appropriate running costs of the CCTV system. Whilst the control of CCTV provision in Hartlepool should remain with the Council, the Forum should investigate with partner organisations (e.g. Cleveland Police, Cleveland Fire Brigade) for a financial contribution into this fund;
- (ii) Investigates the utilisation of Planning gain to ensure that where appropriate CCTV camera provision is built in, or where this is not viable then funding should be sought to add to the repair, replacement, renewal and running costs fund;
- (iii) Reviews the current camera provision throughout Hartlepool to recommend if cameras should be decommissioned, relocated or new cameras commissioned;
- (iv) Engages with all partners to ensure that CCTV cameras continue to contribute to combating the crime and the fear of crime;
- (v) Seeks ways of partnership working with utilities and other authorised contractors who dig up the roads in Hartlepool, to ensure that fibre optic cables can be laid at the same time, therefore, improving the network;
- (vi) Investigates if the current transmission service provider, British Telecommunications, are providing a quality service or if other providers in the market place might exceed those standards;
- (vii) Assesses the current siting of the Community Monitoring Centre and engages with Housing Hartlepool to discuss future plans for the building, as well as the Service Level Agreement between the Council and Housing Hartlepool for the operation of the CCTV system that is due to expire in March 2009; and
- (viii) On conclusion of the scrutiny investigation into CCTV by the Regeneration and Planning Scrutiny Forum, publicity should be generated through a variety of mediums, including the Council's 'Hartbeat' magazine to highlight the role of CCTV cameras in Hartlepool i.e. What the cameras are there for, what the cameras do, who runs them etc.

169. **Final Report - Sustainability of Externally Funded Community Initiatives in Schools** *(Chair of the Children's Services Scrutiny Forum)*

The Chair of the Children's Services Scrutiny Forum presented to the Committee the findings of the Children's Services Scrutiny Forum following its investigation into the 'Sustainability of Externally Funded Community

Initiatives in Schools'. The Chair and Members present recorded their appreciation for the excellent input into the investigation from the young people's representatives on the forum. They had presented a very positive image of the young people of Hartlepool and Members commended them for their extensive input and presentations to the forum meetings.

Recommended

That the Scrutiny Coordinating Committee endorses the following recommendations of the Children's Services Scrutiny Forum following its investigation into the 'Sustainability of Externally Funded Community Initiatives in Schools' and commends them to Cabinet: -

"The Children's Services Scrutiny Forum has taken evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations. The Forum's key recommendations to the Cabinet are as outlined below:-

- (a) That a joint Steering Group between the Children Services Department and the Adult and Community Services Department be established to further explore the proposed recommendations of the Independent Sports Consultant, commissioned specifically as part of this investigation;
- (b) That all schools that currently operate community initiatives undertake a three year financial forecast and business plan of the viability of each facility that outlines charging policies, usage levels and scheme objectives;
- (c) That pending the outcome(s) of the joint Steering Group (recommendation (a) refers) immediate consideration be given to providing assistance to those schemes that are likely to encounter future sustainability issue; and.
- (d) That the findings of this investigation be brought to the attention of school governing bodies to raise awareness of the issue and the proposed way forward."

170. Final Report – Seaton Carew's Regeneration Needs and Opportunities *(Chair of the Regeneration and Planning Services Scrutiny Forum)*

The Chair of the Regeneration and Planning Services Scrutiny Forum presented to the Committee the Regeneration and Planning Services Scrutiny Forum's findings following completion of its investigation into 'Seaton Carew's Regeneration Needs and Opportunities'. The Chair thanked the residents and elected representatives for Seaton Carew for their involvement in the investigation, which had taken on significant input from the local community. A resident, Mr Keane, present at the meeting who had been involved in the investigation meetings, welcomed the report and the recommendations but did feel that much depended on funding being

available. Mr Keane was critical of the lack of reference to Seaton Carew in the recently published Regional Spatial Strategy. The resident was also critical of the lack of reference to Seaton Carew in the development of the response to the Tall Ships event in 2010. MR Keane also brought to the Committee's attention a recently announced government fund 'Sea Change'. The Committee requested that officers fully investigate the opportunities presented by the Sea Change fund.

Members welcomed the report and commented that Seaton Carew deserved a better future and supported the recommendations set out in the report.

Recommended

That the Scrutiny Coordinating Committee endorses the following recommendations of the Regeneration and Planning Services Scrutiny Forum following its investigation into 'Seaton Carew's Regeneration Needs and Opportunities': -

"The Regeneration and Planning Services Scrutiny Forum has taken evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations. The Forum's key recommendations to the Cabinet are as outlined below:-

- (a) That further opportunities to continue to raise the profile of Seaton Carew on a region and sub regional basis be explored;
- (b) That consideration be given to 'ring fencing' the reinvestment of any future capital receipts gained from disposal of land in Seaton Carew back into the resort;
- (c) That the feasibility of the suggested regeneration opportunities, identified during the course of this investigation be explored as part the development of future regeneration activities in Seaton Carew;
- (d) That a review of the current provision of organised activities and events be undertaken that identifies options to increase the variety and frequency of events to further attract visitors to the resort;
- (e) That in recognition of the key role played by local businesses and groups, the benefits of re-establishing the former Seaton Carew Business Association together with a mechanism to encourage and support the involvement of the wider community (to include Seaton Carew's young people) be explored;
- (f) That the provision of integrated community facilities in Seaton Carew be supported, with the proviso that existing community facilities should not be removed until agreements are in place to deliver new / replacement facilities;
- (g) That pending the outcome of Seaton Carew's Coastal Strategy Study, consideration be given to delaying the establishment of interim

arrangements for the marketing and planning activity for land susceptible to flooding in and around Seaton Carew;

- (h) That opportunities to encourage community enterprise schemes in Seaton, be explored; and
- (i) That based on the strength of feeling expressed throughout the investigation, the Council should not dispose of land on either side of the road to the north of Seaton Carew (up to, and including, the Coronation Drive / Warrior Park site) for the purpose of further development.”

171. Final Report – Transportation Links to Hospital Services and Neighbourhood Services Transport Provision *(Chair of the Neighbourhood Services Scrutiny Forum)*

The Chair of the Neighbourhood Services Scrutiny Forum presented to the Scrutiny Coordinating Committee the findings of the Neighbourhood Services Scrutiny Forum following its investigation into Transportation Links to Hospital Services and Neighbourhood Services Transport Provision. The Chair thanked all those involved in the investigation, particularly those Members who had undertaken the various bus journeys as part of the information gathering during the investigation.

Members expressed their considerable concern at the level of ‘support’ that was paid by the Council each year to private bus companies to maintain, what were frequently, profitable bus services. Members were concerned that the local authority itself, however, was not always doing what it could to promote the services it did support and comments were made at the difficulty there was to obtain a timetable for the bus service the Council was supporting between Hartlepool and North Tees Hospitals. Members highlighted several other issues that had also been raised during the investigation, such as the lack of any services to the Headland in the evening and the need for more user-friendly bus timetables.

Recommended

That the Scrutiny Coordinating Committee endorses the following recommendations of the Neighbourhood Services Scrutiny Forum following its investigation into ‘Transportation Links to Hospital Services and Neighbourhood Services Transport Provision’: -

“The Neighbourhood Services Scrutiny Forum has taken evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations. The Forum’s key recommendations to the Cabinet / NHS bodies are as outlined below: -

Hartlepool Borough Council

- (a) That consideration is given to extending the Authority's current concessionary travel scheme to cover free bus usage for carers accompanying disabled people;
- (b) That the Council works in partnership with neighbouring Local Authorities, the local PCTs and Foundation Trusts to produce a 'User's Guide for Transport to Healthcare' that provides useful information on public transport available to health care locations and concessionary care schemes available;
- (c) That the Council further promotes the use of established community transport schemes in operation locally, including maximising efficiencies through the proposed Integrated Transport Unit, to enable people who are unable to use, or have difficulty to access public transport;
- (d) That the Council explores opportunities to secure the long-term operation of the Health Bus Service, that currently operates between the University of Hartlepool and University Hospital of North Tees sites;
- (e) That the Council explores opportunities of developing a social enterprise scheme with the third sector to improve access to healthcare services;
- (f) That the current bus service timetable information provided in Hartlepool be further improved such as timetables at bus stops and travel information at healthcare sites;

Hartlepool PCT

- (g) That the Hartlepool PCT rolls out a communication programme that ensures all front line staff are made fully aware of the Hospital Travel Cost Scheme and how its is administered;
- (h) That the Hartlepool PCT ensures that the Hospital Travel Cost Scheme is more widely publicised to patients and the public with information on the scheme in particular the eligibility criteria being made readily available in a variety of locations;
- (i) That to ensure that the Hospital Travel Costs Scheme runs effectively together with easier access to healthcare premises, that Hartlepool PCT works with the Council in the identification and development of local and integrated transport strategies; and

North Tees and Hartlepool NHS Foundation Trust

- (j) That the North Tees and Hartlepool NHS Foundation Trust works with Hartlepool Borough Council and affected neighbouring authorities in assessing the accessibility of any proposed new hospital site.”

172. Final Report – Withdrawal of Emergency Care Practitioners Service at Wynyard Road Primary Care Centre Scrutiny Referral *(Chair of the Adult and Community Services and Health Scrutiny Forum)*

The Scrutiny Coordinating Committee received the draft findings of the Adult and Community Services and Health Scrutiny Forum into the Withdrawal of Emergency Care Practitioners Service at Wynyard Road Primary Care Centre, located in Hartlepool.

Recommended

That the Scrutiny Coordinating Committee endorses the following recommendations of the Adult and Community Services and Health Scrutiny Forum into the Withdrawal of Emergency Care Practitioners Service at Wynyard Road Primary Care Centre, located in Hartlepool: -

“The Adult and Community Services and Health Scrutiny Forum has taken evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations. The Forum’s key recommendations to the Council and Hartlepool PCT are as outlined below:-

- (a) That as part of the ‘Momentum: Pathways to Healthcare’ consultation programme, Hartlepool PCT and the Council discuss / debate plans for the future Community based settings that are proposed for the Town e.g. More GPs, different models of rapid response services;
- (b) That Hartlepool PCT not only keeps this Forum updated of the ‘Development of Integrated Urgent Care Provision in Hartlepool’, but also that the plans for such a service are more rigorously communicated to both overview and scrutiny and the wider public, to give a clearer indication of proposals from the outset;
- (c) That the creation of a formal set of protocols on consultation be debated between the PCT and the Forum to:-
 - (i) Promote the real improvements in health services in Hartlepool; and
 - (ii) Foster the improved links with Hartlepool PCT, that have developed in the intervening period between the closure of the ECP Service at Wynyard Road and the conclusion of this Forum’s investigation.”

173. Final Report – Access to Recreation Activities for

Children and Young People in Hartlepool *(Chair of the Children's Services Scrutiny Forum)*

The Scrutiny Coordinating Committee received the findings of the Children's Services Scrutiny Forum following its investigation into 'Access to Recreation Activities for Children and Young People in Hartlepool'.

Recommended

That the Scrutiny Coordinating Committee endorses the following recommendations of the Children's Services Scrutiny Forum following its investigation into 'Access to Recreation Activities for Children and Young People in Hartlepool': -

"The Children's Services Scrutiny Forum has taken evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations. The Forum's key recommendations to the Cabinet are as outlined below:-

- (a) That a process be implemented to ensure that young people are fully supported to participate in the future development and provision of recreation activities in Hartlepool;
- (b) That as part of any planned future recreation activities consideration be given to the use of 'pods' and youth shelters, with the close involvement of young people, and other stakeholders, throughout the process from location / selection of structure to Planning application;
- (c) That an action plan be produced that explores ways of addressing the barriers to accessing recreation activities for young people, as outlined in the report (Section 9 refers);
- (d) That further work be undertaken to increase the marketing of recreation activities to target all young people, and their families across Hartlepool;
- (e) That, in recognition of the availability of transport as a barrier to access, the introduction of free bus passes to young people be supported and the practical feasibility of such a scheme explored, including the suitability of existing routes and timetables to meet young people's needs; and
- (f) That the Local Authority works in partnership with organised groups to ensure that they are fully aware of the funding / assistance available to them, and how it can be accessed, to improve their long term sustainability.

174. Draft Overview and Scrutiny Annual Report 2007/08 *(Scrutiny Manager)*

The Scrutiny Manger presented to the Committee the draft Overview and Scrutiny Annual Report 2007/08. The draft report was welcomed by the Committee.

Members commented that they would wish to see the Neighbourhood Services Scrutiny Forum undertake a full review the provision of recycling services in the town. Members considered that the six-month review report would be insufficient in light of the problems being experienced by residents. The Chair supported this view and suggested that the Portfolio Holder for Neighbourhoods and Communities be requested to refer the matter back for a further full inquiry.

The Vice-Chair thanked the staff in the Scrutiny and Democratic services Team for their support during the year. The support of the Mayor and cabinet for the scrutiny function had also made a significant difference during the year. The Vice-Chair also thanked the Chair of the Committee for support and lead of the Council's scrutiny function during the past year. The Chair thanked all Members for their input into the varied and important investigations undertaken during the year and their attendance at the numerous committee and forum meetings that had been held.

Recommended

- (a) That the content of the Draft Overview and Scrutiny Annual Report for 2007/08 be noted and approved.
- (b) That the Committee notes that the Overview and Scrutiny Annual Report for 2007/08 will be presented to the first meeting of Council in the Municipal Year 2008/09 (26 June 2008 at 7.00 pm) and despatched to key stakeholders and public places for information.

175. Call-In Requests

None.

CHAIR

SCRUTINY CO-ORDINATING COMMITTEE

30 May 2008



Report of: Scrutiny Manager

Subject: THE EXECUTIVE'S FORWARD PLAN

1. PURPOSE OF REPORT

- 1.1 To provide the opportunity for the Scrutiny Co-ordinating Committee (SCC) to consider whether any item within the attached Executive's Forward Plan should be considered by this Committee or referred to a particular Scrutiny Forum.

2. BACKGROUND INFORMATION

- 2.1 As you are aware, the SCC has delegated powers to manage the work of Scrutiny, as it thinks fit, and if appropriate can exercise or delegate to individual Scrutiny Forums.
- 2.2 One of the main duties of the SCC is to hold the Executive to account by considering the forthcoming decisions of the Executive and to decide whether value can be added to the decision by the Scrutiny process in advance of the decision being made.
- 2.3 This would not negate Non-Executive Members ability to call-in a decision after it has been made.
- 2.4 As such, the most recent copy of the Executive's Forward Plan is attached as **Appendix 1** for the SCC's information.

3. RECOMMENDATION

- 3.1 It is recommended that the Scrutiny Coordinating Committee considers the content of the Executive's Forward Plan.

Contact Officer:- Charlotte Burnham – Scrutiny Manager
Chief Executive's Department - Corporate Strategy
Hartlepool Borough Council
Tel: 01429 523 087
Email: charlotte.burnham@hartlepool.gov.uk

BACKGROUND PAPERS

No background papers were used in the preparation of this report.



HARTLEPOOL

BOROUGH COUNCIL

FORWARD PLAN

JUNE – SEPTEMBER 2008

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1. **INTRODUCTION**

- 1.1 The law requires the executive of the local authority to publish in advance, a programme of its work in the coming four months including information about key decisions that it expects to make. It is updated monthly.
- 1.2 The executive means the Mayor and those Councillors the Mayor has appointed to the Cabinet.
- 1.3 Key decisions are those which significantly modify the agreed annual budget of the Council or its main framework of policies, those which initiate new spending proposals in excess of £100,000 and those which can be judged to have a significant impact on communities within the town. A full definition is contained in Article 13 of the Council's Constitution.
- 1.4 Key decisions may be made by the Mayor, the Cabinet as a whole, individual Cabinet members or nominated officers. The approach to decision making is set out in the scheme of delegation which is agreed by the Mayor and set out in full in Part 3 of the Council's Constitution.

2. **FORMAT OF THE FORWARD PLAN**

- 2.1 The plan is arranged in sections according to the Department of the Council which has the responsibility for advising the executive on the relevant topic:

Part 1	Chief Executive's Department	CE
Part 2	Adult & Community Services Department	ACS
Part 3	Children's Services Department	CS
Part 4	Neighbourhood Services Department	NS
Part 5	Regeneration and Planning Department	RP

- 2.2 Each section includes information on the development of the main policy framework and the budget of the Council where any of this work is expected to be undertaken during the period in question.
- 2.3 It sets out in as much detail as is known at the time of its preparation, the programme of key decisions. This includes information about the nature of the decision, who will make the decisions, who will be consulted and by what means and the way in which any interested party can make representations to the decision-maker.

3. **DECISIONS MADE IN PRIVATE**

- 3.1 Most key decisions will be made in public at a specified date and time.
- 3.2 A small number of key decisions, for reasons of commercial or personal confidentiality, will be made in private and the public will be excluded from any sessions while such decisions are made. Notice will still be given about the intention

3.3 to make such decisions, but wherever possible the Forward Plan will show that the decision will be made in private session.

3.4 Some sessions will include decisions made in public and decisions made in private. In such cases the public decisions will be made at the beginning of the meeting to minimise inconvenience to members of the public and the press.

4. **URGENT DECISIONS**

4.1 Although every effort will be made to include all key decisions in the Forward Programme, it is inevitable for a range of reasons that some decisions will need to be taken at short notice so as to prevent their inclusion in the Forward Plan. In such cases a minimum of 5 days public notice will be given before the decision is taken.

4.2 In rare cases it may be necessary to take a key decision without being able to give 5 days notice. The Executive is only able to do this with the agreement of the Chair of the Scrutiny Co-ordinating Committee or the Chairman or Vice-Chairman of the local authority. (Scrutiny committees have the role of overseeing the work of the Executive.)

5. **PUBLICATION AND IMPLEMENTATION OF EXECUTIVE DECISIONS**

5.1 All decisions which have been notified in the Forward Plan and any other key decisions made by the Executive, will be recorded and published as soon as reasonably practicable after the decision is taken.

5.2 The Council's constitution provides that key decisions will not be implemented until a period of 3 days has elapsed after the decision has been published. This allows for the exceptional cases when a scrutiny committee may 'call in' a decision of the Executive to consider whether it should be reviewed before it is implemented. 'Call in' may arise exceptionally when a Scrutiny Committee believes that the Executive has failed to make a decision in accordance with the principles set out in the Council's constitution (Article 13); or that the decision falls outside the Council's Policy Framework; or is not wholly in accordance with the Council's budget.

6. **DETAILS OF DECISION MAKERS**

6.1 Names and titles of those people who make key decisions either individually or collectively will be set out in Appendix 1 once they are determined.

7. **TIMETABLE OF KEY DECISIONS**

7.1 The timetable as expected at the time of preparation of the forward plan is set out in Appendix 2. Confirmation of the timing in respect of individual decisions can be obtained from the relevant contact officer closer to the time of the relevant meeting. Agenda papers are available for inspection at the Civic Centre 5 days before the relevant meeting.

PART ONE – CHIEF EXECUTIVE’S DEPARTMENT

A. BUDGET AND POLICY FRAMEWORK

CORPORATE PLAN 2008/09 - 2010/11

The production of the Corporate Plan by 30 June each year is a national legal requirement. The purpose of the Plan is to describe the Council's priorities for improvement, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered for local people. It will include targets for future performance.

Preparation of the Corporate Plan will commence in December 2007. Scrutiny committees and Cabinet will consider the plan at meetings between January and May 2008. Final approval of the Plan will be by Council on 26 June 2008.

The interim steps are:

7 January 2008	Report to Cabinet of key objectives for future years
18 January 2008	Scrutiny Coordinating Committee considers key objectives
18 February 2008	Report to Cabinet seeking agreement on draft Action Plan to deliver key objectives
22 February 2008	Regeneration and Planning Services Scrutiny Forum considers relevant parts of draft Action Plan
25 February 2008	Children's Services Scrutiny Forum considers relevant parts of draft Action Plan
27 February 2008	Neighbourhood Services Scrutiny Forum considers relevant parts of draft Action Plan
4 March 2008	Adult and Community Services and Health Scrutiny Forum considers relevant parts of draft Action Plan
14 March 2008	Scrutiny Coordinating Committee considers Organisational Development objectives and actions and feedback from four Scrutiny Forums
28 April 2008	Report to Cabinet with final draft of Action Plan
27 May 2008	Report to Cabinet seeking agreement of Corporate Plan with 2007/8 performance outturns and future targets
30 May 2008	Scrutiny Coordinating Committee considers final draft of Corporate Plan with 2007/8 performance outturns and future targets
June 2008	Council considers Corporate Plan

B. SCHEDULE OF KEY DECISIONS

DECISION REFERENCE: CE23/06 – PAY AND GRADING STRUCTURE

Nature of the decision

To approve a pay and grading structure for employees employed under NJC for Local Government Employees and associated changes in terms and conditions to achieve single status and satisfy equal pay requirements

Who will make the decision?

The decision will be made by Cabinet in April 2008. Any additional costs outside of the Budget and Policy Framework will be reported to Council for approval in June 2008

Timing of the decision

The decision is expected to be made after negotiations with trade union representatives are completed between November 2006 and June 2008.

Who will be consulted and how?

- Negotiations will be held with representatives of the recognised trade unions.
- A working group of Members from Scrutiny Co-ordinating Committee will be briefed and consulted during the negotiation period.
- A report to the Performance Management Portfolio Holder will set out the negotiation programme

Information to be considered by the decision makers

Members will be provided with information and guidance on:

- Compliance with equality legislation. The Council's pay and grading structure and other terms and conditions must satisfy equal pay legislation. An assessment will be made at the time of recommendation together with a programme for future equal pay audits.
- Options for the best negotiated settlement, which will secure endorsement by local trade union representatives and their national officers.
- Options for implementing without trade union support, should a negotiated settlement not be achievable.
- Financial implications of a revised pay and grading structure, associated protection arrangements and any other changes to terms and conditions.

How to make representation

Representation should be made to Joanne Machers, Chief Personnel Officer, Level 3, Civic Centre, Hartlepool TS24 8AY. Telephone: (01429) 523003.
Email: Joanne.machers@hartlepool.gov.uk

Further Information

Further information can be obtained from Joanne Machers, as above.

DECISION REFERENCE: CE25/08 – EQUALITY AND DIVERSITY SCHEME (2008-2011) CORPORATE EQUALITY PLAN (2008-2011)

Nature of the decision

To approve the Council's Scheme and action plan in respect of equalities and diversity actions, policies and other arrangements to ensure legal compliance and accessible services.

Who will make the decision?

The decision will be made by Cabinet in June 2008. Any additional costs outside of the Budget and Policy Framework will be reported to Council for approval in June 2008

Timing of the decision

The decision is expected to be made after consultation with stakeholder group which should be completed by June 2008.

Who will be consulted and how?

Hartlepool's diverse communities will be consulted through various consultation mechanisms.

- People representing from Ethnic minority backgrounds will be consulted through Talking with Communities consultation forum
- Disabled people through Hartlepool Access group, Improving Life Chances partnership Board, All Ability forum, learning disabilities partnership board
- Lesbian, gay, bi-sexual and trans people will be consulted through Hartgables
- Council employees through the Diversity Steering group and departmental diversity steering groups will be consulted.
- E-consultation to council employees and members of public
- Trade Unions
- All established voluntary organisations within Hartlepool will receive a copy by post to make any comments or recommendations.
- The Scheme will be posted on the Council's website and any resident can view it and make comments.

Established consultation forums will have presentations of the scheme and a hard copy will be provided for comments. All others will receive a hard copy by post for comments.

The Scheme will be provided in alternative format on request.

Information to be considered by the decision makers

The Draft Equality and Diversity Scheme (2008-2011) and the Corporate Equality Plan (2008-2011).

How to make representation

Representation should be made to Joanne Machers, Chief Personnel Officer, Level 3, Civic Centre, Hartlepool TS24 8AY. Telephone: (01429) 523003.

Email: Joanne.machers@hartlepool.gov.uk

Further Information

Further information can be obtained from Joanne Machers, as above.

DECISION REFERENCE: CE26/08 – RESTRUCTURING OF THE LEGAL SERVICES DIVISION

Nature of the decision

To approve a revised establishment for the legal services division within the authority.

Who will make the decision?

The decision will be made by the Finance Portfolio Holder. If any additional funding is required this will be reported to Council for approval.

Timing of the decision

The decision is expected to be made at Finance Portfolio on 20 June 2008.

Who will be consulted and how?

The Finance Portfolio Holder will be consulted.

Information to be considered by the decision makers

Members will be provided with the following information:

- The Council has maintained a Legal Services Division since its inception through Local Government reorganisation in the early 1970s. The complexion of the Council and the Legal Services Division, changed following the Council becoming an all purpose unitary authority in 1996, with notable additional functionality relating to the provision of Social Services and Education. The Council has embraced successfully, the Government's modernisation agenda and has continued to explore creative and innovative ways in which it can deliver its services for the benefit of its community.
- The Council's Legal Services performs an integral role as a key support service for both Officers and Members of the authority. It should also be noted the pivotal role of a Council's Legal Services, not least in respect of the corporate governance arrangements operating within an authority. It is now deemed appropriate, timely and necessary for the structure of the Legal Services Division to be re-examined in the light of both legislative and organisational changes, not least in the Way Forward programme, adopted by the Council as it prepares to meet the challenges within the Local Government environment, in the years ahead.

How to make representation

Representations should be made to Paul Walker, Chief Executive, Level 3, Civic Centre, Victoria Road, Hartlepool, TS24 8AY. Telephone 01429 523001 e-mail: paul.walker@hartlepool.gov.uk

Further information

Further information can be obtained from Paul Walker, as above.

PART TWO – ADULT AND COMMUNITY SERVICES DEPARTMENT

A. BUDGET AND POLICY FRAMEWORK

NONE

B SCHEDULE OF KEY DECISIONS

DECISION REFERENCE: SS54/08 - LIBRARY FORWARD PLAN

Nature of the decision

To approve and adopt the Public Library Forward Plan

Who will make the decision?

Members of the Cabinet

Timing of the decision

The decision is expected in June 2008

Who has been consulted and how?

The need for a longer term forward plan was proposed within the Annual Library Plan 2007/8. This plan was consulted on through the Council's Neighbourhood Consultative Forums and also with library users, stakeholders and staff. The development of the forward plan has also involved consultation with the Director of Adult and Community Services and the Assistant Director, Community Services.

Proposed means of consultation

The Forward Plan itself will be consulted upon through the Library Friends Group and will be published for consultation with library users, stakeholders and staff. If approved, the longer term implementation of the plan's proposals will require a variety of ongoing consultation sessions with the public and will require both issue specific and local consultations as well as using the town's established forums to seek additional views.

Information to be considered by the decision makers

The need to produce a longer term strategy and plan for library services in Hartlepool.

Future pressures and challenges to local government and library services.

An analysis of changing library use, the strengths and weaknesses of the current services and the areas where the service can provide the greatest social and cultural benefit to people in Hartlepool and to the town.

Technological innovation and opportunities

Advantages for libraries and other services to work in partnership and to co-locate service provision.

The need for library and information services to be planned within the Council's Business Transformation Programme.

How to make representation

For all information contact: Graham Jarritt, Borough Librarian, Central Library, York Road, Hartlepool, 01429 272905. Internal ext. 3612. Email: graham.jarritt@hartlepool.gov.uk

DECISION REFERENCE: SS55/08 ADULT EDUCATION FEES

Nature of the decision

To set the level of fees for Adult Education courses in the academic year 2008-2009.

Who will make the decision?

The decision will be made by the Portfolio Holder for Adult Services and Public Health.

Timing of the decision

The decision is expected to be made in June 2008.

Who will be consulted and how?

The Learning and Skills Council, the Adult Providers Group and partners.

Proposed means of consultation

The consultation will be made through meetings and interviews with the partners concerned

Information to be considered by the decision makers

- The current fee levels and take up of Adult learning opportunities.
- The expectations of the Learning and Skills Council.
- The current strategies to widen participation

How to make representations

Representations should be made to Maggie Heaps, Adult Education Co-ordinator at Hartlepool Adult Education, Golden Flats, Seaton Lane, Hartlepool TS25 1HN - Telephone 01429 292340 e-mail maggie.heaps@hartlepod.gov.uk

Further information

Further information on this matter can be sought from Maggie Heaps at the above address.

PART THREE – CHILDREN’S SERVICES DEPARTMENT

A. BUDGET AND POLICY FRAMEWORK

NONE

B. SCHEDULE OF KEY DECISIONS

DECISION REFERENCE: ED44/07 STATUTORY NOTICE OUTCOMES FOR JESMOND ROAD PRIMARY SCHOOL

Nature of the decision

To consider the outcomes of a statutory proposal to cease to maintain the additional resources facility at Jesmond Road Primary School for Key Stage 1 pupils with learning difficulties.

Who will make the decision?

The decision will be made by Cabinet.

Timing of the decision

The decision is likely to be made in June 2008.

Who will be consulted and how?

Cabinet approved on 12th November 2007 that, following BSF Stage 4 special educational needs consultation, a six week standard procedure for statutory proposals should be followed i.e. notices published in the press and notification on public buildings around Jesmond Road Primary School and the gates of the school. This is the final opportunity to express views on the proposals.

All those substantially affected will have the opportunity to comment. These will include:

- the governing body of Jesmond Road Primary School;
- parents of pupils at Jesmond Road Primary School;
- teaching and support staff at Jesmond Road Primary School;
- other schools in Hartlepool;
- Diocesan authorities;
- Primary Care Trust;
- Hartlepool's Member of Parliament;
- neighbouring local authorities.

Information to be considered by the decision-makers

Representations made in relation to the statutory proposals.

How to make representations

Representations should be made to Sue Johnson Assistant Director of Children's Services, Level 4, Civic Centre, Hartlepool, TS24 8AY, 01429 523738, e-mail sue.johnson@hartlepool.gov.uk.

Further information

Further information on this matter can be sought from Sue Johnson who can be contacted as above.

PART FOUR - NEIGHBOURHOOD SERVICES DEPARTMENT

A. BUDGET AND POLICY FRAMEWORK

1. FOODLAW ENFORCEMENT SERVICE PLAN

Work has commenced on the draft 2008/09 Plan, which will be considered by Cabinet in June 2008, prior to referring to the Scrutiny Co-ordinating Committee.

B. SCHEDULE OF KEY DECISIONS

DECISION REFERENCE: NS112/07 VICTORIA PARK

Nature of the decision

To consider proposals for land transactions with Hartlepool United Football Club in connection with Victoria Park.

Who will make the decision?

The decision will be made by Executive Committee of Cabinet.

Timing of the decision

The decision is expected to be made in July 2008.

Who will be consulted and how?

Hartlepool United Football Club
Local Residents
Ward Members
All Council Members

Information to be considered by the decision makers

The Football club have approached the Council to purchase the freehold of Victoria Park and an area of open space to the north.

The Club have undertaken significant developments at the ground and wish to secure the freehold to assist in their future investment programme. They also intended to develop their Football in the Community Scheme on land to the north of the ground.

The executive sub-committee of Cabinet will need to consider the club's proposals in line with the local environment / community and the Council's vision for the area including the Mill House Leisure Centre and associated facilities. Car parking facilities and overall town centre requirements will also be a consideration.

The potential purchase will also need to be considered against the Council's capital strategy and asset management plan and the financial position.

How to make representation

Representations should be made to Graham Frankland, Head of Procurement and Property Services, Neighbourhood Services Department, Civic Centre, Victoria Road, Hartlepool. Tel 01429 523211. E Mail graham.frankland@hartlepool.gov.uk

Further information

Further information can be obtained from Graham Frankland, as above.

DECISION REFERENCE: NS119/08 HIGHWAY NETWORK MANAGEMENT PLAN

Nature of the decision:

To approve the Network Management Plan for Hartlepool Borough Council

Who will make the decision?

Cabinet will make the decision.

Timing of the decision

The decision will be made in July 2008

Who will be consulted and how?

The plan has been developed in conjunction with the North of England Traffic Managers Group which has allowed Traffic managers from the thirteen authorities to share expertise and good practice, to compare performance, to discuss and resolve issues of mutual concern and to provide a regional perspective on the performance of the duty. Stakeholder meetings have been established and the document will be under permanent review based on changing legislation and stakeholder feedback.

Information to be considered by the decision makers

The Traffic Management Act (TMA) received Royal Assent in July 2004. Its intention is to provide all road users with better operational conditions through a regime of proactive management across the whole local and national road network.

The TMA introduces the Network Management duty on Local Traffic Authorities. Section 16 of the TMA sets out the requirement of the new duty as being:

"It is the duty of a local traffic authority to manage their road network with a view to achieving, so far as it is reasonably practicable having regard to their other obligations, policies and objectives, the following objectives-

1. securing the expeditious movement of traffic on the authority's road network; and
2. facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority."

Whilst guidance produced by the Department for Transport does not require a specific Network Management Plan to be published, it is believed that in producing a plan it shows commitment to carrying out this duty. The document will set out Hartlepool Borough Council's strategy for the efficient and effective management of its highway and transportation network.

How to make representation

Representations should be made to Mike Blair, Transportation and Traffic Manager, Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Telephone: 01429 523252. Email: mike.blair@hartlepool.gov.uk.

Further information

Further information can be obtained from Mike Blair as above.

PART FIVE - REGENERATION AND PLANNING SERVICES

DEPARTMENT

A. BUDGET AND POLICY FRAMEWORK

1. THE PLANS AND STRATEGIES WHICH TOGETHER COMPRISE THE DEVELOPMENT PLAN

The Regional Spatial Strategy (RSS) for the North East is currently under preparation. A Public Examination was held between 7th March and 7th April, 2006 to test the soundness of the draft RSS. The Panel appointed by the Secretary of State to conduct the Examination in Public (EiP) submitted its report in July 2006 and this was published for information only. The report, which can be downloaded from the Government Office website (www.go-ne.gov.uk), was reported to Cabinet and the Hartlepool Partnership in October 2006.

The Secretary of State has now considered the Panel recommendations and the representations made on the draft revision RSS, and proposes to make changes to the RSS before finally publishing it. (Report detailing proposed changes available from the GO-NE website – www.go-ne.gov.uk)

Because of the various recommendations from the Panel, Government has decided to provide a two stage consultation period. The first stage lasted for ten weeks (deadline for responses 6th August 2007) covering the majority of the proposed changes. A report summarising the proposed changes was considered by Cabinet and the Hartlepool Partnership in July 2007, and formal responses made subsequently to Government office, in conjunction with the Tees Valley Joint Strategy Unit.

The comments received by the Government during that consultation were taken into account in preparing "Further Proposed Changes" to the draft RSS, which were released in February 2008 for a second period of consultation with a deadline for responses of 2nd April, 2008.

A report outlining the further proposed changes and the appropriate Hartlepool response was considered by the Hartlepool Partnership on the 14th March, 2008 and by Cabinet at its meeting on 31st March, 2008. This covered RSS issues such as housing requirements across the Tees Valley sub-region, housing distribution between the 5 local authority areas, employment land allocations including Victoria Harbour and Wynyard, and the extent to which regeneration areas within Hartlepool such as Seaton Carew are adequately reflected within the Tees Valley City Region policy in the RSS (policy 7).

The Government will now give consideration to all representations received before deciding on and publishing the final version of the RSS, which is now not anticipated to be adopted until Summer 2008.

The Hartlepool Local Plan review has now been completed, the new plan being adopted by Council on the 13th April 2006.

With the enactment of the Planning and Compulsory Purchase Act, a new development plan system has come into force. There are still two tiers of development plan, but in due course the Regional Spatial Strategy will replace the structure plan and development plan documents contained within a local development framework which will replace the local plan. However, the new local plan will be saved for a period of at least three years after adoption. Discussions will take place with Government Office in the period up to Spring 2009 with a report to Cabinet expected in late 2008 regarding saved local plan policies

The Tees Valley Structure Plan was 'saved' for a period of three years to September 2007 and the Secretary of State has agreed to save a number of its key policies after September 2007 pending the adoption of the Regional Spatial Strategy. These were as agreed by Cabinet and Council in April 2007.

The Local Development Framework will comprise a 'portfolio' of local development documents which will provide the framework for delivering the spatial planning strategy for the borough. Local development documents will comprise:

- a) Development plan documents – (DPDs) – these are part of the development plan and must include
 - o A core strategy setting out the long term spatial vision for the area and the strategic policies and proposals to deliver the vision
 - o DPDs on Site specific allocations and policies
 - o Generic development control policies relating to the vision and strategy set out in the core strategy, and
 - o Proposals Map
- b) Supplementary planning documents

In addition, the Local Development Framework will include Minerals and Waste Development Plan Documents. Cabinet on the 12th April 2006 endorsed the principle of the Tees Valley Joint Strategy Committee taking responsibility for the initial preparation of Joint Minerals and Waste Development Plan Documents on behalf of the Borough Council and the other four Tees Valley authorities. In April 2007 Cabinet was asked to endorse 'The Key Issues and Alternative Options Report' and accompanying Sustainability Appraisal Scoping Report for public consultation between 21st May and 30th June. Work has now been completed on developing preferred options and these were put to Cabinet in January 2008 for public consultation between February and April 2008. Cabinet will be asked to agree the formal submission document in December 2008.

Work has started on two supplementary planning documents (SPD's) as follows:

- i) Transport Assessments and Travel Plans SPD – Cabinet approved the draft for consultation purposes in August 2007. The consultation period was for 6 weeks between 31st August and 12th October. A report was presented to Cabinet in January 2008 on the outcome of this consultation and amendments suggested as appropriate. Approval of Cabinet and Council to the adoption of the SPD will be sought in June 2008.
- ii) Planning Obligations SPD – A draft of this SPD will be presented to Cabinet for approval for public consultation purposes in Summer 2008.

Initial preparatory work has also started on The Core Strategy DPD, and various studies including the Local Housing Assessment and the Open Space and Sports Facilities Audit which will provide the evidence base for developing the issues and options for the Core Strategy are currently being undertaken. Regular reports will be made to Cabinet on progress on the Core Strategy. An Issues and Options Discussions paper was published for public consultation purposes at the end of October 2007. Preferred Options may be presented to Cabinet in June 2008 for approval for formal consultation.

In addition, work has started on the preparation of a DPD on Affordable Housing. Cabinet approved an Issues & Options Paper for public consultation purposes in March 2008. The issues and options paper is subject to consultation until June 2008. Following this consultation, work will begin on the preparation of preferred options. Preferred Options may be presented to Cabinet in August 2008.

The other documents within the local development framework which must be prepared but which do not form part of the development plan are:

- a) Statement of Community Involvement (SCI) setting out how and when the Council will consult on planning policies and planning applications;
 - b) Local Development Scheme (LDS) setting out a rolling programme for the preparation of local development documents, and
 - c) Annual Monitoring Report (AMR) assessing the implementation of the Local Development Scheme and the extent to which current planning policies are being implemented.
- a) The Statement of Community Involvement was adopted by the Council on the 26th October, 2006.
 - b) The first Local Development Scheme (LDS) as approved by Cabinet came into effect on 15th April 2005. The Scheme has been updated annually and the most recent scheme came into effect on 28th March 2007.

The Local Development Scheme will continue to be updated annually as necessary to take into account completion of documents, the need to revise timetables and the need to include new documents. An update was agreed by Cabinet in February which included proposed timetables for the preparation of an Affordable Housing DPD and an SPD for Victoria Harbour. Discussions are continuing with Government Office about the updated Local Development Scheme 2008

- c) Three Annual Monitoring Reports have been produced to date for the periods 2004/5 to 2006/7. The next AMR covering 2007/08 will be presented to Cabinet during November/December 2008.

2. **THE COMMUNITY STRATEGY**

Background

Part 1 of the **Local Government Act 2000** places on principal Local Authorities a duty to prepare "Community Strategies" for promoting or improving the economic, social and environmental well-being of their areas, and contributing to the achievement of sustainable development in the UK.

Government guidance issued in December 2000 stated that Community Strategies should meet four objectives. They must:

- Allow local communities (based upon geography and/or interest to articulate their aspirations, needs and priorities;
- Co-ordinate the actions of the Council, and of the public, private, voluntary and community organisations that operate locally;
- Focus and shape existing and future activity of those organisations so that they effectively meet community needs and aspirations; and
- Contribute to the achievement of sustainable development both locally and more widely, with local goals and priorities relating, where appropriate, to regional, national and even global aims.

It also stated that a Community Strategy must have four key components:

- A long-term vision for the area focusing on the outcomes that are to be achieved;
- An action plan identifying shorter-term priorities and activities that will contribute to the achievement of long-term outcomes; (Hartlepool's Local Area Agreement)
- A shared commitment to implement the action plan and proposals for doing so;
- Arrangements for monitoring the implementation plan, for periodically reviewing the Community Strategy and for reporting progress to local communities. (LAA Delivery and Improvement Plan)

The Hartlepool Partnership, the town's Local Strategic Partnership, and the Council agreed a draft Community Strategy in April 2001 and adopted a final version in April 2002.

The **Local Government White Paper, *Strong and Prosperous Communities***, was published in October 2006 and aims to give local people and local communities more influence and power to improve their lives. It outlines plans to create strong, prosperous communities and deliver better public services through a rebalancing of the relationship between central government, local government and local people.

The White Paper confirms that the role of the Community Strategy is to set out the strategic vision for a place. The Strategy should provide a vehicle for considering and

deciding how to address difficult cross-cutting issues such as the economic future of an area, social exclusion and climate change. Building these issues into the community's vision in an integrated way is at the heart of creating sustainable development at the local level.

The White Paper sets out that local authorities have the job of preparing the Sustainable Community Strategy. A vital part of that is to consult local citizens, communities and the voluntary, community and private sectors. The Strategy should also reflect:

- the views of other local partner agencies and the thematic partnerships. The Sustainable Community Strategy should aim to reflect the collective vision of the LSP;
- other key local and regional plans such as the local policing plan and the Regional Economic Strategy; and the Local Development Framework.

These plans, in their turn, should have regard to the Community Strategy. The Government's aim is for there to be complete coherence between the Community Strategy and all the other plans for an area.

In November 2007, the Government published a consultation document ***Creating Strong, Safe and Prosperous Communities Statutory Guidance***. The guidance re-affirmed that the purpose of a Community Strategy is to set the overall strategic direction and long-term vision for the economic, social and environmental well-being of a local area – typically 10-20 years – in a way that contributes to sustainable development in the UK. It should tell the 'story of the place' – the distinctive vision and ambition of the area, backed by clear evidence and analysis.

Sustainable Community Strategies should contain the following elements:

- The long-term vision based firmly on local needs. This will be underpinned by a shared evidence base informed by community aspirations.
- Key priorities for the local area, based upon this vision which may realistically be achieved in the medium term – these will inform the strategy's delivery agreement – the Local Area Agreement.

Neighbourhood Renewal Strategy Review 2006

The current Neighbourhood Renewal Strategy is part of the Community Strategy though published as a separate 70 page document. The Strategy sets out the boundaries of Hartlepool's disadvantaged neighbourhoods – and establishes a Neighbourhood Renewal Area. Neighbourhood Renewal is about narrowing the gap between conditions in the disadvantaged communities and the rest of the town. It is therefore important that the Neighbourhood Renewal Area is kept as tightly defined as possible and is based upon the statistical level of disadvantage.

The Neighbourhood Renewal Strategy sets out the intention to prepare Neighbourhood Action Plans (NAPs) in the Borough's disadvantaged Neighbourhoods and provides a policy framework for this development. These NAPs are now in place and provide a more detailed policy framework for improvements in the disadvantaged neighbourhoods than was available in 2002.

Community Strategy Review

Hartlepool's 2002 Community Strategy set out a timetable for review in five years. In line with this agreement, a Community Strategy Review was launched on 5th May 2006.

The 1st consultation draft of the revised Community Strategy, *Hartlepool's Ambition*, was published in September 2006. Consultation on the 1st draft ran until 17th November. The revised strategy builds on the 2002 strategy and sets out a revised policy framework for Hartlepool. Key revisions include:

- The strategy now incorporates the previously separately published Neighbourhood Renewal Strategy (2002) and the Sustainable Development Strategy (2001);
- The vision has been revised along with many of the Priority Aims and Objectives;
- Housing and Environment are established as Priority Aims in their own right and as a result the number of priority aims has increased from 7 to 8;
- A widening of the Neighbourhood Renewal approach to include the disadvantaged part of Throston ward.

The feedback from this consultation demonstrated broad support for the Strategy and agreement with the vision was at high at over 90%. The second consultation draft was published in March 07.

The next stage of the review was to carry out a number of appraisals on the 2nd draft strategy to highlight practical ways to enhance the positive aspects of the Strategy and to remove or minimise any negative impacts. The appraisals outlined were:

- Sustainability Appraisal
- Section 17
- Rural Proofing
- Diversity Impact Assessment.

The results of these appraisals were used to inform the preparation of the next draft Strategy.

The third draft Community Strategy was agreed as a consultation document by Cabinet and the Hartlepool Partnership in early February 2008. Consultation on these documents took place for 10 weeks with a closing date of 14th April. The Sustainability Appraisal and Diversity Impact Assessment were also published as consultation documents alongside the draft Strategy.

It is anticipated that the final Community Strategy will be ready for adoption in July 2008. Further information on the review can be found on the Hartlepool Partnership's website www.hartlepoolpartnership.co.uk by following the Community Strategy Review logo on the homepage.

3. **LOCAL AGENDA 21 STRATEGY**

Hartlepool Borough Council agreed its Local Sustainable Development Strategy (Local Agenda 21 Strategy) in January 2001. The Strategy aimed to:

“achieve improvements in the quality of our lives without causing irreversible damage to the environment or preventing our children from being able to enjoy the benefits we have today”.

In 2005 the Government published Securing the Future - UK Government sustainable development strategy, updating the 1999 Strategy. The new Strategy outlines a pivotal role for local authorities and their partners, through Local Strategic Partnerships, in delivering sustainable communities. The Strategy states that:

Making the vision of sustainable communities a reality at the local level means sending the right signals to local Government about the importance of sustainable development, supporting strong local leadership and developing the right skills and knowledge. Government will work with its partners to develop toolkits and other materials to support Local Strategic Partnerships (LSPs) in developing and delivering Sustainable Community Strategies which help deliver sustainable development in the UK.

The Local Government White Paper, Strong and Prosperous Communities, published in October 2006, emphasises that the Community Strategy should contribute to sustainable development in the United Kingdom.

The goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations’ (Sustainable Development Strategy 2005).

For a local priority or policy to be sustainable, it should respect five principles:

- living within environmental limits,
- a strong, healthy and just society,
- achieving a sustainable economy,
- promoting good governance, and
- using sound science responsibly.

In response to this guidance, the revised Community Strategy incorporates a revised local Sustainable Development Strategy. As a result it is proposed to remove the Local Agenda 21 Strategy from the Council’s Budget and Policy Framework at the point when the revised Community Strategy is adopted by Council.

4. **THE ANNUAL YOUTH JUSTICE PLAN**

The Youth Offending Service is required to submit its annual Youth Justice Plan 2008/09 to the Youth Justice Board by mid-July 2008. Guidance on the new requirements for the capability and capacity self-assessment, has now been issued and this self-assessment will form the basis for the annual Youth Justice Plan 2008/09. An initial report on performance in 2007/08 and issues to consider for 2008/09 based on the self-assessment will be prepared for Cabinet on 27th May 2008. Consultation with partners and stakeholders will be carried out, in addition to consideration by the Regeneration and Planning Services Scrutiny Forum on 19th June 2008. Cabinet will then consider a final draft Youth Justice Plan 2008/09, prior to approval being sought from the Council, for submission of the Youth Justice Plan 2008/09, by July 2008.

5. **CRIME, DISORDER AND DRUGS STRATEGY 2008-2014**

The Safer Hartlepool Partnership conducted its first annual strategy assessment in November 2007. This provided the evidence to develop the Partnership's crime, disorder and substance misuse strategy for 2008-2011, which was published on 1st April 2008.

The annual priorities within the 2008-2011 Strategy will be reviewed each Autumn, when the Partnership conducts its annual strategic assessment.

In Autumn 2010, the strategic assessment will lead to the development of a Partnership strategy for 2011-2014.

B SCHEDULE OF KEY DECISIONS

DECISION REFERENCE: RP123/07 TEES VALLEY MULTI AREA AGREEMENT

Nature of the decision

Agreement to the proposed Tees Valley Multi Area. Agreement on sub-regional funding for economic development, transport and housing.

Who will make the decision?

The decision will be made by Cabinet

Timing of the decision

The decision is expected to be made in June 2008

Who will be consulted and how?

Hartlepool Local Strategic Partnerships

Information to be considered by the decision makers

The Tees Valley Multi Area Agreement document prepared by the Tees Valley Joint Strategy Unit which will include agreed outcomes to measure progress on regionally funded schemes co-ordinated through Tees Valley Unlimited on economic development, transport and housing.

How to make representation

Representations can be made in writing to Peter Scott, Director of Regeneration and Planning Services, Regeneration and Planning Services Department, Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Tel. 01429 523401, e-mail. peter.scott@hartlepool.gov.uk.

Further information

Further information can be obtained from Peter Scott as above.

DECISION REFERENCE: RP125/07 AFFORDABLE HOUSING RESPONSES

Nature of the decision

To consider specific responses to the affordable housing need issues evidenced in the Hartlepool Local Housing Assessment 2007.

Who will make the decision?

The decision will be made by Cabinet

Timing of the decision

The decision is expected to be made in June 2008.

Who will be consulted and how?

The issue of affordable housing is being examined in detail by Scrutiny and consultation will be on-going with all relevant partners.

Information to be considered by the decision makers

The Hartlepool Local Housing Assessment (2007) identifies a considerable need (circa 400 dwellings per year) for additional affordable housing provision and especially social housing provision (80%). A number of local responses are considered to try and tackle to some extent these issues related to for example planning policy. Affordable housing is significantly rising up the national and the regional and sub regional agendas. This report will consider the business case for releasing specific sites for development by housing associations at below market value, that would be the subject of bids to the Housing Corporation.

How to make representation

Representations can be made in writing to Peter Scott, Director of Regeneration and Planning Services, Regeneration and Planning Services Department, Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Tel. 01429 523401, e-mail. Peterscott@hartlepool.gov.uk

Further information

Further information can be obtained from Peter Scott as above.

DECISION REFERENCE: RP 132/07 FUNDING AGREEMENT FROM ENGLISH PARTNERSHIPS

Nature of the decision

The Government's Urban Regeneration Agency, English Partnerships, has previously provided funding resources to the Council in the period 2004-6 to support housing market renewal in Dyke House ('North Central Hartlepool').

Site assembly on the first intervention area has now been completed, and housing developer George Wimpey has full planning approval to construct 179 new homes, of a range of sizes and types, all built to high standards of environmental performance, in an area which previously contained a concentration of older terraced dwellings which had suffered acute housing market failure. Construction work is due to begin in the early part of 2008.

A nearby adjacent area to this first site was also identified as a key priority for potential intervention by the original housing study and subsequent community consultations process that informed the development of this work, and this remains the case. English Partnerships have recently approached the authority in respect of the possibility of providing additional resources to support further housing regeneration and redevelopment in this area in 2008, and this decision concerns consideration of the terms of the funding agreement associated with this.

Who will make the decision?

The decision will be made by Cabinet.

Timing of the decision

The decision is expected to be made in June 2008.

Who will be consulted and how?

The development and implementation of the housing market renewal programme in central Hartlepool has been informed by extensive rounds of community consultations and resident engagement in a range of forms. Overall management of the programme of redevelopment in Dyke House is overseen by the North Central Hartlepool Steering Group, which has a Chair and Vice Chair who are both local residents.

Information to be considered by the decision makers

Cabinet will consider the detail within the funding agreement provided by English Partnerships within the broader context of bringing forward a sustainable housing redevelopment project in Dyke House.

How to make representation

Representations can be made in writing to Peter Scott, Director of Regeneration and Planning Services, Regeneration and Planning Services Department, Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Tel. 01429 523401, e-mail. peter.scott@hartlepool.gov.uk.

Further information

Further information can be obtained from Nigel Johnson, Principal Housing Regeneration Officer, Regeneration & Planning Services Department, Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Tel: 01429 523324. Email: nigel.johnson@hartlepool.gov.uk

DECISION REFERENCE: RP134/07 APPROVAL OF THE COMMON ALLOCATIONS POLICY TO BE ADOPTED FOR THE INTRODUCTION OF CHOICE BASED LETTINGS THROUGHOUT THE TEES VALLEY

Nature of the decision

The Common Allocations Policy will govern who is eligible to apply for social housing throughout the sub-region; how applicants are prioritised and future vacancies are allocated. This decision will affect all wards and as such is a key decision.

Who will make the decision?

The decision will be made by Cabinet.

Timing of the decision

The decision is expected to be made in June 2008.

Who will be consulted and how?

The formal consultation period with all stakeholders, (e.g. existing and potential housing applicants, advice and support agencies, social housing tenants, members etc.) will end on the 4th March 2008. Feedback from this consultation will be taken into consideration in preparing the final version of the Common Allocations Policy to be brought back to Cabinet for approval.

Information to be considered by the decision makers

Legal requirement to have CBL scheme in operation by 2010 and investment already incurred in participation in a sub-regional scheme for the Tees Valley. The government is championing the development of regional and sub-regional schemes.

How to make representation

Representations should be made to Lynda Igoe, Housing Advice Manager, Regeneration & Planning Services Department, Civic Centre, Hartlepool, TS24 8AY Tel: 01429 523338. Email: Lynda.igoe@hartlepool.gov.uk

Further information

Further information can be obtained from Lynda Igoe as above.

DECISION REFERENCE: RP137/08 (VICTORIA HARBOUR SUPPLEMENTARY PLANNING DOCUMENT (SPD))

Nature of the decision

Cabinet will be asked to endorse the draft Victoria Harbour SPD for public consultation.

Who will make the decision?

The decision will be made by Cabinet

Timing of the decision

The decision is expected to be made in July 2008

Who will be consulted and how?

The draft document submitted to Cabinet will take account of earlier consultation with key stakeholders, notably PD Ports and Tees Valley Regeneration. Subject to Cabinet agreement, the document will be published for public consultation in August 2008. The document will be available online on the Council's website and on the planning policy consultation website. Copies of the document will also be available within Bryan Hanson House, the Civic Centre and within the Central Library and all of the branch libraries within Hartlepool. Council Officers will also give presentations on the draft SPD within the Neighbourhood Forum meetings and any other meetings deemed appropriate.

Information to be considered by the decision makers

Cabinet is asked to consider the draft Victoria Harbour SPD. This document will form part of the planning framework for the authority and will guide development within Victoria Harbour. It will help to provide guidance on what can be developed within Victoria Harbour and the timescales for development of individual areas within the site. This document will be broadly in line with the approved masterplan (included within the Outline planning permission which was approved by Planning Committee in February 2006 subject to the completion of a Section 106 agreement) however will not be as prescriptive – this SPD must guide any development that comes forward on this site, whether that be in the form of the approved masterplan or any alternative proposals. The SPD will also include guidance on the design principles that developments on Victoria Harbour should conform with. Cabinet will be asked to approve the document for a 6 week public consultation period scheduled to take place during August and September 2008.

How to make representation

Subject to Cabinet approval, representations can be made on the draft document during the public consultation period within August and September 2008 (exact dates not yet known). Representations can either be made online on the planning policy consultation website or in writing to:

Planning Policy Team
Bryan Hanson House
Hanson Square
Hartlepool
TS24 7BT

Further information

Further information can be obtained from Matthew King, Principal Planning Officer, Regeneration and Planning Services Department, Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Tel: 01429 284084. E-mail: matthew.king@hartlepool.gov.uk

APPENDIX 1

DETAILS OF DECISION MAKERS

THE CABINET

Many decisions will be taken collectively by the Cabinet.

- The Mayor, Stuart Drummond
- Councillor Pamela Hargreaves
- Councillor Ged Hall
- Councillor Cath Hill
- Councillor Victor Tumilty
- Councillor Robbie Payne
- Councillor Peter Jackson

EXECUTIVE MEMBERS

Members of the Cabinet have individual decision making powers according to their identified responsibilities.

Regeneration and Liveability Portfolio	-	The Mayor, Stuart Drummond
Performance Portfolio	-	Councillor Pamela Hargreaves, Deputy Mayor
Adult and Public Health Services Portfolio	-	Councillor Ged Hall
Children's Services Portfolio	-	Councillor Cath Hill
Culture, Leisure and Tourism Portfolio	-	Councillor Victor Tumilty
Finance and Efficiency Portfolio	-	Councillor Robbie Payne
Neighbourhoods and Communities Portfolio	-	Councillor Peter Jackson

APPENDIX 2

TIMETABLE OF KEY DECISIONS

Decisions are shown on the timetable at the earliest date at which they may be expected to be made.

1. DECISIONS EXPECTED TO BE MADE IN JUNE 2008

1.1 20 JUNE 2008

CE26/08 (pg 8)	RESTRUCTURING OF THE LEGAL SERVICES DIVISION	PORTFOLIO HOLDER
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1.2 DATE NOT YET DETERMINED

CE23/06 (pg 6)	PAY AND GRADING STRUCTURE	CABINET
CE25/08 (pg 7)	EQUALITY & DIVERSITY SCHEME (2008-2011) CORPORATE EQUALITY PLAN (2008-2011)	CABINET
RP123/07 (pg 25)	TEES VALLEY MULTI AREA AGREEMENT	CABINET
RP125/07 (pg 26)	AFFORDABLE HOUSING RESPONSES	CABINET
RP132/07 (pg 27)	FUNDING AGREEMENT FROM ENGLISH PARTNERSHIPS	CABINET
RP134/07 (pg 29)	APPROVAL OF THE COMMON ALLOCATIONS POLICY TO BE ADOPTED FOR THE INTRODUCTION OF CHOICE BASED LETTINGS THROUGHOUT THE TEES VALLEY	CABINET
SS54/08 (pg 10)	LIBRARY FORWARD PLAN	CABINET
SS55/08 (pg 11)	ADULT EDUCATION FEES	PORTFOLIO HOLDER
ED44/07 (pg 13)	STATUTORY NOTICE OUTCOMES FOR JESMOND ROAD PRIMARY SCHOOL	CABINET

2. DECISIONS EXPECTED TO BE MADE IN JULY 2008

2.1 DATE NOT YET DETERMINED

NS112/07 (pg 15)	VICTORIA PARK	CABINET
NS119/08 (pg 16)	HIGHWAY NETWORK MANAGEMENT PLAN	CABINET
RP137/08 (pg 30)	VICTORIA HARBOUR SUPPLEMENTARY PLANNING DOCUMENT (SPD)	CABINET

3. DECISIONS EXPECTED TO BE MADE IN AUGUST 2008

3.1 NONE

4. DECISIONS EXPECTED TO BE MADE IN SEPTEMBER 2008

4.1 NONE

SCRUTINY CO-ORDINATING COMMITTEE

30 May 2008



Report of: Assistant Chief Executive

Subject: Corporate Plan 2008/09

1 PURPOSE OF REPORT

- 1.1 To enable the Scrutiny Co-ordinating Committee to consider and comment on the proposed Corporate Plan for 2008/09.

2 BACKGROUND

- 2.1 The Government introduced the Best Value regime as part of its programme to modernise local government. In line with the statutory requirements, the Council's Corporate Plan 2008/09 must be approved by full Council and published by 30 June 2008.
- 2.2 The Scrutiny Co-ordinating Committee considered the Corporate Plan on 18 January 2008, agreeing the general themes for inclusion, and 14 March 2008, where more detailed proposals were agreed.
- 2.3 The proposals were also considered by all Scrutiny Forums who have met individually to consider the Plan's Outcomes and Actions on a departmental basis, and their findings were reported back to Scrutiny Coordinating Committee on 14 March 2008.
- 2.4 Further development of the plan has since taken place and will be presented to Cabinet for consideration on 9 June 2008. A verbal report of this meetings comments will be presented to Cabinet.

3 TIMETABLE FOR APPROVING THE PLAN

- 3.1 There is a statutory requirement to publish the final Corporate Plan by 30 June, and as the Plan forms part of the Policy Framework, final approval rests with full Council.
- 3.2 Final approval of the Plan will be by Council on 19 June 2008.
- 3.3 In keeping with last year all PI information that is not currently available will be circulated separately to all Members of Scrutiny Coordinating Committee as soon as it is available.

4 2008/09 CORPORATE PLAN

- 4.1 As in previous years the Corporate Plan is presented in two parts. Part 1, attached at **Appendix A**, is the main plan, which describes the Council's priorities for 2008/9, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered for local people.
- 4.2 Part 2, attached at **Appendix B**, will continue to contain the detailed supporting information relating to performance statistics which the Council is required to publish. However, due to the abolition of the Best Value Performance Indicators (BVPIs) and the introduction of a new suite of National Indicators the format of Part 2 has been amended this year.
- 4.3 Part 2a includes the 2007/08 outturn information for all BVPIs that were collected in 2007/08, together with a number of key local Performance indicators. Where these indicators are being retained in 2008/09, either as new National Indicators, or as local indicators, targets for 2008/09, 2009/10 and 2010/11 are included.
- 4.4 Part 2b provides a list of all of the new National Indicators that have been introduced from 1 April 2008 for both the Council and partners. Where it has been possible to set targets for all of these indicators. Where it has been possible targets for 2008/09, 2009/10 and 2010/11 have been included.
- 4.5 As a number of these indicators are new (some have been previously collected – as a BVPI for example) it has not been possible to set targets for all of these indicators. Whenever targets are set accurate baseline data is required to ensure targets are realistic, and as a large number of the National Indicators are new there is no baseline data to allow these targets to be set. In line with the approach we took when Best Value Performance Indicators were introduced in 1999 it is proposed to use 2008/09 to collect the baseline data with which realistic targets can be set for 2009/10 and beyond.
- 4.6 At this stage there are a small number of Performance Indicators where the outturn information for 2007/08 and targets for future years is unknown. This is unavoidable as some indicators are more complex and are reliant from information being provided from external sources (for example Social Care and Finance indicators). The 'missing' information is currently being collected as part of the corporate performance indicator collection process and will be included in the Corporate Plan for consideration at Cabinet on 9 June and at Council on 19 June. In keeping with last year all PI information that is not currently available will be circulated separately to all Members of Scrutiny Coordinating Committee as soon as it is available.

5 RECOMMENDATION

- 5.1 The Scrutiny Coordinating Committee is asked to consider and comment on the proposed Corporate Plan

Corporate Plan 2008/9-2010/11

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1. Introduction

a) Context

Hartlepool Borough Council, for the sixth year running, has been awarded the highest possible **Four Star** rating by the Audit Commission as part of the “The Harder Test” Comprehensive Performance Assessment (CPA). In relation to our performance, the Audit Commission said:

“Hartlepool Council is performing well. Ambitions and action to achieve are founded on a strong drive to improve life in Hartlepool. Performance often ranks among the best in England. Outstanding partnership working is achieving improved outcomes ... across national and local priorities.”

In 2008, for the first time, the Council achieved the top rating **Improving Strongly** for the delivery services.

Hartlepool is one of only twelve of the 116 single tier authorities to achieve this rating both the **Four Star** and **Improving Strongly** ratings.

Independent analysis has named Hartlepool as the most improved Unitary Authority in 2006/07 – and the figures certainly stack up – we had over 45% of national indicators in the top quartile, which is significantly higher than the average for all single tier authorities of 29%. This was achieved by improvements to 62% of PIs and a further 12% were already performing at maximum and therefore could not improve. These results confirm significant and consistent improvement since 2003/04 when only 25% of indicators were above the best quartile breakpoint.

Our overall Council remains:

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

However, the environment in which we operate is a constantly changing one in terms of policy, statute, expectations and aspirations with regard to central government, local people and businesses.

The Council continues to work hard to build and improve upon the successes of the previous year to ensure that we maintain our focus and deliver upon a challenging programme of improvement. This Corporate Plan is our strategic planning document setting out priorities and targets for improvements in the 2008/9 financial year. The Corporate Plan is part of the effective systems we have in place to measure performance; identify opportunities for improvement; and to take steps to improve any areas that are under performing. The

outcomes, priorities and targets included in the Plan guide the allocation of Council resources – financial, physical assets and staff – to achieve our plans.

b) Audience for the plan

The Plan provides clarity and focus on the priorities of the Council. It is a resource for councillors, managers and staff within the authority, setting out where we are going in terms of the outcomes we want to achieve and the targets that have been set for both national and local improvement priorities. It is also a resource for the Council's public, private and voluntary sector partners, and regional and national government setting out the Council's contribution to improving local services and how we are developing as an organisation.

c) How this Plan is set out

The Corporate Plan is set out in two parts.

Part 1

- **Priority Outcomes for Improvement** – describes the factors taken into account in establishing the Council's priority outcomes for improvements providing the context to what we are doing and how we are organising ourselves.
- **Medium Term Financial Strategy 2008/9 to 2010/11 and detailed budget for 2008/9** - sets out the overall shape of the Council's budget for the next 3 years and how resources are allocated in 2008/9 between services to deliver Council and community priorities.
- **Performance and Risk Management** – describes how the Council will undertake performance and risk management.
- **Our more detailed plans** - this section identifies those specific actions to be undertaken to deliver our priorities, with key milestones and performance indicators and targets shown, which will be used to help measure our progress. It also sets out our longer term ambitions for the Borough (5-10 years time) as a consequence of undertaking these actions.

The detailed plans are grouped into 9 sections – one for each of the 8 Community Strategy Themes, and one relating to Organisational Development activities that are designed to improve the way in which we work and provide Council services.

Section	Corporate Plan Section	Page Nos.
1	Jobs and the Economy	8
2	Lifelong Learning and Skills	10
3	Health and Well-being	12
4	Community Safety	14
5	Environment	16
6	Housing	18
7	Culture and Leisure	20
8	Strengthening Communities	22
9	Organisational Development	24

Part 2

Part 2 contains the detailed supporting information relating to performance statistics and other information, which the Council is required to publish to meet the Local Government Act 1999 requirement to produce a Best Value Performance Plan (BVPP). This section includes the Best Value (BV) performance indicators for 2007/8 and where appropriate targets for 2008/9, 2009/10 and 2010/11.

d) Statement on Contracting

Regulations from the Department for Communities Local Government state that local authorities must include in the Best Value Performance Plan a statement on procurement involving transfer of staff. The Council confirms that it has complied with the Code of Practice on Workforce Matters in Local Authority Service Contracts for all transfers that have taken place in the relevant period and that it will continue to do so.

e) Feedback

Please let us know if you have any comments / suggestions for improvement on this Corporate Plan. Our contact details are below:

David Hunt, Policy and Performance Team, david.hunt@hartlepool.gov.uk,
Tel: 01429 284073

2. Priority Outcomes for Improvement 2008/9 to 2010/11

a) Factors taken into account in designing the Corporate Plan

The Corporate Plan is a three year plan for 2008/9-2010/11 and fits with the Government's Comprehensive Spending Review (CSR) for the same period. The Plan must take account of a wide range of factors:

- stakeholder and partner consultation, including Member priorities, audit and inspection recommendations
- consultation with the public
- external drivers, including Government policy initiatives,
- funding variations and requirements to improve efficiency capital investment plans and their revenue implications
- risk assessments and contingency planning, including maintaining adequate financial reserves
- expected developments in services.

There have been a number of significant developments:

- The review of the 2002 Community Strategy, following intensive consultation with public and partners, has progressed well and is now expected to be completed in July 2008.
- Central Government announced the results of the 2007 CSR, progressed the introduction of new style Local Area Agreements and a new set of national performance indicators which will be used by central government to hold local councils and our partners to account when the Comprehensive Area Assessment (CAA) inspection regime replaces CPA in 2009.
- In addition 2008 is the first year central government has told the Council its grant funding for the forthcoming and the two subsequent years. This will allow the Council to plan ahead.

b) Consultation and working in partnership

We recognise the importance of working in partnership with a range of public, private, and voluntary sector organisations that provide services to local residents. In many instances these services complement each other. A Local Strategic Partnership (the Hartlepool Partnership) was created in 1999 as a way for organisations delivering services to local people and businesses to plan and work together to deliver better and improved services.

In April 2002 Hartlepool Borough Council and the Hartlepool Partnership, adopted a first Community Strategy. The purpose of this strategy is to set out the Community's aspirations and priorities, and to integrate and improve the delivery of services, so that they better reflect the needs of the local community. The Strategy was subject to detailed consultation using a range of methods, providing opportunities to shape the final outcome and ensuring that

it is supported by the public and all partners. A major review of the Community Strategy is now nearing completion and is scheduled to be completed by July 2008. The early stages of this review have supported a revised vision and this is included below.

The Partnership's proposed long-term vision, looking 20 years ahead is:

'Hartlepool will be a thriving, respectful, inclusive, healthy, ambitious and outward looking community, in an attractive and safe environment, where everyone is able to realise their potential.'

The goal is

"To regenerate Hartlepool by promoting economic social and environmental well-being in a sustainable manner."

Eight Community Strategy themes and priority aims have been identified through consultation and these are used by Hartlepool Borough Council and Hartlepool Partnership to forward plan and prioritise actions. Consultation has given a clear indication of public priorities

c) External drivers, including Government policy initiatives

Central Government introduced Public Service Agreements (PSAs) in the 1998 Comprehensive Spending Review (CSR). The agreements are used by Government to drive major improvements in public services. Over the past two years the Government has been reviewing PSAs, working with frontline professionals, the public and external experts to renew the agreement for the 2007 CSR period 2008-11. New PSAs set out the key priority outcomes the Government wants to achieve in the next spending period (2008-2011). Thirty new PSAs setting a vision for continuous improvement have been identified and twenty two of the PSAs strongly relate to the Hartlepool Partnership priority aims. These are set out in the table below. These have also influenced the shape of Hartlepool's Local Area Agreement.

The Corporate Plan sets out how the Council will address them within the local, Hartlepool context.

The 2008 Community Strategy themes, priority aims and links to Government Public Service Agreement Priorities:		
Theme	Priority Aim	Government PSA Priorities
1 Jobs and the Economy	Develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprises and entrepreneurs to be globally competitive and create more employment opportunities for local people.	1. Raise the productivity of the UK economy 2. Improve the skills of the population, on the way to ensuring a world-class skills base by 2020 6. Deliver the conditions for business success in the UK 7. Improve the economic performance of all English regions and reduce the gap in economic growth rates between regions 8. Maximise employment opportunity for all
2 Lifelong Learning and Skills	All children, young people, individuals, groups and organisations are enabled to achieve their full potential through equal access to the highest quality education, lifelong learning and training opportunities.	10. Raise the educational achievement of all children and young people 11. Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers 14. Increase the number of children and young people on the path to success 16. Increase the proportion of socially excluded adults in settled accommodation and employment, education or training
3 Health and Well-being	Work in partnership with the people of Hartlepool to promote and ensure the best possible health and well-being.	9. Halve the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020 12. Improve the health and well-being of children and young people 17. Tackle poverty and promote greater independence and well-being in later life 18. Promote better health and well-being for all 19. Ensure better care for all 25. Reduce the harm caused by Alcohol and Drugs
4 Community Safety	Make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse.	13. Improve children and young people's safety 23. Make communities safer
5 Environment	Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.	5. Deliver reliable and efficient transport networks that support economic growth 27. Lead the global effort to avoid dangerous climate change 28. Secure a healthy natural environment for today and the future
6 Housing	Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live	20. Increase long term housing supply and affordability
7 Culture and Leisure	Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.	22. Get more children and young people taking part in high quality PE and sport
8 Strengthening Communities	Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.	15. Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief 21. Build more cohesive, empowered and active communities

d) Community Strategy aims and priority outcomes

The Council has adopted a twin track approach to identifying priorities for inclusion in the Corporate Plan.

Firstly the Council's service planning and budget processes, undertaken in conjunction with partners where appropriate through the LSP, have identified a number of priority outcomes for inclusion in the Corporate Plan. These address service delivery and organisational development issues.

Secondly, between November 2007 and March 2008 the Hartlepool Borough Council, its local partners and Central Government, represented by Government Office North East, have reviewed the evidence and agreed national Improvement Targets for inclusion in the 2008-2011 Local Area Agreement. . Responsibility for these have been allocated between the local partners and integrated into the performance management arrangements of each partner. Progress will be monitored by GONE as well as the Hartlepool partners. Targets led by the Council are included in the Corporate Plan. Performance reporting and management will be handled through the existing corporate and departmental arrangements which include quarterly reporting to Cabinet.

The ten reward element targets identified in the earlier 2006-2009 LAA have also been integrated into the Corporate Plan. Achieving these targets will make the council eligible for payment of reward grant up to £3m.

The priority outcomes for 2008/9 relate to one of the Community Strategy aims, with specific actions and targets identified for each outcome. The outcomes are high-level descriptions of what we want to achieve and are in turn underpinned by other, more detailed, operational activities and statutory responsibilities that are described in departmental and service plans. There is a clear link therefore between the Community Strategy, the LAA and the Council's Corporate Plan, with outcomes for each Community Strategy theme helping us achieve our overall Council aim.

The Council continuously assesses risks and opportunities that might impact on the achievement of its objectives and seeks to balance the competing priorities and pressures. The following sections highlight the key factors that relate to each of the Community Strategy themes.

Jobs and the Economy - Current position

The Audit Commission concluded “The Council has a strong approach to regeneration as a key driver for improving the quality of life in Hartlepool”
Headline achievements in this area include:

- Driving forward the first phase of the Victoria Harbour project. At £1bn, this is Hartlepool's biggest ever regeneration project which will transform 200 acres of former port land over the next 25 years to provide a mix of housing, business and leisure.
- Developing with UK Steel Enterprise a new business incubation system including a refurbished enterprise centre and new £3.5m innovation centre
- New business start-ups have increased, making Hartlepool joint 9th in the UK for new VAT registrations. Hartlepool is the only Tees Valley Authority to see an increase in registrations and has the fastest improving VAT stock per 10,000 head in the Tees Valley.
- The gap between the local and national employment rates reduced from 8.3% to 7.2% in 2006/7, down from 15.6% in 2002.

While excellent progress has been made, shown by the halving in the gap between local and national unemployment rates, there is still much to do. Unemployment at January 2008 was 4.3%, compared to the national average of 2.2%. The Community Strategy review consultation showed a clear consensus that Jobs and the Economy should be the top priority for action in the town with job creation mentioned by many.

In addition to pursuing the economic regeneration of the whole town, the Council is also prioritising the most deprived wards in the town through the Neighbourhood Renewal Strategy and the achievement of economic well-being for children and young people through the Children and Young People's Plan.

The Council and our partners have identified four outcomes as priorities:

- Attract Investment
- Be Globally Competitive
- Create more employment opportunities for local people
- Achieve economic well-being for all children and young people ensuring that they are prepared for working life* (Children and young people will achieve the qualifications, develop the skills and be given the necessary life experiences to enable them to lead full and active adult lives)

These will address the five main issues identified in Hartlepool's Local Area Agreement:

- Outdated and unattractive business infrastructure

- Structural and infrastructure issues that affect long term growth potential
- Relatively low levels of productivity and employment
- Lack of skills, enterprise aspirations, poor employment offers and benefit dependency
- Young people's aspirations and participation in educational and training

In addition the Council has identified a further two outcomes:

- Promote Hartlepool's interests in economic regeneration policy-making at the national, regional and sub-regional levels
- Support and promote appropriate physical and economic regeneration and pursue external funding opportunities

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

In line with the importance placed on Jobs and the Economy for the quality of life of the town, the Council is continuing to fund regeneration and economic development activity to ensure the capacity is in place to take advantage of opportunities, such as bidding for funds. This remains an important local priority, particularly as competition for regional and European funding intensifies. Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

Lifelong Learning and Skills – Current position

Our Lifelong Learning and Skills theme targets children and young people as well as adult groups. The Council, since 1996, has recognised the importance of raising children's attainment for the longer term future of the town and has provided substantial additional funding in line with Government policy. This has been a Hartlepool success story over the past 10 years, recognised in the Joint Area Review of children's services. "Early years and childcare provision are good, and educational attainment continues to improve. Support for school improvement and provision for children with special education needs are particular strengths."

Headline achievements in this area include:

- Hartlepool schools achieved record-breaking GCSE results in 2007, with outcomes now in line with national averages compared with a 7% gap in 2003 for 5A*-C passes (since 1996, when the authority was created, this represents a doubling of our attainment and eliminating a 13% gap with national averages).
- Improved performance at Key Stages 1 and 2 to above national averages and recognition by the Government as one of the most improved councils in the country for Key Stage 2 performance. These outstanding successes have been achieved with a spending level on raising attainment which is below similar councils.
- The £150m secured through the Building Schools for the Future and Primary Capital Programme to bring all our schools up to 21st century standards. Not afraid to make tough decisions, we have, following effective consultation, already proposed closing one of our six secondary schools.
- Children's Services was rated 'good' in its Joint Area Review, with services described as 'outstanding'.
- Adult education service was rated as "good" for management, achievement and standards and quality of provision

In this policy area Central Government policy is important. For children and young people, Government policy is driven by the priorities set out in Every Child Matters, in particular the priority Enjoy and Achieve – to raise achievement and standards of children and young people in the early years, primary and secondary phases of education. The importance attached to this is reflected by the 16 mandatory indicators targets against which all top tier councils are assessed.

While children and young peoples' education did not emerge as a main priority from the Community Strategy review consultation, adult education was mentioned by many.

For young people and adults, the Government's Further Education White Paper: Raising Skills, Improving Life Chances (March 2006) outlines its approach to tackle long standing skills weaknesses that undermine the levels of productivity on which the country's and Hartlepool's economic future depends.

The Council and our partners have identified two outcomes as priorities:

- Enjoy and Achieve* (Raise the achievement and standards of children and young people in the early years, primary and secondary phases of education)
- Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice

These address the main issues identified in Hartlepool's Local Area Agreement:

- The gap between boys and girls education achievement
- The gap between educational achievement for children and young people living within disadvantaged neighbourhoods and the town average
- Overall low levels of academic and vocational achievement, in particular a high % of individuals with no qualifications and a low % of individuals with advanced and higher level skills and qualifications
- Lack of ambition and aspiration amongst large sections of the school leaver and adult population
- Limited enterprise education and entrepreneurial activity

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

Work on the priorities is backed by significant investments in school building and ICT facilities. The Council is undertaking a Schools Transformation Programme, spending £93m of Government Building Schools for the Future (BSF) funding by end of 2012 to create state of the art secondary school buildings. In addition the first £8.4m of the 14 year Government's Primary Capital Programme will be spent by 2011 aimed at rebuilding, remodelling or refurbishing primary schools. Local capital investment in schools and Children's Services of £5.1m is also planned for 2008/9.

Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

Health and Well-being - Current position

The CPA identified good practice and significant progress, concluding that “The health needs of children and young people are addressed well” and that “Vulnerable children and young people are well safeguarded through effective action by all agencies.”

On adult health and well-being the CPA report recognised the challenging circumstances, stating “Health is improving in Hartlepool and people are living longer” but identified the extent of the challenge remaining to be addressed, noting the health gap with the nation as a whole “is widening and there is also health inequality within Hartlepool itself: the most deprived areas suffer poorer health than the affluent areas, with a difference of 13 years in male life expectancy between the best and the worst wards.”

Headline achievements in this area include:

- Good progress on the integration of services, for example, in older people's services and mental health and for children and young people's services through the Children's Trust established from 1 April 2007
- Continued progress on effective joint delivery and provision of services and joint commissioning between the Council and PCT

The Community Strategy review consultation with the public identified Health and well-being as their third priority. Issues such as greater health education, healthy living and provision of health care facilities all emerged as being important.

For adult social care challenging but exciting times are ahead. Demographic change is bringing growing demand and budget pressures and these are reflected in the Council's Medium Term Financial Strategy. There is a gap between people's aspirations for services and what is on offer (Ipsos MORI Survey commissioned by DRC, EOC and Cover UK, July 2006).

Government policy as outlined in the White Paper Our Health, Our Care, Our Say confirms the vision set out in the Green Paper, Independence, Well-being and Choice. It envisages personalised care and support, ensuring people have the opportunity to make choices and take control. Government policy also envisages closer working between social care and health in order to deliver integrated care.

For children, Government policy is driven by the priorities set out in Every Child Matters, in particular the “Be Healthy” objective that aims to ensure children and young people will be physically, mentally, emotionally and sexually healthy, lead healthy lifestyles and choose not to take illegal drugs.

The Council and our partners have identified five outcomes as priorities:

- Improved Health

- Be Healthy* (Children and young people will be physically, mentally, emotionally and sexually healthy, lead healthy lifestyles and choose not to take illegal drugs)
- Increased choice and control and retention of personal dignity
- Improved Mental Health and Well-being
- Easier Access to Services

These address the main issues identified in Hartlepool's Local Area Agreement:

- Higher than average mortality rates for cancer and cardiovascular disease. There is a high prevalence of lifestyle risk factors associated with both cancer and cardiovascular disease
- There are inequalities in the health experience of communities within Hartlepool, most starkly illustrated by the difference in life expectancy between the best and worst wards: over 13 years for men and almost 12 years for women
- A very high rate of teenage conception. In 2005 the under 18 conception rate for Hartlepool continued to rise to 78 per 1000 female population 15 - 17 years
- Designing services to enable people to be more independent, stay in their own homes and have more control over their packages of care and support. The personalisation agenda is also a key national policy.
- Closer working between social care and health service providers to improve services and efficiency

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

In financial terms health and well-being is the Council's major pressure for additional funding to meet demographic pressures. There is increasing demand for Learning Disability, Mental Health and Older People care services because of demographic trends and increasing need for services. There is increasing demand for residential placements and the number of people in Care Home is expected to continue increasing. The number of Looked After Children is increasing bringing associated increases in preventative work and Special Guardianship orders. The Council has agreed to fund these pressures. In total these pressures amount to £1.23m in 2008/9. A further £1.5m of pressures has been built into the MTFs for 2009/10 and 2010/11.

Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

Community Safety - Current position

The Council and its partners to have had significant success in narrowing the gap between crime levels in Hartlepool and national averages and this was recognised in the recent CPA inspection by the Audit Commission saying “multi-agency work to reduce offending and anti-social behaviour is good.” In addition the ‘fear of crime’ has reduced.

In the Community Strategy review consultation the public identified Community Safety as their second highest priority. Consultation for the Safer Hartlepool Partnership and Police both identified action on anti-social behaviour as a priority. Community Safety has been a long standing local and national priority with the public wanting higher levels of policing and reduced crime.

The Government launched their Respect agenda in January 2006 with a particular focus on anti social behaviour and published its new strategy “Cutting crime: A new partnership 2008-2011” during summer 2007. This highlights both acquisitive crime and serious violent crime as particular issues nationally.

Community Safety remains a top priority for the Council. The Crime and Disorder Strategy 2005-8 sets out our approach on drugs, acquisitive crime, violence, reassurance, prevention of offending and anti-social behaviour.

Looking ahead the Council and our partners have identified five outcomes as priorities for the next three years:

- Reduced crime
- Reduced harm caused by illegal drugs and alcohol
- Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour
- Reduced anti-social and criminal behaviour through improved prevention and enforcement activities
- Stay safe* (Children and young people will live, grow and learn in safety, where parents, carers and all adults take responsibility for their safety and well-being)

These address the main issues identified in the Safer Hartlepool Partnership’s strategic assessment conducted in November 2007 and identified in Hartlepool’s Local Area Agreement:

- Acquisitive crime (burglary and theft) and violent crime are the main problem crime types
- Alcohol misuse is a significant issue in Hartlepool, with problems associated with binge drinking and under-age drinking
- Getting offenders properly engaged in drug abuse treatment
- Communities still have significant concerns about anti-social behaviour and analysis shows a correlation between areas which are affected by

ASB, and those affected by criminal damage (vandalism) and deliberate fires.

- Fear of crime is much higher in some areas of the town, and therefore communities continue to need reassurance about what is happening in their neighbourhoods.
- Hartlepool has a high level of re-offending, when compared to the regional and national rates.
- During 2006/07 and 2007/08 there has been a significant rise in young people entering the youth justice system for the first time. A more targeted approach to service provision for these young people will be developed.
- Maintaining placement stability to provide the best possible chance for Looked after Children achieve their full potential.

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

Environment– Current position

The CPA inspection report commented that “Environmental services are good, with effective action by the Council to keep the borough clean while reducing waste and increasing recycling.”

In the Community Strategy review consultation local people identified tidying local neighbourhoods, reducing the amount of litter and improvements to public transport as factors which many highlighted as improving quality of life and the local environment. The 2006 Best Value satisfaction surveys identified a drop in satisfaction with waste collection services. However, the survey was conducted when a substantial proportion of the residents had just moved from weekly to fortnightly collection of household waste with an extended recycling collection on the intervening week and were getting used to the new service and snags were still being sorted out.

Government policy in this area ranges from short to longer term targets which impact on the Council. These include statutory recycling targets, and an expectation that councils will contribute to combating climate change.

Looking ahead the Council and our partners have identified six outcomes as priorities for the next three years:

- Deliver sustainable communities through high quality planning, new build and sensitive conservation and protect and enhance the local natural environment.
- Improve the quality of the local environment by having cleaner, greener and safer public, private and community spaces.
- Provide a sustainable, safe, efficient, effective and accessible transport system
- Make better use of natural resources and reduce the generation of waste and maximise recycling
- Prepare for the impacts of and secure local and global action to tackle climate change
- Promote community involvement in positive action to reduce poverty through fair trade and promoting peace and security

These address the main issues identified in Hartlepool’s Local Area Agreement:

- Meeting statutory recycling and composting targets to reduce the generation of waste and avoid EU fines
- The overall level of public satisfaction with street and environmental cleanliness and differences in satisfaction between neighbourhoods
- Accessibility of services through public transport, walking and cycling
- Making a contribution to addressing climate change

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

The Council is also actively addressing these issues by working with partners to provide additional funding, notably in waste reduction and recycling. Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

Housing – Current Position

The CPA inspection report commented that “The strategic approach to housing is good, with good community and partner involvement” and there is “good integration of housing and environmental improvements as key components of the regeneration of neighbourhoods.”

In the Community Strategy review consultation local people gave weight to the importance of Housing and this is being reflected as part of the Community Strategy review with Housing now identified as a separate theme and aim.

Government policy in this area ranges from short to longer term targets which impact on the Council. This includes targets on meeting the Decent Homes standard, balancing supply and demand for housing and improving the advice and support provided to homeless people.

All these issues are being addressed by the Council and with partners. The Council has taken action to achieve improvement, such as creating Hartlepool Housing to facilitate access to investment funds, ensuring Hartlepool can access a wide range of funding sources such as the Neighbourhood Renewal Fund.

Looking ahead the Council and our partners have identified three outcomes as priorities for the next three years:

- Balancing Housing Supply and Demand
- Improving the quality of existing housing
- Meeting the Housing Needs of Vulnerable People

These address the main issues identified in Hartlepool’s Local Area Agreement:

- Low and changing demand for some of the older housing in central Hartlepool
- A significant shortfall of affordable housing. Rising waiting lists for social housing and a low turnover of stock has put significant pressure on the social housing stock
- Further progress is required to meet the government’s target of bringing all social housing up to the Decent Homes Standard by 2010 and to increase the proportion of private housing in decent condition occupied by vulnerable residents to 70% by 2010 and 75% by 2016.
- The energy efficiency of housing stock needs to be improved to reduce fuel poverty and domestic CO2 emissions account for around 27% of the UK total
- Have support and services in place to ensure residents live as independently as possible and we can identify those who may need support

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans. Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

Culture and Leisure - Current position

This is a lower priority for the public but the Council recognises that culture and leisure can support the delivery of the other Community Strategy themes.

The Department for Culture, Media and Sport's (DCMS) aims to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries and Hartlepool recognises this agenda as a key element to successful regeneration and how the associated activities can provide a positive local identity, help to develop individual pride and confidence in neighbourhoods and deliver a vibrant voluntary and community sector.

The Culture and Leisure theme also has strong linkages to other Community Strategy Themes. Its related activities have a key contribution to improved health and well-being; sport & physical activity and are also vital to social, economic and personal development and contribute to improved quality of life. It also provides diversionary activities that reduce antisocial behaviour and crime and complements lifelong learning, training and community spirit making a valuable contribution to delivering key outcomes in other theme areas.

The Council has identified additional resources to support key events such as the Maritime Festival in the run up to the Tall Ship Race in 2010. The Tall Ships Race is a major opportunity to boost economic growth and tourism but it requires investment. The budget strategy has set aside £0.8m from reserves to fund costs associated with the event to ensure the town maximises the opportunities from the event.

Looking ahead the Council and our partners have identified two outcomes as priorities for the next three years:

- Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport
- Cultural and leisure services, better meet the needs of the community, especially those from disadvantaged areas

These address the main issues identified in Hartlepool's Local Area Agreement:

- Relatively low levels of participation in sport activities and engagement in the arts and cultural activities
- It is recognised that the need for improvements to the cultural and sporting infrastructure of the town
- Address barriers to participation in culture and leisure opportunities which are strongly linked to poverty and disadvantage

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

The Council is also actively addressing these issues by working with partners to provide additional funding, notably in waste reduction and recycling. Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

Strengthening Communities - Current position

The Council's CPA report identified excellent consultation and engagement with local people, good use of data to enable identification of local needs and priorities. Nevertheless the Community Strategy review consultation found that people also wanted to be consulted more and to feel more involved.

The CPA inspection also concluded that the Council works well with the private and voluntary sectors but could make better use of the capacity of voluntary organisations to support its work. A scrutiny committee review also identified significant challenges ahead as reduced European funding is likely to impact heavily on the community and voluntary sector.

Government policy in this area relates to several wide ranging topics including neighbourhood renewal, promoting community cohesion and engagement, children and young people, making institutions more responsive and accountable, addressing diversity and equalities and preparing for emergencies.

Looking ahead the Council and our partners have identified seven outcomes as priorities for the next three years:

- To empower local people to have a greater voice and influence over local decision making and the delivery of services
- Make a positive contribution * (Children and young people who live in Hartlepool are provided with the opportunity to participate fully in the life of the community)
- Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas
- Improving Financial Inclusion
- Freedom from discrimination or harassment

These address the main issues identified in Hartlepool's Local Area Agreement:

- The overall level of satisfaction with the local area
- Differences in satisfaction between neighbourhoods
- Participation and satisfaction with decision making and involvement in the community

In addition the Council has identified a further outcome:

- Ensure communities are well prepared to respond to emergency situations

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans. Further details of the

financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

e) Developing the organisation aims and priority outcomes

The ninth theme of the Corporate Plan is Organisational Development. This is about what the Council is doing to sustain and improve its capacity to deliver excellent, value for money services in the future.

The CPA report about the Council organisation was overwhelmingly positive as the comments below indicate:

- Member and Officer leadership and management are good
- Staff at all levels have pride in Hartlepool
- Staff at all levels demonstrate very strong commitment to delivering quality services
- Financial capacity is good and the Council has substantial reserves
- Good performance management enables the Council and its partners to monitor and drive progress
- Outstanding partnership working is achieving improved outcomes almost without exception across national and local priorities
- Excellent consultation and engagement with local people

The Council reserves have been established from a variety of one-off factors and these resources are earmarked to help the authority manage its services and one-off commitments over the next few years. These commitments include supporting the revenue budget and one-off costs arising from the implementation of Single Status.

The most recent 2007/8 Audit Commission assessments rate the Council's Use of Resources as overall **Performing Well** on Financial reporting, Financial Management, Financial Standing, Internal Control and Value for Money.

In terms of improving service delivery the Council achieved the top rating **Improving Strongly** for the first time. Only 17% of single tier authorities achieved this rating.

This shows the Council has a sound base for still stronger improvement. The agenda for the Council to address over the next three years is clearly broad and the development of the organisation is essential if we are to create the capacity to meet the challenges that lie ahead.

Looking ahead the Council has identified four priorities:

- Improving management and governance
- Improving access and understanding between the Council and the Public
- Improving Elected member and Workforce arrangements
- Improving efficiency and financial management

A range of actions are being progressed.

Improving management and governance

Steps are being taken to further improve performance and risk management, overview and scrutiny, emergency planning and business continuity.

The next three years will see the introduction of the Comprehensive Area Assessment (CAA), the replacement for CPA, from 2009. The Council will continue to prepare and respond to participate through consultation and participation in the Audit Commission's development programme.

Improving access and understanding between the Council and the Public

The Communication and Consultation Plans will be implemented ensuring the Council's strong reputation for public engagement is maintained. The development programme for the Contact Centre will allow a wider range of services to be offered over the period of this plan.

Improving Elected member and Workforce arrangements

The development and retention of members and staff is another key area. Our approach and plans have been set out in the People and Workforce Development Strategy and Member Development Strategy. The pay, grading and Single Status arrangements will also be concluded during 2008/9.

Improving efficiency and financial management

The pressure to achieve Gershon efficiency targets continues and achieving the targets is essential to achieve the Council's Medium Term Financial Strategy. Consequently a major project, Business Transformation, backed by £0.5m of Council funding, is being launched in 2008/9. The Business Transformation project aims to develop an organisation which can:

- Maintain and continue to improve service performance
- Make more efficient and effective use of its resources; people and buildings
- Deliver services in a responsive manner
- Optimise the extent to which services are delivered directly to the user and minimise the number of transactions to achieve this

Managed through the Way Forward Board, the Business Transformation project will encompass existing Efficiency Strategy, Business Process Re-engineering (BPR), Procurement Strategy and ICT Strategy projects.

Public expectation is for greater flexibility in access to services. Business Transformation will include projects, such as expanding the Hartlepool Connect Contact Centre.

Conclusion

The actions identified in the Organisational Development Section of the Plan are the key elements that will enable us to improve the way in which we work and the services that are provided.

Progress from Government, the public and our partners is desired across a broad range of areas. These are all being addressed in the Corporate Plan. There is a good fit between national and local priorities. The challenge for the Council is to balance capacity, demands and resources. The allocation of financial resources to deliver the Plan is set out in more detail below.

3. Medium Term Financial Strategy 2008/9 to 2010/11 and detailed budget for 2008/9

For a number of years the Council has operated a medium term financial planning process. The Medium Term Financial Strategy (MTFS) addresses the same period as the Government's Comprehensive Spending Review (CSR) and the Council's Local Area Agreement. The Strategy is rolled forward and updated on an annual basis.

The MTFS links with the Council's corporate and service planning processes describing the known resource issues and assumptions, for example demographic pressures, which will shape the Council's financial strategy and annual budgets for the next three years and how these are factored in. The MTFS sets out the overall shape of the Council's budget, establishing how resources will be allocated in annual budgets between services to deliver Council and community priorities.

Uncertainty surrounding the CSR and its impact on Council until late in the 2008/9 budget process made meaningful consultation impossible in the time available. Therefore, the Cabinet determined to rely upon the previous public consultation and consultation which was undertaken on the 2008/09 budget proposals with the Business Sector, Trade Unions and Scrutiny Committees. Further consultation is planned about the 2009/10 budget.

The main issues and assumptions the strategy takes into account are described below.

a) Issues and assumptions addressed in the MTFS

Demographic and other pressures –

These are primarily in adult care services and children's care services. There is increasing demand for Learning Disability, Mental Health and Older People care services because of demographic trends and increasing need for services. There is increasing demand for residential placements and the number of people in Care Homes is expected to continue increasing. The number of Looked After Children is increasing bringing associated increases in preventative work and Special Guardianship orders. In addition, pressures will also arise in 2008/9 from increased landfill tax, increases in recycling costs and costs arising from the introduction of a new refuse round. The Council has agreed to fund these pressures. In total these pressures amount to £2.5m in 2008/9. The MTFS also includes a contingency provision of £1m to address a number of budget risks which are certain to be incurred, although the amount of individual items is not certain. This amount will enable the Council to manage these risks on a strategic basis. Going forward the Council anticipates that there will be further demographic and services changes which will increase costs. Therefore, to address these issues a provision of £1.5m has been built into the MTFS for 2009/10 and 2010/11 to address these issues.

The achievement of increased annual cashable efficiencies of 3%-

From 1st April 2008 councils will be required to achieve annual cashable efficiencies of 3% in each of the next three years. This is a more challenging target than the previous annual target of 1.25% cashable efficiencies. For Hartlepool this equates to a saving of £8.5m over three years and is a key central government target for this period. For 2008/09 efficiency savings of £2.4m will be achieved. To maintain progress on the efficiency agenda an additional £0.5m has been approved by Council to fund the Transforming Business project over the next 3 years. Key elements of this project will be included as Corporate Plan actions as they are an essential element to achieving improved services and a balanced budget over the medium term. Progress on this project will be closely monitored by Cabinet and the Way Forward Board.

The cost of implementing Job Evaluation

The issues in relation to Equal Pay were reported to Cabinet on 21 December, 2007. The previous budget report included an increased ongoing commitment for implementing a new pay and grading system. The report also identified up to £4m from the Balance Sheet for one-off protection costs. On the basis of the work completed since December it is anticipated the forecast ongoing costs are still relevant and should not increase, and are summarised below. However, this position cannot be guaranteed and will depend on the number and outcome of appeals. These figures include an allowance for the cost of appeals and this position will need to be monitored closely as the implementation of Job Evaluation progresses. This work also indicates that the one-off protection costs are now anticipated to be significantly less than previously forecast. Therefore, the resources identified from the Balance Sheet will not all be needed. A strategy for using these resources will be developed as part of the 2009/10 budget process.

	Ongoing Costs £'000		
	2008/2009	2009/2010	2010/2011
As reported 15th October, 2007	3,670	4,450	4,730

Increasing budgets to reflect the impact of inflation –

The resource allocations for 2008/09 include 2.5% for cost of living pay awards for all staff and 3% general inflation on non pay expenditure. The forecasts for 2009/10 and 2010/11 include 2.5% for both pay and prices inflation. In addition, where it is anticipated costs will increase by more than inflation these issues have been specifically reflected in the pressures and contingency provision included within the budget requirement, for example it is expected that Care Home fee increase will be above inflation in 2008/9 adding to the pressure caused by demographic trends.

Maintenance of assets –

The Council has identified a significant backlog of maintenance for its asset stock. This has been identified as a significant strategic risk. Asset management programmes have been prioritised accordingly. From 2002/3 the

Council has provided 2.5% real term growth to address the condition of council building. Highways maintenance was allocated additional funding in 2007/8. It was recognised that these steps would not be sufficient and at some point significant resources would need to be allocated to address these issues. Prudential Borrowing is being used to address the issues in relation to Mill House Leisure Centre and the Civic Centre. Further details are given later in section on Capital Programme and more fully in the Council's Capital Strategy and Asset Management Plan. This sets out our goals for our property assets, showing how they will be maintained, modernised and rationalised to ensure they are fit for purpose.

Wherever possible the Council is using external funding to support investment, for example Transforming Schools through the Building Schools for the Future and Primary School Capital programmes.

Grant funding and pressures

The majority of the Council's funding comes from central government grants. From the 1st April 2008 the Government are making significant changes to grant regimes. These changes will mean that a number of specific grants will either be mainstreamed and included in the Formula Grant allocation, or included in the new Area Based Grant. These changes mean that councils have greater flexibility in how these resources are used. However, because of the late announcement of these changes the Council has determined to allocate the majority of these resources to maintain existing programmes during 2008/09. This strategy will provide a period of stability and enable the Council to complete a strategic review the future use of these monies as part of the 2009/10 service and budget planning cycle.

The Council has received better than expected Formula grant settlements over the next three years. Formula grant is the main unringfenced grant paid to councils. The increase over the next three years should make the overall budget position more manageable provided the Council can contain service pressures and achieve annual efficiencies of 3%.

The level of annual Council Tax increases

For 2008/09 the Council has used part of increased Formula grant to limit the increase in Council Tax to 3.9%. For 2009/10 and 2010/11 the Council has also determined indicative Council Tax increases of 3.9%. The actual increases for these years will be determined on an annual basis.

Sustainable strategy for the use of reserves

Balances at March 2008 are forecast to be about £24.6m. It is anticipated that reserves will reduce significantly over the next three years as resources are released to support the revenue budget and to meet the temporary protection costs of implementing Job Evaluation. By April 2011 reserves are expected to have fallen to £13.3m.

This planned use of reserves will enable the Council to fund a number of one-off expenditure commitments without these issues having an adverse impact on services or Council Tax. In addition, the use of reserves and the improved

financial settlement for the next three years means that the overall budget position is manageable, provided efficiencies of 3% are achieved and pressures are contained within the £1.5m provision included in the MTFS for 2009/2010 and 2010/2011. The Transforming Business processes project is a key element in the Council's strategy for achieving a sustainable budget position over the medium term.

Summary

The pressures outlined above are partially offset by cost reductions arising from bonus payment savings, lower than anticipated interest costs on capital spending and higher than anticipated interest from balances. In addition the Council has received better than expected grant settlements over the next three years. This should make this position more manageable provided the Council can contain service pressures and achieve annual efficiencies of 3%.

The outlook can be summarised as a period of public sector expenditure constraint for the period covered by the MTFS and probably the next comprehensive spending review which requires services to be prioritised at a sustainable level by taking into account the issues outlined above. A profile of the Council's planned expenditure supporting the Plan is shown below. The table shows small deficits for 2009/10 and 2010/11 and these will be addressed when the MTFS is rolled forward:

	2008/9	2009/10	2010/11
	£'m	£'m	£'m
Expenditure	98.245	106.960	108.238
Resources			
Grant allocations (includes Area Based Grant)	58.483	65.515	67.144
Council Tax	36.513	38.369	39.857
Reserves	3.249	2.674	1.000
Net Deficit	0.000	0.402	0.237

b) Detailed budget for 2008/9

The 2008/9 Government Formula grant allocation to the Council is £47.974m. In cash terms this is an increase of 5.6% on the 2007/8 grant allocation. This is the more than the national percentage increase announced by the Local Government Minister. This position reflects changes to the system for allocating Formula grant which better reflect the needs of individual council's. The increase in the Councils Formula grant would have been higher if the Government had abolished the "Floor Damping" mechanism, which limits the increases or decreases in individual authority's grants. The Council will continue to press for the abolition of these arrangements as this will secure a fairer grant allocation for Hartlepool.

In this context the Council's 2008/9 budget decisions have had to balance investment to meet pressures and priorities against efficiencies and increasing income and Council tax. The agreed allocation of our own revenue

and capital financial resources in the 2008/9 Budget and Capital Programme reflects the Council's decisions on funding services and priorities within the constraints of the Council's available resources.

The 2008/9 revenue budget process identified a range of pressures and priorities in excess of inflation. Budget pressures arise in relation to the continued provision of existing services. In most cases these pressures cannot be avoided, i.e. are statutory requirements or essential running costs such as energy. Priorities relate to areas where the Council had a greater choice and these are generally aligned with the achievement of the Council's overall aims.

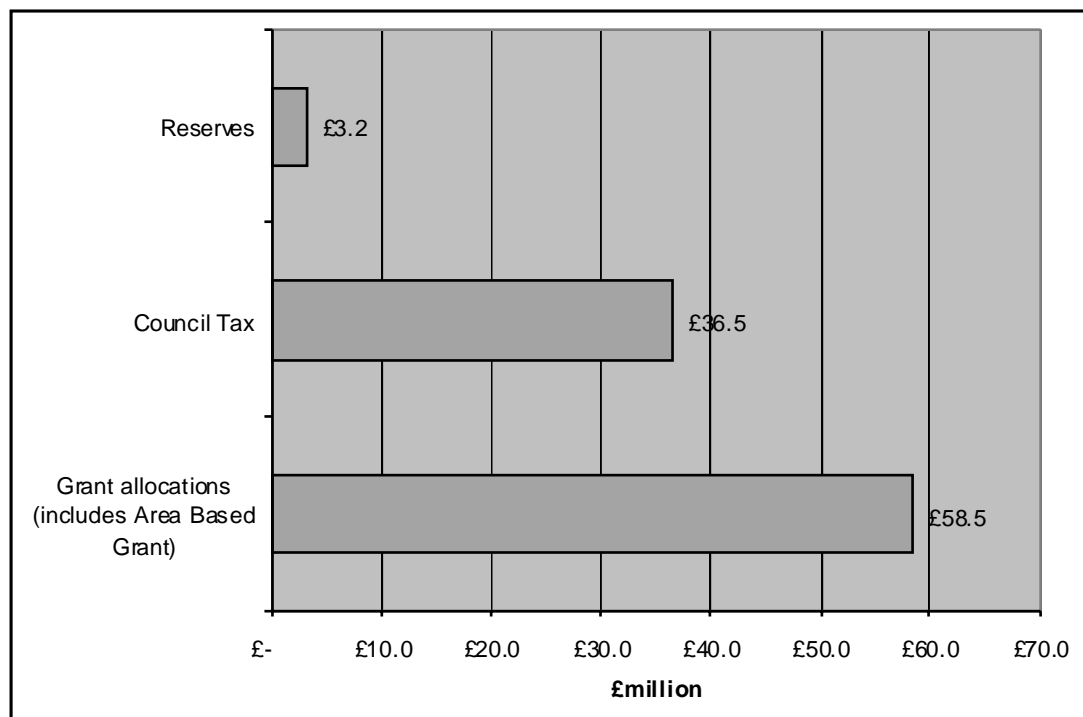
The pressures and priorities were examined carefully by Cabinet and considered against the Council's strategic objectives. As a result of this review it was decided that some items would not be funded. This package of service developments reflects the Council's overall policy aims and is summarised below.

Priority aim	Pressures and priorities £000		Purpose of funding
1 Jobs and the Economy	Pressure Priority	0 40	Priorities - Expand budget for marketing Hartlepool and its specific investment opportunities
2 Lifelong learning and Skills	Pressure Priority	37 0	Pressures - Substitute for LSC funding to enable for a course at Stockton Riverside College - approx 34 adults currently attend as alternative to day centre - cost to replace course
3 Health and Car – Adults	Pressure Priority	233 0	Pressures - are to meet increased demand and provide fit for purpose accommodation for mental health, learning disability, older people and Telecare services
3 Health and Well-Being – Children	Pressure Priority	995 0	Pressures – mainly arise because of the increased complexity and demand for a range of children's services and need for increased capacity to recruit and train foster carers
4 Community Safety	Pressure Priority	30 50	Pressures - to maintain CCTV network Priorities – to address domestic violence and address alcohol abuse
5 Environment	Pressure Priority	766 112	Pressures – the main areas addressed are waste management, disposal and recycling (£360k) including £160k for increased Landfill Tax, coastal protection (£250k). The remaining £100k is to address ground maintenance and cleansing issues which always a high public priority. Priorities – to meet increased demand for conservation grants, give increased priority to climate change and introduce an out of hours noise complaints services following a successful pilot scheme
6 Housing	Pressure Priority	110 60	Pressures – to maintain services to address homelessness Priorities – to research on housing need providing evidence on which to base future policy and selective licensing scheme to encourage responsible landlords
7 Culture and Leisure	Pressure Priority	52 90	Pressures – to continue funding of playground inspections to ensure they are safe and usable and

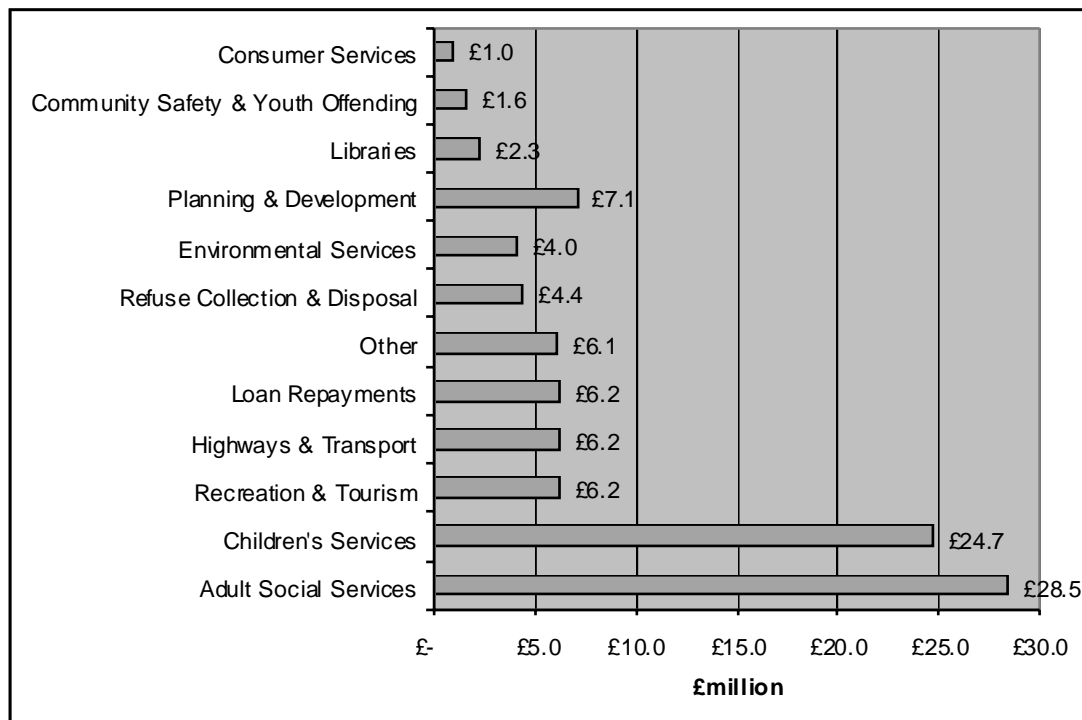
Priority aim	Pressures and priorities £000		Purpose of funding
			meet the higher than expected rates cost for the Headland Sports Hall Priorities – increase and maintain capacity to deliver the well-being agenda through the use of the Grayfields Sports Ground, Headland Sports Hall and the Sportability Club. Charges are also being brought into line with the rest of the Council.
8 Strengthening Communities	Pressure Priority	0 15	Priorities – a contribution to developing banking facilities for the Hartlepool Credit Union to the benefit of Housing benefit recipients
9 Corporate and Organisational Development	Pressure Priority	270 587	Pressures – various increased costs arising from contractual and legislative obligations, IT requirements, falling income, job evaluation and building cleaning Priorities – £500,000 is to undertake the Business Transformation project and ensure efficiency targets are met and address corporate ICT needs for Members and property management
Grand Totals	Pressure Priority	2493 954	

Summary of revenue expenditure for 2008/9

Where the money comes from 2008/9 £millions



Where the money goes 2008/9 £millions



Capital Programme 2008/9 -2010/11

The Council's capital strategy has recently been updated to reflect the Council's priorities. All capital schemes are appropriately appraised and prioritised to ensure they reflect the key investment requirements in the strategy.

The following table shows a high level summary of the approved three-year capital programme. The Capital Strategy details how the Council will use its own resources and work in partnership with other to continue the physical regeneration of the town. The Capital Strategy reflects the service implications identified through the service planning process, which is driven by the Community Strategy.

Capital spending for the next three years is forecast to be £62.4m. This investment will be funded from grants the Council has secured from the Government and other organisations and from prudential borrowing, which will be repaid over a number of years from the Council's revenue budget.

The Council has also secured £91m of Building Schools for the Future funding. This funding will be paid as a capital grant and will be used to improve and address the suitability, sufficiency and sustainability of the secondary school estate. This investment will cover the replacement, or refurbishment, of four secondary school buildings to provide modern facilities which will facilitate the "education experience". In addition, the programme will include significant investment in school's IT facilities and infrastructure to provide state of the art facilities. The Council will close one of its existing

secondary schools as the town's future secondary education needs can be met from a reduced number of schools. These works are scheduled to begin in Spring 2010 and to be completed by the end of 2012.

The Council has also secured funding from the Government's Primary Capital Programme initiative for 2009/10 and 2010/11 to address the capital investments needs of its Primary Schools. Further funding will be required to complete this programme and it is anticipated that additional funding of £27 million will be provided through the Primary Capital Programme from 2011/12 onwards.

Over the three years of the programme significant funds are being invested in:

- Transforming schools both secondary and primary
- Transport improvements
- Environmental and Community safety
- Housing improvements to address market failure

By identifying any under utilised assets the Council hopes to generate capital receipts that will be used to supplement future capital programmes. As well as funding direct investment by the Council the Capital Strategy also supports the achievement of the Community Strategy indirectly through working in partnership. Historically this has included initiatives such as the housing transfer to Housing Hartlepool, the release of land for social housing in exchange for nominations rights and support for the development of the Joseph Rowntree Care Village. During this capital programme the Council will support a variety of initiatives, although it must be recognised that such support is becoming more difficult as the Council has limited undeveloped land in its ownership. Initiatives include:

- The sale of land to enable Hartlepool College of Further Education to develop a new campus;
- The sale of land for the PCT development;
- An agreement to explore the possibility of providing land at below market value for the provision of affordable housing.

Capital Programme planned expenditure 2008/9-2010/11 (£million)

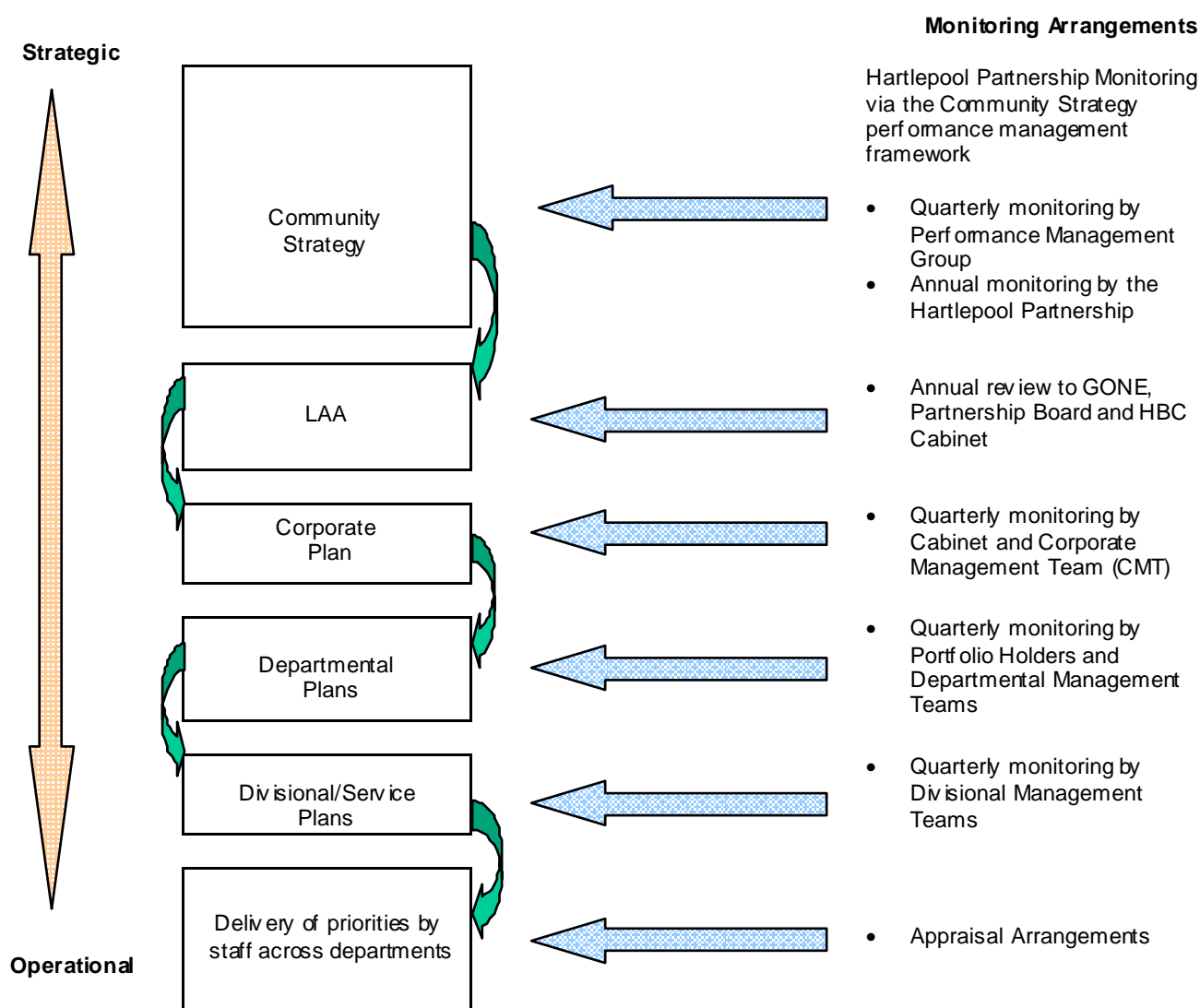
Expenditure area	2008/9 Planned	2009/10 Planned	2010/11 Planned
Repairs and Improvements to schools	£4.6m	£7.6m	£9.9m
Repairs and Improvements to roads	£1.9m	£1.9m	£1.8m
Redevelopment of private housing in the town centre and neighbouring areas	£5.0m	£5.8m	£5.4m
Projects within the New Deal for Communities area	£1.5m	£0.7m	£0.1m
Other	£5.7m	£6.7m	£3.8m
Total expenditure	£18.7m	£22.7m	£21.0m
Funded from:			
Central Government – Specific scheme grant	£11.0m	£14.1m	£15.9m
Central Government – Supported Capital Expenditure	£2.9m	£2.5m	£2.0m
Prudential borrowing by the Council	£4.2m	£5.5m	£2.5m
Other funding	£0.6m	£0.6m	£0.6m

The Capital Strategy and Asset Management Plan approved by Cabinet on 31st March 2008 indicated that the Government's capital allocations will not fund all capital expenditure priorities, particularly areas with a high local priority which do not fall within the areas attracting Government funding. Therefore, Members determined to invest £3.6m over the three years 2007/2008 to 2009/2010. The revenue forecasts include provision for the resulting repayment costs. Members will determine if this strategy should continue beyond 2009/10 as part of the service and budget planning process for 2009/10.

4. Managing Performance and Risk

a) Performance Management Framework

We have developed our performance management framework alongside the Hartlepool Partnership, to ensure that our priorities are aligned with that of the Partnership. Our framework and monitoring arrangements are: -



Performance Management Arrangements

As part of the Corporate Assessment inspection that took place in December 2006 the Audit Commission recognised that the Council had “good performance management” and there was a “strong performance

management culture throughout the organisation". However, we have continued to drive improvements to services, as well as the performance management arrangements that underpin everything we do. Recent improvements have included:

- combining budget and performance reports considered by Cabinet and Scrutiny Coordinating Committee on a quarterly basis
- linking risk management, service planning and the Annual Governance Statement.
- embedding diversity and workforce planning issues into service planning

2008/09 will see the introduction of a new web-based, Performance Management system, called Covalent. For the first time this will mean that all of our Risks, Service Plans and Performance Indicators are accessible in the same system, enabling: -

- 'real-time' and improved reporting of performance, ensuring issues can be highlighted sooner
- the integration of PIs, Risks and Actions, ensuring that related issues can be monitored together, and not in isolation
- a single reporting process for council officers for all plans, including the LAA and Corporate Plan
- external partners, where appropriate, can access the system to provide performance updates for the LAA

Quarterly reporting to Cabinet, Portfolio Holders and Scrutiny will continue in 2008/09.

Audit and inspection

The Council has been subject to a range of inspections and audits over the past 18 months and the areas for improvement identified will continue to be progressed. The performance management of these issues have been incorporated into the Council's performance management arrangements for 2008/9. These are summarised below

Report	Areas for improvement and recommendations	Process for improvement
Corporate Assessment report, March 2007	Improve financial planning Improve strategic working with the voluntary and community sector.	These are addressed by Corporate Plan actions OD A17 Develop Financial Strategy and Management and SC A06 To develop co-ordinated strategy for appropriate partnerships with the voluntary sector
Annual Audit Letter March 2007	Develop a robust financial strategy to support the Council's ambitious plans for the future.	See reference above to OD A17 Develop Financial Strategy and Management
Annual Audit Letter March	Target action on priority areas which are failing to improve	Both remain key priorities for the Council addressed through the

Report	Areas for improvement and recommendations	Process for improvement
2008	<p>sufficiently, in relation to young people not in education, employment or training and high rates of teenage pregnancy.</p> <p>Ensure financial strategies, including capital, are made clearer for the benefit of stakeholders.</p>	<p>Corporate Plan actions JE A07 Reduce the level of young people who are Not in Education, Employment, or Training (NEET) and HC A07 Work with Health and partners in other agencies to improve the health of infants e.g. increase prevalence of breastfeeding, reducing smoking during pregnancy</p> <p>See reference above to OD A17 Develop Financial Strategy and Management</p>
Partnership Working Across Teesside - Tackling Arson, August 2007	Improving partnership working across Teesside and ensure that the Fire Authority's work with children and young people is reflected in plans for children's services.	These recommendations are being managed through the plans of the Safer Hartlepool Partnership and also in Corporate Plan action CS A09 to Reduce anti-social behaviour and criminal damage, including deliberate fire setting
Supporting People, March 2007	Improve the capacity of partners and stakeholders to deliver the programme by assessing training needs, establishing a training and development programme, identifying the resources needed; and reviewing the effectiveness of arrangements annually.	Progress on these recommendations are reported to Partnership Board & Commissioning Body and through the Corporate Plan actions Ho A07 Provide support services to increase the opportunity for residents to live independently in the community and Ho A08 To ensure the deliver of high quality housing support services through efficient and effective contracts with providers

b) Risk Management Arrangements

Risks and controls in relation to our priorities have continued to be reviewed as part of the quarterly review of strategic and operational risk registers following the process set out in our Risk Management Strategy. These are reported regularly to executive members and CMT and also to the Audit Committee and our appointed auditors through the Annual Governance Statement.

As previously mentioned the risk registers will be monitored via Covalent in 2008/09, which will facilitate clearer links to be made to the priority outcomes, and related Performance Indicators and actions. This will allow officers and Members to review risks with a clear picture of all related issues.

5. Detailed plans

Jobs and the Economy				
Outcome: Attract Investment		Community Strategy Ref:		Key Pls: NI 146, NI 150 & NI 151 RPD P045 & RPD P076
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE A01	Develop investment and development programmes for the key regeneration action zones within the Coastal Arc framework and pursue funding opportunities to support investment	Mar 09	Derek Gouldburn	LAA
JE A02	Continue to work with partners to provide key manufacturing, tourism and service sector infrastructure, including appropriate sites and premises	Mar 09	Antony Steinberg	LAA
Outcome: Be globally competitive		Community Strategy Ref:		Key Pls: NI 166, NI 171 & NI 172
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE A03	Continue the development of Hartlepool's business incubation and support system including new business formation and growth	Mar 09	Antony Steinberg	
Outcome: Create more employment opportunities for local people		Community Strategy Ref:		Key Pls: NI 152 & NI 153 RPD P046 & RPD P054-P060
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE A04	Development of targeted interventions for key client groups within the framework of funding programmes including the Working Neighbourhood Fund and the Deprived Area Fund	Mar 09	Antony Steinberg	LAA
JE A05	To increase the number of socially excluded adults in paid employment	Mar 09	Geraldine Martin	LAA

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Outcome: Achieve economic wellbeing for all children and young people ensuring that they are prepared for working life* (Children and young people will achieve the qualifications, develop the skills and be given the necessary life experiences to enable them to lead full and active adult lives)		Community Strategy Ref:		Key Pls: NI 116 & NI 117 CSD P006 & CSD P007
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE A06	Fully implement the Aim Higher initiative at key stage 4/5 for young people from wider participation backgrounds	Mar 09	Antony Steinberg	LAA
JE A07	Reduce the level of young people who are Not in Employment, Education or Training (NEET)	Mar 10	Mark Smith	LAA
JE A08	Implement, with partner agencies, the local 14 - 19 plan and the 14 - 19 regional strategy	Mar 09	Tom Argument	LAA
JE A09	Promote the development of enterprise education in Hartlepool secondary schools	Mar 09	Tom Argument	LAA
JE A10	Raise aspirations of young people from vulnerable backgrounds	Mar 09	Tom Argument	LAA
Outcome: Promote Hartlepool's interests in economic regeneration policy-making at the national, regional and sub-regional levels		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE A11	Secure due recognition of Hartlepool's economic role, needs and opportunities in national, regional and sub regional policy	Mar 09	Geoff Thompson	
Outcome: Support and promote appropriate physical and economic regeneration and pursue external funding opportunities		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE A12	Continue to liaise with PD Ports, Tees Valley Regeneration and funders to secure agreed project delivery arrangements	Mar 09	Stuart Green	
JE A13	Coordinate key regeneration programmes	Mar 09	Derek Gouldburn	

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Key Performance Indicators

Ref	Indicator
NI 116	Proportion of children in poverty
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)
NI 146	Adults with learning disabilities in employment
NI 150	Adults in contact with secondary mental health services in employment
NI 151	Overall employment rate (working-age)
NI 152	Working age people on out of work benefits
NI 154	Net additional homes provided
NI 166	Median earnings of employees in the area
NI 171	New business registration rate
NI 172	Percentage of small businesses in an area showing employment growth
RPD P045	Employment Rate (16-24) (Performance expected with reward) (LAA H9)
RPD P046	Number of failed tenancies (performance expected with reward) (LAA H10)
RPD P054	Youth Unemployment rate (Hartlepool) (LAA JE7)
RPD P055	Youth Unemployment rate (Neighbourhood Renewal narrowing the gap) (LAA JE8)
RPD P056	Number of carers completing education or training and achieving NVQ level 2 or equivalent or higher - (Performance expected with reward) (LAA JE17)
RPD P057	Number of carers remaining in employment for a minimum of 16 hours per week and for at least 32 weeks in the year (Performance expected with reward) (LAA JE18)
RPD P058	Number of drug users given structured work experience/employment opportunities of at least 13 weeks (Performance expected with reward) (LAA JE19)
RPD P059	Number of offenders from Hartlepool being helped into employment with the assistance of HBC and being sustained in the job for a minimum of 4 weeks for a minimum of 16 hours per week (Performance expected with reward) (LAA JE20)
RPD P060	Number of offenders that have gained basic skills at entry level 3, 2 and 1 and level 1 or level 2 (Performance expected with reward) (LAA JE21)
RPD P076	The gap between Hartlepool unemployment rate and the Great Britain rate (LPI RP 10)

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Lifelong Learning and Skills				
Outcome: Enjoy and Achieve* (Raise the achievement and standards of children and young people in the early years, primary and secondary phases of education)		Community Strategy Ref:		Key Pls: NIs 72-75, 83, 87, 92-101 CSD P031 – P033
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
LL A01	Facilitate the physical enhancement and improvement of key higher education facilities	Mar 09	Andy Golightly	LAA
LL A02	Implement the 10 year Childcare Strategy by developing integrated services in Children's Centres / Extended Schools ensuring sufficient high quality childcare places and continuing to develop a highly skilled workforce	Mar 09	Danielle Swainston	LAA
LL A03	Narrow the gap between the Hartlepool average and the most disadvantaged areas in the Foundation Stage	Mar 09	Danielle Swainston	LAA
LL A04	Challenge and support schools to improve performance to national averages and above.	Sep 09	John Collings	LAA
LL A05	Challenge and support schools in targeting vulnerable children and young people for additional intervention and support so that they achieve in line with or better than expected levels and the gap between Hartlepool average and the most deprived areas is reduced	Sep 09	John Collings	LAA
LL A06	Work with partners to extend and improve the quality of services for children and young people which enable them to enjoy their education, improve their well being and enrich their lives	Sep 09	John Collings	LAA
LL A07	Implement the schools transformation programme, including Strategy for Change 2 (secondary schools) and a further round of consultation for the primary capital programme	Mar 09	Paul Briggs	LAA
Outcome: Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice		Community Strategy Ref:		Key Pls: NIs 161 – 164 ACS P053
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
LL A08	To increase universal access to high quality learning and skills opportunities	Jul 09	Maggie Heaps	LAA

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Key Performance Indicators

Ref	Indicator
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales of Personal Social and Emotional Development and Communication, Language and Literacy
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2
NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3
NI 75	Achievement of 5 or more A*-C grades at GCE or equivalent including English and Maths
NI 83	Achievement at level 5 or above in Science at Key Stage 3
NI 87	Secondary school persistent absence rate
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2
NI 95	Progression by 2 levels in English between Key Stage 2 and Key Stage 3
NI 96	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3
NI 97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4
NI 98	Progression by 2 levels in Maths between Key Stage 3 and Key stage 4
NI 99	Looked after children reaching level 4 in English at Key Stage 2
NI 100	Looked after children reaching level 4 in Maths at Key Stage 2
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)
NI 161	Learners achieving a Level 1 qualification in literacy
NI 162	Learners achieving an Entry Level 3 qualification in numeracy
NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher
NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher
ACS P053	Number of learners participating in all forms of learning (LAA LLS23)
CSD P031	Increase the proportion of NRA pupils achieving two level gains from KS1 – KS2 in English & mathematics at a rate which exceeds the increase for non NR.
CSD P032	Increase the proportion of NRA pupils achieving two level gains in English & Mathematics from KS2 – KS3.
CSD P033	Increase the proportion of NRA pupils achieving two level gains in English & mathematics from KS3 – KS4.

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Health and Wellbeing				
Outcome: Improved Health		Community Strategy Ref:		Key Pls: NI 120 & NI 123 ACS P034 & ACS P035
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A01	To improve the health and wellbeing of Hartlepool citizens by implementing the Public Health Strategy and Action Plan	Mar 09	Director of Public Health	LAA
HC A02	To develop Joint Strategic Needs Assessment with Health and Childrens Services	Mar 09	Assistant Director – Commissioning	LAA
Outcome: Be Healthy* (Children and young people will be physically, mentally, emotionally and sexually healthy, lead healthy lifestyles and choose not to take illegal drugs)		Community Strategy Ref:		Key Pls: NIs 52, 53, 55, 56 & 112 CSD P012
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A03	Work with partner agencies, young people, schools and families to reduce under 18 conception rate by 55% and improve sexual health	Jan 10	Sheila O'Connor	LAA
HC A04	Continue to work with schools and other agencies to address childhood obesity	Jan 10	Sandra Saint	LAA
HC A05	Work with partner agencies to ensure an appropriate substance misuse treatment plan is in place	Jan 10	Sue Johnson	LAA
HC A06	Promote children's emotional health	Mar 11	Sue Johnson	LAA
HC A07	Work with Health and partners in other agencies to improve the health of infants e.g. increase prevalence of breastfeeding, reducing smoking during pregnancy	Mar 09	Danielle Swainston	LAA
HC A08	Improve services for disabled children	Jan 10	Sheila O'Connor	LAA
HC A09	Actively contribute to the health and future well-being of the children of Hartlepool	Mar 09	Sylvia Tempest	LAA

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Outcome: Increased choice and control and retention of personal dignity		Community Strategy Ref:		Key Pls: NI 125, NI 127, NI 128 NI 130 & NI 136
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A10	To ensure all service developments have involvement from service users and their carers	Mar 09	Assistant Director – Commissioning	LAA
HC A11	To increase the proportion of people who commission their own services	Mar 09	Assistant Director – Commissioning	LAA
HC A12	To increase the number and range of supported accommodation options	Mar 09	Assistant Director - Commissioning	LAA
HC A13	To ensure that service users and their carers are at the centre of planning their support	Mar 09	Assistant Director – Commissioning	LAA
Outcome: Improved Mental Health and Wellbeing		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A14	To increase social inclusion for people with mental health issues	Mar 09	Carl Bashford	LAA
HC A15	To support people with mental health issues into paid employment	Mar 09	Carl Bashford	LAA
HC A16	To improve access to psychological therapies	Mar 09	Carl Bashford	LAA
Outcome: Easier Access to Services		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A17	To ensure that carers are supported effectively to support their family members for as long as they wish	Mar 09	Geraldine Martin	LAA
HC A18	To work with the community in Owton to implement the Connected Care Scheme	Apr 09	Assistant Director – Commissioning	LAA
HC A19	To integrate services where appropriate with local Health Services	May 09	Assistant Director – Commissioning	LAA
HC A20	To ensure that services are sensitive and are able to respond to flexibly to the diverse needs of the community	Jun 09	Assistant Director – Commissioning	LAA
HC A21	To ensure easier access to both universal and targeted services tailored to individual needs	Jul 09	Assistant Director - Commissioning	LAA

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Outcome: To safeguard and improve health and well-being for people working, living and visiting the Borough		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A22	To deliver an effective health development and enforcement service	Mar 09	Sylvia Tempest	
HC A23	Delivery of the Public Health Strategy and Action Plan through partnership working	Mar 09	Sylvia Tempest	

Key Performance Indicators

Ref	Indicator
NI 52	Take up of school lunches
NI 53	Prevalence of breastfeeding at 6-8 weeks from birth
NI 55	Obesity in primary school age children in Reception
NI 56	Obesity in primary school age children in Year 6
NI 112	Under 18 conception rate
NI 120	All-age all cause mortality rate
NI 123	Stopping smoking
NI 125	Achieving independence for older people through rehabilitation/intermediate care
NI 127	Self report experience of social care users
NI 128	User reported measure of respect and dignity in their treatment
NI 130	Social Care clients receiving Self Directed Support per 100,000 population
NI 136	People supported to live independently through social services (all adults)
ACS P034	Number of patients completing a 10 week programme of referred activity as a result of health practitioner recommendation (Performance expected with reward) (LAA HC15)
ACS P035	Of those completing a 10 week programme the percentage going onto mainstream activity (Performance expected with reward) (LAA HC16)
CSD P012	Number of schools achieving the new Healthy Schools Status (Performance with reward) (LAA HC21)

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Community Safety				
Outcome: Reduced Crime		Community Strategy Ref:		Key Pls: NI 16 & NI 20
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS A01	Reduce acquisitive crime	Mar 09	Brian Neale	LAA
CS A02	Reduce violent crime, including domestic abuse (previously domestic violence)	Oct 08	Alison Mawson	LAA
CS A03	Implement CCTV Strategy	Mar 09	Brian Neale	LAA
Outcome: Reduced harm caused by illegal drugs and alcohol		Community Strategy Ref:		Key Pls: NI 38 & NI 40
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS A04	Reduce drug dealing and supply	Mar 09	Chris Catchpole	LAA
CS A05	Implement the Alcohol Strategy and introduce alcohol treatment services	Sep 08	Chris Hart	LAA
CS A06	Increase numbers into treatment	Jan 09	Chris Hart	LAA
CS A07	Develop access to wrap around services and activities particularly for drug misusing offenders	Oct 08	Chris Catchpole	LAA
CS A08	Develop harm reduction and primary care services particularly for target groups	Mar 09	Chris Hart	LAA
Outcome: Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour		Community Strategy Ref:		Key Pls: NI 17 & NIs 21-23
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS A09	Reduce anti-social behaviour and criminal damage, including deliberate fire setting	Mar 09	Sally Forth	LAA
CS A10	Development of an improved Community Engagement model, under the auspices of Neighbourhood Policing and Partnership activity	Oct 08	Alison Mawson	LAA
CS A11	Co-ordinate and develop NAP resident forums, ensuring links are made with the Safer Hartlepool Partnership and Neighbourhood Policing	Mar 09	Denise Ogden	LAA

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Outcome: Reduced offending and re-offending		Community Strategy Ref:		Key Pls: NI 19, NI 30 & NI 111
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS A12	Prevent and reduce offending, re-offending and risk of offending	Mar 09	Danny Dunleavy	LAA
CS A13	Reduce first time entrants to the Youth Justice system ensuring all children and young people at risk are referred to prevention services	Mar 09	Danny Dunleavy	LAA
Outcome: Stay safe* (Children and young people will live, grow and learn in safety, where parents, carers and all adults take responsibility for their safety and well-being)		Community Strategy Ref:		Key Pls: NI 62 & NI 65 CSD P035 & CSD P036
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS A14	Increase the number and range of foster and adoptive placements to meet local needs	Mar 09	Margo McIntosh	LAA
CS A15	Reduce the number of placement moves for looked after children and increase the stability of placements	Mar 09	Margo McIntosh	LAA
CS A16	Develop the work of the Local Safeguarding Children Board and ensure child protection processes are effective and efficient	Mar 09	Margo McIntosh	LAA
CS A17	Support the development of preventative services and improve the efficiency of social care assessment	Mar 09	Margo McIntosh	LAA

Key Performance Indicators

Ref	Indicator
NI 16	Serious acquisitive crime rate
NI 17	Perceptions of anti-social behaviour
NI 19	Rate of proven re-offending by young offenders
NI 20	Assault with injury crime rate
NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area
NI 23	Perceptions that people in the area treat one another with respect and dignity
NI 30	Re-offending rate of prolific and priority offenders
NI 38	Drug related (Class A) offending rate
NI 40	Number of drug users recorded as being in effective treatment
NI 62	Stability of placements of looked after children: number of placements
NI 65	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time
NI 111	First time entrants to the Youth Justice System aged 10 - 17
CSD P035	Children who became the subject of a CP Plan, or were registered, per 10,000 population under 18
CSD P036	The percentage of S47 enquiries which led to initial case conference and were held within 15 working days

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Environment				
Outcome: Deliver sustainable communities through high quality planning, new build and sensitive conservation and protect and enhance the local natural environment.		Community Strategy Ref:		Key Pls: NI 170 RPD P002, P006 & P007
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A01	Review significant features of Hartlepool's natural environment	Mar 09	Sarah Scarr	LAA
En A02	Review Hartlepool's conservation areas and implement planning policy guidance relating to the historic environment	Mar 09	Sarah Scarr	LAA
En A03	Coordinate the preparation of the new Local Development Framework embodying the core principle of sustainable development and climate change	Mar 09	Richard Waldmeyer	LAA
En A04	Maximise funding contributions from developers and other funders for play and recreational service development	Mar 09	Andrew Pearson	LAA
Outcome: Improve the quality of the local environment by having cleaner, greener and safer public, private and community spaces.		Community Strategy Ref:		Key Pls: NI 195
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A05	Improve and maintain the natural and built environment	Mar 09	Denise Ogden	LAA
Outcome: Provide a sustainable, safe, efficient, effective and accessible transport system		Community Strategy Ref:		Key Pls: NIs 47, 48, 168, 169 & 177
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A06	Deliver the Hartlepool Local Transport Plan (LTP)	Mar 09	Alastair Smith	LAA
En A07	Develop and implement an Integrated Transport Strategy	Oct 08	Alastair Smith	LAA
Outcome: Make better use of natural resources and reduce the generation of waste and maximise recycling		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A08	Participate in the preparation of the sub regional Minerals and Waste Development plan documents	Jan 09	Tom Britcliffe	LAA

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En A09	To give advice on the issues concerning the natural and built environment and to enforce environmental legislation when appropriate	Dec 08	Denise Ogden	LAA
Outcome: Prepare for the impacts of and secure local and global action to tackle climate change				
Community Strategy Ref:		Key Pls: NI 191 & NI 192		
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A10	To increase community and corporate knowledge and action on environmental sustainability	Mar 09	Sylvia Tempest	
Outcome: Promote community involvement in positive action to reduce poverty through fair trade and promoting peace and security.				
Community Strategy Ref:		Key Pls: NI 186 & NI 188		
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A11	Promote Hartlepool as a Fairtrade town	Sep 08	Sylvia Tempest	LAA

Key Performance Indicators

Ref	Indicator
NI 47	People killed or seriously injured in road traffic accidents
NI 48	Children killed or seriously injured in road traffic accidents
NI 168	Principal roads where maintenance should be considered
NI 169	Non-principal classified roads where maintenance should be considered
NI 170	Previously developed land that has been vacant or derelict for more than 5 years
NI 177	Local bus and light rail passenger journeys originating in the authority area
NI 186	Per capita CO2 emissions in the LA area
NI 188	Planning to Adapt to climate change
NI 191	Residual household waste per head
NI 192	Household waste recycled and composted
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
RPD P002	Percentage of new homes on previously developed land (BVPI 106)
RPD P006	Plan-making: Development Plan (Amended 2005/06) (BVPI 200a)
RPD P007	Plan-making: Milestones (Amended 2005/06) (BVPI 200b)

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Housing				
Outcome: Balancing Housing supply and demand.		Community Strategy Ref:		Key Pls: RPD P024, P025, P047 & P048
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
Ho A01	Pursue a strategic housing market renewal programme in partnership with Tees Valley Living and key local partners (e.g. Housing Hartlepool and Hartlepool Revival)	Mar 09	Nigel Johnson	LAA
Ho A02	Develop appropriate measures to increase the provision of affordable housing	Mar 09	Penny Garner-Carpenter	LAA
Ho A03	Ensure there is access to a choice of good quality housing to buy or rent, to meet the aspirations of residents and encourage investment	Mar 09	Penny Garner-Carpenter	LAA
Outcome: Improving the quality of existing housing		Community Strategy Ref:		Key Pls: NI 187 RPD P041 & P042
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
Ho A04	Encourage improvement to homes to meet and exceed 'decent homes standards'	Mar 09	Penny Garner-Carpenter	LAA
Ho A05	Improve the energy efficiency of houses	Mar 09	John Smalley	LAA
Outcome: Meeting the Housing Needs of Vulnerable People		Community Strategy Ref:		Key Pls: NI 141 & NI 142 RPD P043, P063 & P064
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
Ho A06	Commence the implementation of the 'Older Persons' Housing Strategy	Mar 09	Penny Garner-Carpenter	LAA
Ho A07	Provide support services to increase the opportunity for residents to live independently in the community	Mar 09	Lynda Igoe and Pam Twells	LAA
Ho A08	To ensure the deliver of high quality housing support services through efficient and effective contracts with providers	Mar 09	Pam Twells	LAA

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Key Performance Indicators

Ref	Indicator
NI 141	Percentage of vulnerable people achieving independent living
NI 142	Percentage of vulnerable people who are supported to maintain independent living
NI 187	Tackling fuel poverty - percentage of people receiving income based benefits living in homes with a low energy efficiency rating
RPD P024	The number of new units completed by RSLs (HSG DPI7)
RPD P025	The number of RSL schemes starting on site (HSG DPI8)
RPD P041	Achieving decent homes standard in social housing sector (Hartlepool) - RSL (LAA H1b)
RPD P042	Achieving decent homes standard in private sector housing sector (LAA H2)
RPD P043	The percentage of new tenants receiving support from HBC sustaining their tenancies for 6 months (LAA H7)
RPD P047	Number of houses cleared in HMR intervention area (LAA H12)
RPD P048	Number of new homes constructed in HMR intervention area (LAA H13)
RPD P063	Extra care sheltered accommodation for older people provision (LPI NS 12a)
RPD P064	Other vulnerable person provision (LPI NS 12b)

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Culture and Leisure				
Outcome: Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport.		Community Strategy Ref:		Key Pls: NIs 8 - 11
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CL A01	Develop and improve cultural and leisure facilities and events	Mar 09	John Mennear	LAA
CL A02	To ensure the public have access to a wide range of information about leisure, culture and sporting opportunities in a variety of accessible mediums	Dec 08	John Mennear	LAA
Outcome: Cultural and leisure services, better meet the needs of the community, especially those from disadvantaged areas		Community Strategy Ref:		Key Pls: ACS P017, P018, P059 & P061
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CL A03	To increase opportunities for participation in a wide range of cultural and leisure activity focussing on areas of disadvantage	Mar 09	John Mennear	

Key Performance Indicators

Ref	Indicator
NI 8	Adult participation in sport and active recreation
NI 9	Use of Public Libraries
NI 10	Visits to museums and galleries
NI 11	Engagement in the arts
ACS P017	Visits by C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool (based on Renaissance funded MORI visitor survey) (LAA CL2)
ACS P018	Increase annual Leisure Centre attendances (Neighbourhood Renewal narrowing the gap) (LAA CL5)
ACS P059	Overall average attendance at Mill House, Brierton and Headland Leisure Centres (LPI CS 2a)
ACS P061	Number of concessionary members of Leisure Card Scheme attending the centres four times or more during the year (LPI CS 2c)

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Strengthening Communities				
Outcome: To empower local people to have a greater voice and influence over local decision making and the delivery of services.		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A01	Ensure a fit for purpose Local Strategic Partnership	Mar 09	Joanne Smithson	LAA
SC A02	Complete the review of the Community Strategy	Sep 08	Joanne Smithson	LAA
SC A03	Coordinate the preparation, implementation and partnership monitoring of the Local Area Agreement	Mar 09	John Potts	LAA
SC A04	To establish Neighbourhood Management as a guiding influence in Service Delivery across the Council	Sep 08	Denise Ogden	LAA
SC A05	Improve and co-ordinate Public Engagement with all sectors of the community acting on feedback	Mar 09	Margaret Hunt	LAA
SC A06	To develop co-ordinated strategy for appropriate partnerships with the voluntary sector	Mar 09	Margaret Hunt	LAA
Outcome: Make a positive contribution * (Children and young people who live in Hartlepool are provided with the opportunity to participate fully in the life of the community)		Community Strategy Ref:		Key Pls: NI 110 & CSD P037
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A07	Establish the role of commissioner of parenting support and develop a Parenting Strategy for Hartlepool to establish a continuum of services for parents to assist them in promoting positive outcomes for their children	Mar 09	John Robinson	LAA
SC A08	Ensure that children and young people from vulnerable groups (Learning difficulties or disabilities (LDD), Black and Minority Ethnic (BME), traveller, asylum seeker and refugee communities) have the opportunity to gain full access to services and have a role in service development	Mar 09	John Robinson	LAA
SC A09	Establish the Participation Strategy through the development of standards that support organisations in Hartlepool in its implementation	Mar 09	John Robinson	LAA
SC A10	Support and improve the level of young people's participation in positive activities	Mar 09	Peter Davies	LAA
SC A11	Work with partner agencies to reduce youth offending	Mar 09	John Robinson	LAA

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SC A12	Assist in the transition of young people with learning difficulties and disabilities (LDD) to post 16 education and training	Mar 09	Mark Smith	LAA
Outcome: Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A13	Ensure the delivery of Neighbourhood Renewal in the Borough	Mar 09	Catherine Frank	LAA
SC A14	Continue the programme of Neighbourhood Action Plans (NAP) preparation, implementation and review	Mar 09	Sylvia Burn	LAA
SC A15	Support the development and implementation of regeneration programmes within disadvantaged areas	Mar 09	Sylvia Burn	
Outcome: Improving Financial Inclusion		Community Strategy Ref:		Key Pls: CEDFI P009 – P011
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A16	Develop and implement an Engagement Strategy to increase awareness and accessibility to financial support	Mar 09	John Morton	LAA
SC A17	Support the development of the Hartlepool Financial Inclusion Partnership	Mar 09	John Morton	
SC A18	Improve accessibility to secure banking arrangements for the disadvantaged	Mar 09	John Morton	
Outcome: Freedom from discrimination and harassment		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A19	Enhance Equality and Diversity arrangements and mainstream into all council service activities	Mar 09	Wally Stagg	LAA
Outcome: Ensure communities are well prepared to respond to emergency situations		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A20	Develop and Implement communication strategy	Mar 09	Denis Hampson	

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Key Performance Indicators

Ref	Indicator
NI 110	Young people's participation in positive activities
CSD P037	Percentage of young people (and their parents/carers) with learning difficulty and/or disability (as defined by the Learning and Skills Act) participating in their Section 140 assessment arranged via Connexions Personal Advisors to assist their transition to post 16 education and training programmes
CEDFI P009	Number of Council Tax Disabled Reliefs (performance expected with reward) (LAA SC16)
CEDFI P010	Number of Council Tax Carer Reductions (performance expected with reward) (LAA SC17)
CEDFI P011	Number of Council Tax Severely Mentally Impaired Reductions (performance expected with reward) (LAA SC18)

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Organisational Development				
Outcome: Improve management and governance		Community Strategy Ref:		Key Pls: CEDCS P008, P009 & P010
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD A01	Continued development of service planning and performance management arrangements	Jun 09	Peter Turner	
OD A02	Implement Risk Strategy to ensure robust risk management arrangements are in place	Mar 09	Peter Turner	
OD A03	Develop and improve the effectiveness of the overview and scrutiny function	May 09	Charlotte Burnham	
OD A04	Development of Governance arrangements	May 08	Noel Adamson	
OD A05	Ensure arrangements in place to deal with new and existing legislation	Ongoing	Peter Devlin	
OD A06	Development of emergency planning and business continuity arrangements	Mar 09	Mike Ward	
OD A07	Prepare for introduction of Comprehensive Area Assessment in 2009	Mar 09	Andrew Atkin	
Outcome: Improve access and understanding between the Council and the Public		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD A08	Develop the Contact Centre to increase the range of services provided	Mar 09	Christine Armstrong	
OD A09	Implement the Communicating with your council plans	Mar 09	Andrew Atkin & Joanne Machers	
Outcome: Improve Elected member and Workforce arrangements		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD A10	Implement Elected Member Development Strategy	Mar 09	Joanne Machers	
OD A11	Implement the People Strategy and Workforce Development Strategy	Mar 09	Joanne Machers	
OD A12	Implement Pay and Grading and Single Status arrangements	Mar 09	Wally Stagg	

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Outcome: Improve efficiency and effectiveness of the organisation		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD A13	Develop and implement Business Transformation Programme	Aug-08	Andrew Atkin	
OD A14	Develop and Implement Efficiency Strategy	Mar-09	Mike Ward	
OD A15	Develop and implement the Procurement Strategy	Mar-09	Graham Frankland	
OD A16	Delivery of the ICT Strategy to support corporate objectives	Mar-09	Joan Chapman	
OD A17	Develop Financial Strategy and Management	Dec-08	Chris Little	
OD A18	Develop Capital Strategy and Asset management	Sep-08	Chris Little	

Key Performance Indicators

Ref	Indicator
CEDCS P008	CPA Use of Resources - Overall Score (CPA 2)
CEDCS P009	CPA Overall Category (CPA 3)
CEDCS P010	CPA Direction of Travel Judgement (CPA 4)

Corporate Plan 2008/09 – Part 2

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Corporate Plan 2008/09 Part 2a - Best Value Performance Indicators



Theme: 01 Jobs and the Economy

		England Top Quartile	Hartlepool Outturns				Future Targets		
PI Code	Short Name	All England - TQ 2006/07	2006/07		2007/08		Annual 2008/09	Annual 2009/10	Annual 2010/11
			Value	Target	Value	Target			
LPI RP 1	The number of businesses assisted		1,311	890			1,315	1,315	
LPI RP 10	The gap between Hartlepool unemployment rate and the Great Britain rate		2.4	1.85		1.45	1.4	1.35	
LPI RP 11	The long term unemployment rate as proportion of total unemployed		29.2	31.2		28.2	27.2	26.2	
LPI RP 12	The youth unemployment rate as a proportion of the total unemployed		33.4	31		30.5	30	29.5	
LPI RP 13	The number of new business start ups per year		145	130		140	150	160	
LPI RP 2	The number of businesses making enquiries		1,408	1,235			1,410	1,410	
LPI RP 3	The number of sites developed or improved		9	7		7	7	7	
LPI RP 4	The number of jobs created with council assistance		265	400		265	265	265	
LPI RP 5	The number of residents assisted into employment		972	775			1,000	1,000	
LPI RP 5a	The Number of residents assisted into employment that were long term unemployed		262	250		282	272	262	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07		2007/08		Annual 2008/09	Annual 2009/10	Annual 2010/11
			Value	Target	Value	Target			
LPI RP 5b	The number of residents assisted into employment that were young unemployed people		247	240		305	300	295	
LPI RP 6	The number of residents assisted into training		1,169	740			1,169	1,169	
LPI RP 6a	The number of residents assisted into training that were long term unemployed		319	238		329	317	306	
LPI RP 6b	The number of residents assisted into training that were young unemployed people		315	229		356	350	345	
LPI RP 7	The amount (£) of external funding deployed to support the council's economic regeneration activities		£2,711,416.00	£2,000,000.00		£1,750,000.00	£1,750,000.00	£1,750,000.00	
LPI RP 8	The number of business start ups with council assistance		119	125		130	135	140	
LPI RP 9	The gap between the Hartlepool employment rate and Great Britain rate		7.2	7.9			6.9	6.3	

Theme: **02 Lifelong Learning and Skills**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV181 a	Key Stage 3 Performance - Level 5 English	76.55%	70.00%	73.00%	74.00%	79.00%	80.00%		
BV181 b	Key Stage 3 Performance - Level 5 Maths	80.00%	76.00%	76.00%	77.00%	80.00%	81.00%		
BV181 c NI 83	Achievement at Level 5 or above in Science at Key Stage 3	77.0%	70.0%	76.0%	69.0%	78.0%	77.0%	80.0%	83.0%
BV181 d	Key Stage 3 Performance - Level 5 ICT	75.00%	66.40%	73.00%	68.20%	75.00%	73.00%		
BV194 a	Key Stage 2 Performance - Level 5 English	35%	32%	25%	32%	38%	39%		
BV194 b	Key Stage 2 Performance - Level 5 Maths	35%	35%	37%	32%	38%	40%		
BV221 a	Participation In and Outcomes From Youth Work: Recorded Outcomes	63%	57%	55%	81%	60%	80%	80%	80%
BV221 b	Participation In and Outcomes From Youth Work: Accredited outcomes	30%	11%	10%	16%	15%	20%	20%	20%
BV222 a	Quality of Early Years & Childcare Leadership - Leaders	42%	62%	62%	62%	69%			
BV222 b	Quality of Early Years & Childcare Leadership - Postgraduate Input	100%	77%	76%	77%	77%			
BV38	GCSE Performance: grades A*- C	61.8%	57.5%	55.0%	61.6%	61.0%	61.0%		
BV39	GCSE Performance: grades A* to G inc. English & Maths	91.5%	89.0%	90.0%	88.6%	91.0%	92.0%		

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV40	Key Stage Two Mathematics Performance - Level 4	78.0%	79.0%	86.0%	81.0%	87.0%	86.0%		
BV41	Key Stage 2 English Performance - Level 4	81.3%	80.0%	80.0%	82.0%	83.0%	83.0%		
BV43a	Statements of SEN issued - Excluding 'Exceptions'	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV43b	Statements of Special Educational Need: including 'exceptions'	98.5%	92.0%	91.0%	100.0%	93.0%	100.0%	100.0%	
BV45	Absence in secondary schools	7.40%	7.14%	8.00%	7.09%	7.30%	7.10%		
BV46	Absence in primary schools	5.34%	5.63%	5.10%	5.23%	5.30%	5.30%		
LPI ACS 1	Number of adults in all forms of learning		2,428	3,100	2,071	3,100	3,250	3,200	3,500
LPI ACS 2	Number of families participating in learning		167	190	139	190	200	250	255
LPI ACS 3	Number of adults participating in basic skills classes		432	320	299	450	450	475	500
LPI ACS 4	Number of adults achieving level 1 and level 2 qualifications		57	945	200	955	970	800	850
LPI ACS 5	Number of adults achieving a Basic Skills qualification		31	150	95	200	200	210	220
LPI CS 14a	The proportion of 13-19 year olds resident in Hartlepool in contact with the Council Youth Service		22.7	30	27.4	25	25	25	25
LPI CS 14b	The proportion of 13-19 year olds resident in Hartlepool reached by the Youth Service to reflect the cultural diversity of the community				1.45		1.2	1.2	1.2
LPI ChS 3	Number of pupils permanently excluded during the year from all schools maintained by the Children's services authority per 1,000 pupils maintained at all schools		1.45		0.32	0.8	0.7	0.6	0.5

		England Top Quartile	Hartlepool Outturns				Future Targets		
PI Code	Short Name	All England - TQ 2006/07	2006/07		2007/08		Annual 2008/09	Annual 2009/10	Annual 2010/11
			Value	Target	Value	Target			
LPI ED 2	Percentage of 3 year olds who participate in accessing a good quality free early year place		104%	98%	98%	100%			
LPI ED 3	The number of childcare places per 1000 population		245	236	219				
LPI ED 5	Percentage of adult learners who are male		25%	30%	24%	27%	26%	27%	28%

Theme: **03 Health and Care**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV161	Employment, education and training for care leavers	.91	.92	.80		.80	.80	.80	
BV162 NI 67	Percentage of child protection cases which were reviewed within required timescales	100%	100%	100%		100%	100%	100%	
BV163	Adoptions of looked after children	9.5%	5.7%	9.7%		7.0%	7.0%	7.0%	
BV195 NI 132	Timeliness of social care assessment (all adults)	83.5%	88.4%	85.0%	92.7%	90.0%	90.0%	92.0%	93.0%
BV196 NI 133	Timeliness of social care packages following assessment	91.5%	81.6%	85.0%			85.0%	86.0%	87.0%
BV197 NI 112	Under 18 conception rate	-18.7%	3.2%	-21.8%	-15.0%	-8.5%	-25.0%	-35.0%	-45.0%
BV201	Direct Payments from Social Services	58	303	89			290	280	
BV49 NI 62	Stability of placements of looked after children: number of moves		14.9%	10.0%		10.0%	10.0%	10.0%	
BV50	Educational Qualifications of looked after children	59.32%	33.30%	77.00%			60.00%	70.00%	
BV53	Intensive home care	16.64	14.40	16.14	13.01	14.00	13.50	13.00	
BV54	Older people helped to live at home	100.10	120.50	125.00	122.40	125.00	125.00	125.00	
BV56	Equipment and Adaptations delivered	91%	84%	85%			87.5%	88%	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
LPI ChS 1	Percentage increase in the number of childcare places		87%	80%	67%				
LPI SS 12	Clients receiving a review as a percentage of adults and older clients receiving a service		78.2%	75%	77%	78%	78%	78%	
LPI SS 1a	Patients aged 75 and over occupying an 'acute' hospital bed with delayed discharge		0	1			0	0	
LPI SS 1c	Admissions of supported residents aged 65 or over to residential/nursing care		76.2	57	84.3	76	74	72	
LPI SS 1d	Number of referrals for intermediate care services from non-hospital community setting as percentage of all referrals		51.9%	55%	48.3%	55%	55%	55%	
LPI SS 1e	Number of people receiving intermediate care		1,579	1,300	1,774	1,580	1,580	1,580	
LPI SS 2	The number of adults under 65 with learning disabilities who the authority helps to live at home per 1000 adults under 65		3.7	4	3.8	4	4	4	
LPI SS 3	The number of adults under 65 with mental health problems whom the authority helps to live at home per 1000 adults under 65		9.8	4.3			10	10	
LPI SS 4	Supported admission of adults (18-64) to residential nursing care - number of adults supported by local authority in residential care per 1000 adults under 65		1.1	0.93	1.6	1.1	1.1	1.1	
LPI SS 5	The number of adults under 65 with physical disabilities whom the authority helps to live at home per 1000 adults under 65		10	11	10	11	11	11	
LPI SS 9	Percentage of child protection registrations that are re-registrations		17.6%	15%			12%	12%	

Theme: **04 Community Safety**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV126	Domestic burglaries per 1,000 households	5.8	17.0	20.1		18.8	17.2		
BV127 a	Violent Crime per 1,000 Population	13.1	31.5	31.2		29.9			
BV127 b	Robberies per 1,000 Population	.3	.7	1.2		1.2	1.2		
BV128	Vehicle crimes per 1,000 population	7.0	10.0	13.0		12.2	11.4		
BV174	Racial Incidents Recorded			59.00			65.00	66.00	
BV175	Racial incidents resulting in further action	100.00%	100.00%	98.00%			100.00%	100.00%	
BV198	Drug Users in Treatment	78.3	60.9	18.0	N/A	19.6	19.6	19.6	
BV225	Actions Against Domestic Violence		63.6%	100.0%			100.0%	100.0%	
BV226 a	Advice & Guidance Services - total		£112591	£0	£105125	£101549	£104595	£107733	
BV226 b	Advice & Guidance Services - CLS Quality Mark		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
BV226 c	Advice & Guidance Services: direct provision								
LPI CS 15	Percentage of residents who feel safe outside after dark		64%	30%	59%	32%	34%	36%	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07		2007/08		Annual 2008/09	Annual 2009/10	Annual 2010/11
			Value	Target	Value	Target			
LPI CS 16	Young offenders - percentage re-offending (Amended 2006/07 - not comparable)		28.8%	49.59%	40%	37.62%	35.74%	33.95%	

Theme: **05 Environment and Housing**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV100	Temporary road closures	.1	.0	.0	.0	.0	.0	.0	.0
BV102 NI 177	Local bus and light rail passenger journeys originating in the authority area	24014677	5831393	5924790			5869350	5750370	5578820
BV106	New homes built on previously developed land	96.92%	51.94%	52.00%	64.44%	60.00%	60.00%	65.00%	
BV109 a NI 157a	Processing of planning applications: Major applications	80.65%	84.38%	65.00%	63.64%	70.00%	70.00%	70.00%	70.00%
BV109 b NI 157b	Processing of planning applications: Minor applications	83.38%	75.78%	75.00%	75.27%	75.00%	75.00%	75.00%	80.00%
BV109 c NI 157c	Processing of planning applications: Other applications	92.46%	87.67%	85.00%	83.81%	85.00%	87.00%	87.00%	90.00%
BV111	% of applicants satisfied with the Planning service received	80%	86%	80%	N/A				
BV165	Pedestrian crossings with facilities for disabled people	99.9%	92.1%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV166 a	Environmental Health Checklist	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV166 b	Trading Standards Checklist	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV183 b	Length of stay in temporary accommodation (Hostel)	.00	.00	.00	.00	.00	.00	.00	
BV187	Condition of surface footways	17%	19%	14%	25%	18%	17%	16%	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV199a	Local street and environmental cleanliness - Litter and Detritus	7.0%	13.5%	14.0%	8.8%	11.0%	10.0%	9.0%	
BV199b	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	1%	2%	3%	1%	2%	2%	2%	2%
BV199c	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	0%	0%	1%	0%	0%	0%	0%	0%
BV199d NI 196	Improved street and environmental cleanliness – fly tipping		4	1	4	3	2	2	
BV200a	Plan-making: Local Development Scheme submitted?		Yes	Yes	Yes	Yes	Yes	Yes	
BV200b	Plan-making: Milestones Met?		Yes	Yes	Yes	Yes	Yes	Yes	
BV202	Number of people sleeping rough	0	0	0			0	0	
BV204	Planning appeals allowed	25.6%	61.1%	33.0%	58.8%	33.0%	33.0%	33.0%	
BV205	Quality of Planning Service checklist	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV213	Preventing Homelessness - number of households where homelessness prevented	5	4	4	5	5	6	6	
BV215a	Rectification of Steet Lighting faults : non-DNO	3.07	1.49	1.60	1.01	1.60	1.60	1.60	
BV215b	Rectification of Steet Lighting faults : DNO	14.83	20.61	21.00	27.82	18.00	16.00	14.00	
BV216a	Identifying Contaminated Land		932	909	932	933	934	935	
BV216b	Information on contaminated land	10%	15%	14%	16%	15%	16%	16%	
BV217	Pollution Control Improvements Completed On-time	100%	100%	90%	100%	100%	100%	100%	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07 Value	2006/07 Target	2007/08 Value	2007/08 Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV218 a	Abandoned vehicles - % investigated within 24 hrs	98.55%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
BV218 b	Abandoned Vehicles - % removed within 24 hours of required time	97.87%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
BV219 b	Preserving the Special Character of Conservation Areas: Character Appraisals	43.63%	.00%	12.50%	12.50%	25.00%	37.50%	37.50%	
BV219 c	Preserving the Special Character of Conservation Areas: Management Proposals	23.20%	.00%	12.50%	.00%	25.00%	37.50%	37.50%	
BV223 NI 168	Principal roads where maintenance should be considered	6%	2%	12%	1%	2%	2%	2%	
BV224 a NI 169	Non-principal classified roads where maintenance should be considered	9%	10%	24%	4%	9%	10%	10%	
BV224 b	Condition of Unclassified Road	10%	24%	35%	13%	23%	24%	24%	
BV64	No of private sector vacant dwellings that are returned into occupation or demolished	95	64	70			100	50	
BV82a(i)	% of Household Waste Recycled	22.88%	17.22%	15.00%	19.49%	19.00%	20.00%	24.00%	
BV82a(ii)	Tonnes of Household Waste Recycled	16862.25	7276.06	5927.00	9288.86	8208.99	8900.27	9625.65	
BV82b(i)	% of Household Waste Composted	15.53%	10.40%	9.00%	12.63%	12.00%	13.00%	14.00%	
BV82b(ii)	Tonnes of household waste composted	10795.86	4396.41	3663.00	6016.58	5184.63	5785.18	6417.10	
BV82c(i)	Household Waste Management (energy recovery) - percentage	11.66%	62.36%	70.00%	56.73%	62.00%	61.00%	60.00%	
BV82c(ii)	Household Waste Management (energy recovery) - tonnes	25480.64	26357.39	28491.00	27031.46	26787.24	27145.85	27501.86	

		England Top Quartile	Hartlepool Outturns				Future Targets		
PI Code	Short Name	All England - TQ 2006/07	2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV82d(i)	Household Waste Management (landfill)	55.62%	8.04%	6.00%	11.06%	7.00%	6.00%	5.00%	
BV82d(ii)	Household Waste Management (landfill)	49145.76	3399.20	2442.00	5269.94	3024.36	2670.08	2291.82	
BV84a	Household waste collected per head, in kilos	395.0	469.6	452.0	529.4	480.1	494.5	509.3	
BV84b	Household Waste Collection (% change in kilograms per head)	-1.78%	7.63%	3.00%	12.74%	3.00%	3.00%	3.00%	
BV86	Cost of household waste collection	£42.04	£47.83	£38.48			£55.99	£57.67	
BV87	Municipal waste disposal costs	£40.44	£29.23	£40.45			£31.68	£32.62	
BV91a	Kerbside Collection of Recyclables (one recyclable)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV91b	Kerbside collection of recyclables (two recyclables)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV99a(i)	Road Accident Casualties: KSI all people	77	39	45	41	42	38	35	31
BV99a(ii)	Road Accident Casualties: KSI all people change	-14.0%	-20.4%	-7.3%	5.1%	-7.8%	-8.5%	-9.2%	-10.2%
BV99a(iii)	Road Accident Casualties: KSI all people change historic	-44.0%	-15.6%	-1.6%	-11.2%	-9.3%	-17.0%	-24.6%	-32.3%
BV99b(i)	Road Accident Casualties: KSI children	10	5	8	11	8	7	7	6
BV99b(ii)	Road Accident Casualties: KSI children change	-31.6%	-50%	-5.5%	120%	-6%	-6.2%	-6.6%	7.3%
BV99b(iii)	Road Accident Casualties: KSI children change historic	-60.6%	-57.6%	-29.2%	-6.77%	-33.4%	-37.5%	-41.7%	-45.9%
BV99c(i)	Road Accident Casualties: Slight injuries	654	298	305	273	300	295	290	285
BV99c(ii)	Road Accident Casualties: Slight injuries change	-10%	-2%	0.3%	-8.39%	-1.6%	-1.7%	-2%	-1.7%

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
ii) BV99c(iii)	Road Accident Casualties: Slight injuries change historic	-24.8%	-23.1%	-21.3%	-29.56%	-22.6%	-23.9%	-25.2%	26.5%
HSSA A1 + A6	The number of private houses empty for over 6 months as a percentage of the total private stock		4.82%				1.45%	1.34%	
LPI NS 10	Number of long term empty private houses		538	500			480	450	
LPI NS 11	Average Standard Assessment Procedure (SAP) rating in private housing sector		57.6	57.5			59.5	60.5	
LPI NS 13	Number of "fuel poor" households assisted with top-up grants to thermally insulate their homes		509	500			650	500	
LPI NS 14	Number of passenger journeys at Hartlepool Rail Station per annum		375,728	344,820	394,449	338,315	346,990	355,664	
LPI NS 15	Number of passenger journeys at Seaton Carew Station per annum		22,265	14,000	26,891	15,578	15,977	16,377	
LPI NS 3	Percentage of street lights not working as planned		0.95%	0.95%	0.66%	1.2%	0.85%	0.85%	
LPI NS 9	Number of dwellings cleared for regeneration		58	250			49	72	

Theme: **06 Culture and Leisure**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV170 a	Visits to and Use of museums & galleries - All Visits	1066	2429	2305	2500	2450	2551	2662	2884
BV170 b	Visits to and use of Museums & galleries - Visits in Person	620	1779	1765	1618	1720	1664	1775	1996
BV170 c	Visits to and Use of Museums - School Groups	8866	9701	7200	12155	9800	12500	13000	15000
BV178	Footpaths and Rights of way - Easy to use by public	90.7%	96.9%	95.0%	78.2%	96.0%	85.0%	87.0%	90.0%
BV220	Compliance Against the Public Library Service Standards (PLSS)		4	4	4	4	4	4	4
LPI ACS 6	Number of physical visits per 1000 population to public libraries		7,139	6,800	6,561	6,800	6,900	7,000	7,000
LPI CS 12a	Number of housebound people receiving a home visit from the home library service once every four weeks, for as long as they require the service		508	505	603	550	560	565	575
LPI CS 2a	Overall average attendance at Eldon Grove and Mill House Leisure Centre		372,046	362,500	430,111	362,500	365,000	370,000	385,000
LPI CS 2b	Proportion of overall attendance from nine Neighbourhood Renewal Fund Wards		47	55	51	56	57	58	58
LPI CS 2c	Number of concessionary members of Leisure Card Scheme attending the centres four times or more during the year		1,808	1,750	1,721	2,000	2,250	2,300	2,325
LPI CS 9	Number of local nature reserves			6	6	6	6		

Theme: **07 Strengthening Communities**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			2006/07 Value	2006/07 Target	2007/08 Value	2007/08 Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV156	Buildings Accessible to People with a Disability			28.00%	34.00%	38.00%	42.00%	46.00%	
LPI CS 13a	The number of voluntary/community groups supported by the Council		29	29	33	29	31	31	30
LPI CS 13b	The level (£) of grant aid provided by the Council to voluntary/community groups		£389,081.00	£443,762.53	£418,681.00	£437,762.00	£470,822.00	£484,946.00	£499,494.00

Theme: **08 Corporate Performance**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV10	Percentage of Non-domestic Rates Collected	99.30%	99.17%	99.20%	99.50%	99.30%	99.40%	99.50%	
BV11a	Top 5% of Earners: Women	43.56%	49.15%	50.44%	49.15%	49.30%	49.30%	49.30%	49.30%
BV11b	Top 5% of Earners: Ethnic Minorities	4.52%	1.16%	2.31%	1.16%	2.31%	2.31%	2.31%	
BV11c	Top 5% of Earners: with a disability	5.49%	8.04%	7.95%	8.04%	9.22%	9.22%	9.22%	
BV12	Working Days Lost Due to Sickness Absence	8.09	13.52	10.18	10.63	11.05	9.80	8.82	8.38
BV14	Percentage of Early Retirements	.18%	.69%	.40%	.43%	.69%	.69%	.69%	
BV15	Percentage of Ill-health Retirements	.00%	.13%	.19%	.21%	.13%	.13%	.13%	
BV16a	Percentage of Employees with a Disability	4.43%	5.25%	4.42%	5.03%	5.41%	5.25%	5.57%	5.73%
BV16b	Percentage of Economically Active People who have a Disability		22.14%	.00%	1.10%				
BV17a	Ethnic Minority representation in the workforce - employees	5.2%	.8%	.8%	.8%	.9%	.8%	.9%	1.0%
BV17b	Ethnic Minority representation in the workforce - local population		1.1%	.0%	22.1%				
BV2a	Equality Standard for Local Government			2	3	3	3	3	4
BV2b	Duty to Promote Race Equality	84%	89%	89%	89%	89%	89%	89%	
BV76b	Housing Benefits Security number of fraud investigators employed			.27	.28	.29	.34	.34	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006/07	2006/07 Value	Target	2007/08 Value	Target	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV76c	Housing Benefits Security number of fraud investigations			48.00	47.40	55.00	57.00	59.00	
BV76d	Housing Benefits Security number of prosecutions & sanctions			2.60	5.80	4.40	4.60	4.80	
BV78a	Speed of processing - new HB/CTB claims	24.4	26.2	29.0	24.9	28.0	27.0	26.0	
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	7.8	6.8	9.0	7.3	9.5	9.0	8.5	
BV79a	Accuracy of processing - HB/CTB claims	99.20%	99.40%	99.00%	100.00%	99.10%	99.20%	99.30%	
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80.60%	67.88%	70.00%	65.50%	65.00%	66.00%	67.00%	
BV79b(ii)	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	38.38%	53.42%	55.00%	44.40%	52.00%	51.00%	50.00%	
BV79b(iii)	Percentage of Recoverable Over payments Recovered (HB)		12.13%	21.00%	12.00%	15.00%	15.00%	15.00%	
BV8	% of invoices paid on time	96.98%	86.38%	95.00%	87.00%	92.50%	95.00%	97.50%	
BV9	% of Council Tax collected	98.48%	96.74%	96.00%	96.90%	96.40%	96.80%	97.00%	
CPA 1	CPA Use of Resources - Internal Control		3		3		3	3	
CPA 2	CPA Use of Resources - Overall Score		3		3	3	3	3	
CPA 3	CPA Overall Category		4	4	4	4	4	4	
CPA 4	CPA Direction of Travel Judgement								

Corporate Plan 2008/09 Part 2b - National Indicators



This section details all of the new National Indicators that the Government have introduced for collection in 2008/09 by both the Council and our Partners (Police, Primary Care Trust etc.). Where possible future targets have been set, and can be seen in the table that follows. However, it has not been possible to set targets for a large number of the Indicators because: -

- The indicators are not the responsibility of the Council. We have listed all of the indicators for information, including all the indicators that are the responsibility of our partners, or
- The indicators are new and we have no baseline data on which to accurately set targets. We will collect the information in 2008/09 and use this to set targets next year for 2009/10 and beyond.

PI Code	Short Name	Future Targets		
		Annual 2008/09	Annual 2009/10	Annual 2010/11
BV102 NI 177	Local bus and light rail passenger journeys originating in the authority area	5869350	5750370	5578820
BV109a NI 157a	Processing of planning applications: Major applications	70.00%	70.00%	70.00%
BV109b NI 157b	Processing of planning applications: Minor applications	75.00%	75.00%	80.00%
BV109c NI 157c	Processing of planning applications: Other applications	87.00%	87.00%	90.00%
BV162 NI 67	Percentage of child protection cases which were reviewed within required timescales	100%	100%	
BV181c NI 83	Achievement at Level 5 or above in Science at Key Stage 3	77.0%	80.0%	83.0%
BV195 NI 132	Timeliness of social care assessment (all adults)	90.0%	92.0%	93.0%
BV196 NI 133	Timeliness of social care packages following assessment	85.0%	86.0%	87.0%
BV197 NI 112	Under 18 conception rate	-25.0%	-35.0%	-45.0%
BV199d NI 196	Improved street and environmental cleanliness – fly tipping	2	2	
BV223 NI 168	Principal roads where maintenance should be considered	2%	2%	

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
BV224a NI 169	Non-principal classified roads where maintenance should be considered	10%	10%	
BV49 NI 62	Stability of placements of looked after children: number of moves	10.0%	10.0%	
NI 1	% of people who believe people from different backgrounds get on well together in their local area	61%		62%
NI 10	Visits to museums and galleries	29.0%		31.0%
NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2	30.0%	43.0%	25.0%
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	11.0%	18.0%	25.0%
NI 102	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4			
NI 103	Special Educational Needs – statements issued within 26 weeks			
NI 104	The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold			
NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths			
NI 106	Young people from low income backgrounds progressing to higher education			
NI 107	Key Stage 2 attainment for Black and minority ethnic groups			
NI 108	Key Stage 4 attainment for Black and minority ethnic groups			
NI 109	Delivery of Sure Start Children's Centres			
NI 11	Engagement in the Arts			
NI 110	Young people's participation in positive activities			

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
NI 111	First time entrants to the Youth Justice System aged 10-17			
NI 113	Prevalence of Chlamydia in under 25 year olds			
NI 114	Rate of permanent exclusions from school			
NI 115	Substance misuse by young people			
NI 116	Proportion of children in poverty	25.6%	23.6%	19.7%
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	8.4%	8.0%	7.6%
NI 118	Take up of formal childcare by low-income working families			
NI 119	Self-reported measure of people's overall health and wellbeing			
NI 12	Refused and deferred Houses in Multiple Occupation (HMOs) licence applications leading to immigration enforcement activity.			
NI 120a	All-age all cause mortality rate - Males	801.00	767.00	735.00
NI 120b	All-age all cause mortality rate - Females	579.00	558.00	539.00
NI 121	Mortality rate from all circulatory diseases at ages under 75	100.00	91.00	87.20
NI 122	Mortality rate from all cancers at ages under 75			
NI 123	Stopping smoking	1769	1769	1769
NI 124	People with a long-term condition supported to be independent and in control of their condition			
NI 125	Achieving independence for older people through rehabilitation/intermediate care			
NI 126	Early Access for Women to Maternity Services			
NI 127	Self reported experience of social care users			

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
NI 128	User reported measure of respect and dignity in their treatment			
NI 129	End of life care – access to appropriate care enabling people to be able to choose to die at home			
NI 13	Migrants' English language skills and knowledge			
NI 130	Social care clients receiving Self Directed Support per 100,000 population	1544.0	2317.0	3089.0
NI 131	Delayed transfers of care			
NI 134	The number of emergency bed days per head of weighted population			
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	19.0%	20.0%	21.0%
NI 136	People supported to live independently through social services (all adults)	3231.00	3231.00	
NI 137	Healthy life expectancy at age 65			
NI 138	Satisfaction of people over 65 with both home and neighbourhood			
NI 139	The extent to which older people receive the support they need to live independently at home			
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer			
NI 140	Fair treatment by local services			
NI 141	Percentage of vulnerable people achieving independent living	72.00%	73.00%	75.00%
NI 142	Percentage of vulnerable people who are supported to maintain independent living	99.15%	99.15%	99.15%
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence			
NI 144	Offenders under probation supervision in employment at the end of their order or licence			

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
NI 145	Adults with learning disabilities in settled accommodation			
NI 146	Adults with learning disabilities in employment			
NI 147	Care leavers in suitable accommodation			
NI 148	Care leavers in education, employment or training			
NI 149	Adults receiving secondary mental health services in settled accommodation			
NI 15	Serious violent crime rate			
NI 150	Adults receiving secondary mental health services in employment			
NI 151	Overall Employment rate (working-age)	66.8%	67.8%	68.8%
NI 152	Working age people on out of work benefits	20.7%	19.7%	18.7%
NI 153	Working age people claiming out of work benefits in the worst performing	31.0%	28.0%	26.0%
NI 154	Net additional homes provided	100	100	100
NI 155	Number of affordable homes delivered (gross)	20	60	80
NI 156	Number of households living in temporary accommodation	1	1	1
NI 157d	Processing of planning applications: County matter applications			
NI 159	Supply of ready to develop housing sites	270.0%	270.0%	270.0%
NI 16	Serious acquisitive crime rate			
NI 161	Number of Level 1 qualifications in literacy (including ESOL) achieved			
NI 162	Number of Entry Level qualifications in numeracy achieved			
NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level	67.1%	67.2%	67.3%

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
	2 or higher			
NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher	44.2%	44.4%	44.6%
NI 165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher			
NI 166	Median earnings of employees in the area	£460.00	£480.00	£499.00
NI 167	Congestion – average journey time per mile during the morning peak			
NI 17	Perceptions of anti-social behaviour	30%	29%	28%
NI 170	Previously developed land that has been vacant or derelict for more than 5 years			
NI 171	New business registration rate			
NI 172	Percentage of small businesses in an area showing employment growth			
NI 173	Flows on to incapacity benefits from employment			
NI 174	Skills gaps in the current workforce reported by employers			
NI 175	Access to services and facilities by public transport, walking and cycling	50.0%	50.0%	55.0%
NI 176	Working age people with access to employment by public transport (and other specified modes)			
NI 178(i)	Bus services running on time: Percentage of nonfrequent services on time.	86%	87%	88%
NI 178(ii)	Bus services running on time: Excess waiting time of frequent services (number of minutes).	1.25	1.25	1.25
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year			
NI 18	Adult re-offending rates for those under probation supervision			
NI 180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.			

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events			
NI 182	Satisfaction of business with local authority regulation services			
NI 183	Impact of local authority trading standards services on the fair trading environment			
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	93	94	95
NI 185	CO2 reduction from local authority operations			
NI 186	Per capita reduction in CO2 emissions in the LA area			11.2
NI 187(i)	Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (i) Low energy efficiency			
NI 187(ii)	Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (ii) High energy efficiency			
NI 188	Planning to Adapt to Climate Change	1	2	3
NI 189	Flood and coastal erosion risk management			
NI 19	Rate of proven re-offending by young offenders			
NI 190	Achievement in meeting standards for the control system for animal health.			
NI 191	Residual household waste per household	720	718	715
NI 192	Percentage of household waste sent for reuse, recycling and composting	35.00%	39.00%	42.00%
NI 193	Percentage of municipal waste land filled	8.00%	7.00%	6.00%
NI 194	Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations			
NI 195a	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	14%	14%	13%
NI 195b	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	8%	8%	8%

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
NI 195c	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	2%	2%	2%
NI 195d	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	0%	0%	0%
NI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented			
NI 198a(i)	Children travelling to school – mode of transport usually used - 5-10 years - cars (including vans and taxis, even if a taxi is carrying more than one child)	35.6%	34.8%	34.0%
NI 2	% of people who feel that they belong to their neighbourhood			
NI 20	Assault with injury crime rate			
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police			
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area			
NI 23	Perceptions that people in the area treat one another with respect and consideration			
NI 24	Satisfaction with the way the police and local council dealt with anti-social behaviour			
NI 25	Satisfaction of different groups with the way the police and local council dealt with antisocial behaviour			
NI 26	Specialist support to victims of a serious sexual offence			
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police			
NI 28	Serious knife crime rate			
NI 29	Gun crime rate			

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
NI 3	Civic participation in the local area			
NI 30	Reoffending rate of prolific and other priority offenders			
NI 32	Repeat incidents of domestic violence			
NI 33(a)	Arson incidents a) Primary fires			
NI 33(b)	Arson incidents b) Secondary fires			
NI 34	Domestic violence – murder			
NI 35	Building resilience to violent extremism			
NI 36	Protection against terrorist attack			
NI 37	Awareness of civil protection arrangements in the local area			
NI 38	Drug related (Class A) offending rate			
NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm			
NI 40	Number of drug users recorded as being in effective treatment	690	725	770
NI 41	Perceptions of drunk or rowdy behaviour as a problem			
NI 42	Perceptions of drug use or drug dealing as a problem			
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody			
NI 44	Ethnic composition of offenders on Youth Justice System disposals			

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
NI 45	Young offenders' engagement in suitable education, training and employment			
NI 46	Young Offenders' access to suitable accommodation			
NI 47	People killed or seriously injured in road traffic accidents	38.4%	34.8%	31.3%
NI 48	Children killed or seriously injured in road traffic accidents	7.4%	6.9%	6.4%
NI 49(i)	Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks): 1. Total number of primary fires per 100,000 population			
NI 49(ii)	Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks): 2. Total number of fatalities due to primary fires per 100,000 population;			
NI 49(iii)	Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks): 3. Total number of non-fatal casualties (excluding precautionary checks) per 100,000 population.			
NI 5	Overall/general satisfaction with local area	84%		85%
NI 50	Emotional health of children			
NI 51	Effectiveness of child and adolescent mental health (CAMHS) services			
NI 52	Take up of school lunches			
NI 53	Prevalence of breast-feeding at 6-8 wks from birth			
NI 54	Services for disabled children			
NI 55(i)	Obesity in primary school age children in Reception: Line 1			
NI 55(ii)	Obesity in primary school age children in Reception: Line 2			
NI 55(iii)	Obesity in primary school age children in Reception: Line 3			

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
NI 55(iv)	Obesity in primary school age children in Reception: Line 4			
NI 55(v)	Obesity in primary school age children in Reception: Line 5			
NI 56(ix)	Obesity in primary school age children in Year 6: Line 9			
NI 56(vi)	Obesity in primary school age children in Year 6: Line 6			
NI 56(vii)	Obesity in primary school age children in Year 6: Line 7			
NI 56(viii)	Obesity in primary school age children in Year 6: Line 8			
NI 56(x)	Obesity in primary school age children in Year 6: Line 10			
NI 57	Children and young people's participation in high-quality PE and sport			
NI 58	Emotional and behavioural health of looked after children			
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral			
NI 6	Participation in regular volunteering			
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement			
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption			
NI 68	Percentage of referrals to children's social care going on to initial assessment			
NI 69	Children who have experienced bullying			

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
NI 7	Environment for a thriving third sector			
NI 70	Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people			
NI 71	Children who have run away from home/care			
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	45.7%	44.9%	45.8%
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	78.0%	82.0%	84.0%
NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3	75.0%	77.0%	77.0%
NI 75	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	44.0%	52.0%	49.0%
NI 76	Reduction in number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2			
NI 77	Reduction in number of schools where fewer than 50% of pupils achieve level 5 or above in both English and Maths at KS3			
NI 78	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*- C grades at GCSE and equivalent including GCSEs in English and Maths			
NI 79	Achievement of a Level 2 qualification by the age of 19			
NI 8	Adult participation in sport and active recreation	21.1%	22.1%	23.1%
NI 80	Achievement of a Level 3 qualification by the age of 19			
NI 81	Inequality gap in the achievement of a Level 3 qualification by the age of 19			
NI 82	Inequality gap in the achievement of a Level 2 qualification by the age of 19			
NI 84	Achievement of 2 or more A*- C grades in Science GCSEs or equivalent			
NI 85	Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths)			

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
NI 86	Secondary schools judged as having good or outstanding standards of behaviour			
NI 87	Secondary school persistent absence rate	5.8%	5.6%	5.5%
NI 88	Percentage of schools providing access to extended services			
NI 89	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category			
NI 9	Use of public libraries	52.0%		54.0%
NI 90	Take up of 14-19 Learning Diplomas			
NI 91	Participation of 17 year-olds in education or training			
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	39.3%	39.1%	36.7%
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	95.0%	97.0%	97.0%
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	93.4%	97.0%	97.0%
NI 95	Progression by 2 levels in English between Key Stage 2 and Key Stage 3	28.0%	33.0%	35.0%
NI 96	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	61.0%	65.0%	68.0%
NI 97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4	62.5%	65.2%	75.8%
NI 98	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	24.7%	31.7%	27.5%
NI 99	Looked after children reaching level 4 in English at Key Stage 2	20.0%	43.0%	25.0%
PAF-CF/A3 NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	15.0%	13.0%	11.0%
PAF-CF/C21 NI 64	Child Protection Plans lasting 2 years or more			
PAF-CF/C68 NI 66	Looked after children cases which were reviewed within required timescales			
PAF-CF/D78 NI 63	Stability of placements of looked after children: length of placement			

		Future Targets		
PI Code	Short Name	Annual 2008/09	Annual 2009/10	Annual 2010/11
QoL23 NI 4	% of people who feel they can influence decisions in their locality	29%		30%

SCRUTINY CO-ORDINATING COMMITTEE

30 MAY 2008



Report of: Assistant Chief Executive

Subject: AUDIT COMMISSION REPORT- ANNUAL
AUDIT AND INSPECTION LETTER.

1. PURPOSE OF REPORT

- 1.1 To inform Members of the Scrutiny Co-ordinating Committee that arrangements have been made for a representative from the Audit Commission to be in attendance at this meeting, to present the results of the Audit Commissions Annual Audit and Inspection Letter.

2. BACKGROUND

- 2.1 The Audit Commission present the Annual Audit and Inspection Letter to provide an overall summary of their assessment of the Council. It draws on the findings and conclusions from the audit of the Council and from the Corporate Assessment and inspections that have been undertaken in the last year and from a wider analysis of the Council's performance and its improvement over the last year, as measured through the Comprehensive Performance Assessment (CPA) framework.

3. FINDINGS OF THE AUDIT COMMISSION

- 3.1 Attached, as Appendix 1, is the Audit Commission Annual Audit and Inspection Letter. The main messages for the Council included in this report are:
- The Council has maintained its 4 star status and is improving strongly. It also received unqualified opinions on its accounts and on its value for money arrangements and improvements have been made in priority areas.
 - The Council works well with its partners to deliver good services and an improving quality of life to the people of Hartlepool.
- 3.2 It is also noted that the Council needs to ensure that financial plans are clear and action is targeted on priority areas.

4. RECOMMENDATION

- 4.1 That the Scrutiny Co-ordinating Committee note the report of the Audit Commission.

Annual Audit and Inspection Letter

Hartlepool Borough Council

External audit is an essential element in the process of accountability for public money and makes an important contribution to the stewardship of public resources and the corporate governance of public services.

Audit in the public sector is underpinned by three fundamental principles:

- auditors are appointed independently from the bodies being audited;
- the scope of auditors' work is extended to cover not only the audit of financial statements but also value for money and the conduct of public business; and
- auditors may report aspects of their work widely to the public and other key stakeholders.

The duties and powers of auditors appointed by the Audit Commission are set out in the Audit Commission Act 1998 and the Local Government Act 1999 and the Commission's statutory Code of Audit Practice. Under the Code of Audit Practice, appointed auditors are also required to comply with the current professional standards issued by the independent Auditing Practices Board.

Appointed auditors act quite separately from the Commission and in meeting their statutory responsibilities are required to exercise their professional judgement independently of both the Commission and the audited body.

Status of our reports

This report provides an overall summary of the Audit Commission's assessment of the Council, drawing on audit, inspection and performance assessment work and is prepared by your Relationship Manager.

In this report, the Commission summarises findings and conclusions from the statutory audit, which have previously been reported to you by your appointed auditor. Appointed auditors act separately from the Commission and, in meeting their statutory responsibilities, are required to exercise their professional judgement independently of the Commission (and the audited body). The findings and conclusions therefore remain those of the appointed auditor and should be considered within the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission.

Reports prepared by appointed auditors are:

- prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission; and
- addressed to members or officers and prepared for the sole use of the audited body; no responsibility is taken by auditors to any member or officer in their individual capacity, or to any third party.

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Key messages

- 1 The Council is improving strongly and remains a four-star council.
- 2 We gave an unqualified opinion on the Council's 2006/07 accounts.
- 3 Improvements have been made in priority areas, in particular housing and education. The Council has an above average number of performance indicators in the top quartile. Some areas remain relatively poor performers, such as the number of young people not in education, training or employment.
- 4 The Council provides value for money. There is scope to improve this further by extending good procurement practice to whole services, and improving capital planning.
- 5 Strong partnership working has helped to improve both services and the environment for local people.
- 6 The Council has significant levels of reserves to support future expenditure, but needs to ensure that financial plans are clear and demonstrate the need for such reserves.

Action needed by the Council

- 7 Target action on priority areas which are failing to improve sufficiently.
- 8 Ensure financial strategies, including capital, are made clearer for the benefit of stakeholders.

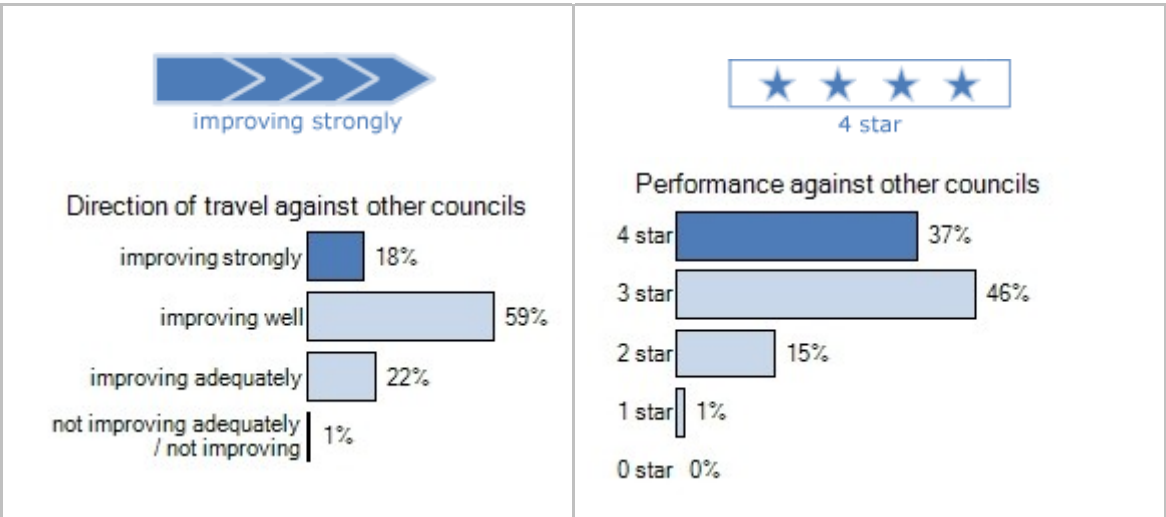
Purpose, responsibilities and scope

- 9** This report provides an overall summary of the Audit Commission's assessment of the Council. It draws on the most recent Comprehensive Performance Assessment (CPA), the findings and conclusions from the audit of the Council for 2006/07 and from any inspections undertaken since the last Annual Audit and Inspection Letter. (It also includes the results of the most recent corporate assessment.)
- 10** We have addressed this letter to members as it is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business and that it safeguards and properly accounts for public money. We have made recommendations to assist the Council in meeting its responsibilities.
- 11** This letter also communicates the significant issues to key external stakeholders, including members of the public. We will publish this letter on the Audit Commission website at www.audit-commission.gov.uk. In addition, the Council is planning to publish it on its website.
- 12** As your appointed auditor I am responsible for planning and carrying out an audit that meets the requirements of the Audit Commission's Code of Audit Practice (the Code). Under the Code, I review and report on:
 - the Council's accounts;
 - whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources (value for money conclusion); and
 - whether the Council's best value performance plan has been prepared and published in line with legislation and statutory guidance.
- 13** This letter includes the latest assessment on the Council's performance under the CPA framework, including our Direction of Travel report and the results of any inspections carried out by the Audit Commission under section 10 of the Local Government Act 1999. It summarises the key issues arising from the CPA and any such inspections. Inspection reports are issued in accordance with the Audit Commission's duty under section 13 of the 1999 Act.
- 14** We have listed the reports issued to the Council relating to 2006/07 audit and inspection work at the end of this letter.

How is Hartlepool Borough Council performing?

- 15 The Audit Commission’s overall judgement is that Hartlepool Borough Council is improving strongly and we have classified Hartlepool Borough Council as four-star in its current level of performance under the Comprehensive Performance Assessment. These assessments have been completed in all single tier and county councils with the following results.
- 16 Performance is improving in all priority areas, with an above average number of performance indicators within the top quartile. Employment is increasing and more hard-to-reach groups are engaged in work and decision making. Housing has improved significantly, with land made available for Housing Market Renewal and the provision of private and social housing to meet identified needs. There have been improvements in all education key stages which have caught up to or exceeded the national average. Strong partnership working is helping to improve the health and social care of local people along with environmental quality. Crime and the fear of crime are reducing.
- 17 The Council is improving value for money and high cost services reflect investment to improve priorities. Efficiency targets are being met. There are clear links between corporate, service and financial planning. Capacity to deliver plans is good, through the development of both in-house and partnership arrangements. The Council has identified areas for further organisational development and is tackling areas such as high numbers of young people not in education, employment or training.

Figure 1 Overall performance for this council



Source: Audit Commission

- 18 The detailed assessment for Hartlepool Council is as follows.

Our overall assessment – the CPA scorecard

Table 1 CPA scorecard

Element	Assessment
Direction of Travel judgement	Improving strongly
Overall	4 star
Corporate assessment/capacity to improve	4 out of 4
Current performance	
Children and young people*	3 out of 4
Social care (adults)*	3 out of 4
Use of resources*	3 out of 4
Housing	3 out of 4
Environment	3 out of 4
Culture	3 out of 4
Benefits	4 out of 4

(Note: * these aspects have a greater influence on the overall CPA score)
(1 = lowest, 4 = highest)

The improvement since last year – our Direction of Travel report

- 19 Hartlepool Council has continued to make strong improvements to service outcomes during 2006/07. It has further improved its comparative position, where 46 per cent of PIs are above the best quartile breakpoint compared to the average for all single tier authorities of 29 per cent. This has been achieved during 2006/07 by improvements to 62 per cent of PIs which is within the average range for single tier authorities but is indicative of very strong improvement given the proportion of PIs already in the top quartile.

- 20 The Council has established its own set of Key Performance Indicators (KPIs) to monitor performance in implementing the Community Strategy aims. Over 72 per cent of these KPIs improved in 2006/07. Almost 50 per cent have improved in each of the last two years, demonstrating a strong track record of improvement in all areas. External benchmarking shows Hartlepool to be the most improved unitary Council in 2006/07. The improvement in performance has been matched by improved satisfaction levels in most service areas when compared with satisfaction in 2003/04. In 2006/07 54 per cent of service satisfaction measures were in the top quartile. However, during the same period satisfaction with the Council overall reduced as with all councils nationally.
- 21 Improvements have been made in each of the Council's seven priority areas.
- 22 Its work with local businesses for jobs and the economy have helped to increase the number of new business start-ups, provide more training for local people and help more people into employment. More hard-to-reach groups have been targeted including drug users, long term unemployed, young people, carers and disabled people. The gap between the local and national employment rates has narrowed.
- 23 The programme for its Lifelong Learning and Skills priority targeted children and young people as well as adult groups. This was recognised by JAR report, published in March 2007, as improving academic standards, increasing attendance and reducing permanent exclusions. There have been further improvements in all education key stages which have caught up to or exceeded the national average. Children's services, the education service and social care services for children have all been given a 'good' rating. Health services for children are considered to be adequate. The Council maintains its score of 3 for Children and Young people services.
- 24 During 2006/07 the Council worked effectively with its partners to improve the Health and Care of local adults. Improvements include increasing intermediate care and extending home care provision of Telecare. Smoking has reduced by 9 per cent. Improved independence for older people and other adults is reflected in top scores in the national performance assessment framework (PAF) indicators. Life expectancy is rising for men and women but not as quickly as the rest of the country. Improvements in the health of children include introducing the new food trust standards and helping children feel safer in school and in their local area. The Council also provides good support for children with learning difficulties and/or disabilities.
- 25 The Council is working effectively with its partners to improve Community Safety. Less people think that anti-social behaviour activities are a problem and there has been a significant reduction in crime overall during 2006/07.
- 26 The Council is continuing to improve its environment and housing services for local people by improving waste, recycling and cleansing performance. It has also made land available for the Housing Market Renewal Programme and facilitated the provision of private and social housing in accordance with local housing needs.

- 27** Culture and Leisure services are contributing to the social regeneration of the area including the health and well-being of local people, tourism and lifelong learning within the Borough and investments include improved sport facilities. The 2006 Maritime Festival was successful in attracting 60,000 people and which contributed to the build up and planning for the 2010 Tall Ships event.
- 28** The Council is improving access and the quality of its services to all citizens including hard to reach groups. Significant progress has been made with the 'Strengthening Communities' priority, including the delivery of environmental services at a neighbourhood level. It has encouraged minority groups including young people and BME representatives to be involved in decision making including through the LSP. Improved information has contributed to increased satisfaction with the local area as a place to live.
- 29** The Council is improving value for money. Although the revenue spend per head is 22 per cent higher than the unitary authority average reflecting the needs in an area ranked 14th most deprived in the country, cost per user in some service areas such as education attainment is relatively low. Increases in education spending below similar councils but levels of improvement are relatively high. High costs in social services reflect an emphasis towards care in the home which is consistent with national and Council priorities; and performance is generally above average. High performance is reflected in high levels of satisfaction in most service areas. The Council is meeting its efficiency target of £2.2 million per annum and the Corporate Assessment report published in March 2007 concluded that 'The Council provides good value for money'.
- 30** The Community Strategy sets out the overall aims and ambitions that are shared by the Council with other members of the Hartlepool Partnership. The Corporate Plan sets out plans for improvement over the coming three years; it is aligned with the Community Strategy and is agreed by cabinet and Council after detailed consideration and review by Scrutiny. Robust plans for improvement are well established as part of the Council's corporate and service planning processes which are strong. Financial planning is informed by Council priorities and departmental service plans include the improvement priorities identified in the Corporate Plan. Ongoing review of the plans at corporate and service levels ensures that they remain robust by responding to change including the need to review performance.
- 31** There is good implementation of improvement plans. Eighty per cent of the 2006/07 Corporate Plan actions were completed and a further 9 per cent were on target to meet deadline dates. Those not completed were rescheduled after discussion with Cabinet or Portfolio holders. The Corporate Assessment recognised that the Council is performing well in this area. In 2007 the Council maintained its 'excellent' score for BFI services. It maintained a score of 4 for each of claims administration, security, resource management and improved its score for user focus from two to three.

- 32 There is strong capacity for the Council to deliver its plans through the development of both in-house and partnership arrangements. Organisational development priorities and plans are set out in the Corporate Plan and will continue to be delivered through the 'Way Forward' change programme. Key strategies and plans - including the Efficiency Strategy, ICT Strategy, People and Member Development Strategies, Workforce Development Plan, Procurement Strategy and diversity schemes - have been developed to provide guidance for further improvement. The application of these arrangements has helped to deliver improvements and there is a realistic programme to further improve value for money and service delivery performance.
- 33 There are no significant weaknesses in arrangements for securing continuous improvement. The Council has identified areas for further organisational development and has established work programmes for them to be addressed, such as taking further steps to address absence and increasing investment to enhance capacity to drive further improvement. It has also identified areas for further action to improve service performance such as addressing problems in relation to NEETS and high rates of teenage pregnancy.

Other regulators

- 34 An important aspect of the role of the Relationship Manager is to work with other inspectorates and regulators who also review and report on the Council's performance. Relationship Managers share information and seek to provide 'joined up' regulation to the Council. During the last year the Council has received the following assessments from other inspectorates.
- 35 The Ofsted Annual Performance Assessment concluded that:
- *'Hartlepool Borough Council consistently delivers above minimum standards. The council has responded positively to the recommendations raised in the joint area review report and has made good progress since that time. Its services for children and young people are well coordinated and managed.'*
 - *There is a clear focus upon, and a commitment to, improving the lives and life opportunities of children and young people across Hartlepool.*
 - *The council capitalises on the advantages of the small size of the authority and adopts appropriate strategies to meet the challenges this brings.*
 - *Outcomes are improving and are generally better than those achieved in similar areas. Children and young people's views are sought and increasingly used to influence decisions. Their needs are rigorously assessed and services personalised so that each individual can be healthy, be safe, enjoy and achieve, make a positive contribution and achieve economic well-being.*

- *The local authority knows its strengths and has a clear appreciation of what it needs to do to improve further. A number of significant factors demonstrate the council's good capacity to improve: the quality of senior leadership and management, very strong partnership working and the overall trend in improvements which have led to the good progress made since the joint area review.'*

36 The Commission for Social Care Inspection (CSCI) in its annual letter gave the following ratings.

Table 2

Areas for judgement	Grade awarded
Delivering Outcomes	Good
Improved health and emotional well-being	Good
Improved quality of life	Good
Making a positive contribution	Good
Increased choice and control	Good
Freedom from discrimination or harassment	Good
Economic well-being	Excellent
Maintaining personal dignity and respect	Good
Capacity to Improve (combined judgement)	Promising
Leadership	
Commissioning and use of resources	
Star rating	2 stars

37 The Benefits Fraud Inspectorate concluded that:

- *'In 2006 we reported that the council met 10 of the 12 performance measures. The council's most recent self-assessment showed that it achieved a rating of excellent against 10 of the 13 performance measures scored by the Department. In 2006 the council met 64 of the 65 enablers, this year the council again met 64. As a result of improved appeals performance the overall User focus score had increased from meeting minimum requirements in 2006 to Good in 2007. The council told us that it had an established comprehensive performance management framework that ensured performance was regularly reviewed and problems were addressed quickly. Managing performance in this way had enabled the council to achieve an excellent performance overall.'*

Other performance work

Arson

- 38 The Commission published a report which indicated that partnership working across Teesside to tackle arson and deliberate fires is effective and has improved considerably over the last two or three years. The main agencies involved in this work are the fire authority, police and the four local councils and partners are all committed to working together. They share information and coordinate their actions well.
- 39 The key messages from the report are as follows.
- With the fire authority taking the lead, the partners have made a real impact, achieving significant improvements in reducing the level of arson and deliberate fire setting.
 - The commitment of the partners to work together to tackle arson is clear and unambiguous.
 - Strategic planning arrangements are generally robust.
 - Partnership working in practice is effective. There is good sharing of information and good communications. Action and resource deployment is based on detailed intelligence.
 - Performance management is based on high quality performance information.
 - There is room for further improvement, for example, in some elements of shared planning and in the clarity with which different roles and responsibilities are set out.

Health inequalities

- 40 Partnership working is helping to improve the North East's health outcomes but more needs to be done to close the gap between the North East and the rest of England. Life expectancy is lower, rates for sickness and disability are twice the national average, and smoking mortality rates are among the highest in England. There is also a high prevalence of obesity, increasing sexual health infection rates and serious alcohol and substance misuse issues.
- 41 Tackling health inequalities is a high priority for the Government, which has been increasingly encouraging health trusts to work in partnership with local public bodies and the voluntary sector to improve health and reduce inequalities through a number of initiatives, targets and legislation. The factors causing health inequalities are complex and can best be addressed through agencies working together.

- 42** The Audit Commission, Deloitte and PricewaterhouseCoopers have reviewed how organisations across the North East are working together to address health inequalities, culminating in a workshop in October 2007 for 200 representatives from the NHS, local government and the many voluntary sector agencies involved in tackling health inequalities, where we identified seven key challenges.
- Challenge 1: Develop arrangements to evaluate projects and ensure continued funding of those that deliver tangible outcomes, and to embed this learning in project planning and performance management systems.
 - Challenge 2: Gather intelligence on where gaps in services exist and a profile of those accessing services. Target services at those areas and individuals where there is unmet need and develop strategies to target hard to reach groups.
 - Challenge 3: Ensure local area agreements contain a breadth of targets to reduce health inequalities, across all sectors and ensure health and wellbeing strategies are translated into local delivery plans that contain sufficient detail and local targets to monitor progress.
 - Challenge 4: Spread awareness of priorities and services on offer and provide networking opportunities and information sharing systems to improve the links between service planners and service providers. Cascade messages and targets to frontline workers such as teachers, health professionals and social workers.
 - Challenge 5: Use the Regional Health and Wellbeing Strategy to provide direction for the North East and link national, regional and local policies. Develop networking opportunities and support to share good practice to achieve the aim of transforming the North East into the healthiest region in the country within a generation.
 - Challenge 6: Give community and voluntary sector organisations increased certainty over funding with agreed delivery targets and simplify commissioning arrangements to make it easier for them to bid for the provision of services.
 - Challenge 7: systematically seek community views to influence how and where services are provided.
- 43** A report summarising the work to date was distributed widely to inform future development and improvement. We will be building on this work in the coming year, focussing in on specific areas, identifying good practice and helping to identify and overcome barriers to improving health outcomes in the North East.

Data quality

- 44** Our second report on the Council's data quality arrangements concluded that they remain adequate, and actions agreed last year had been implemented. Our spot check of a small sample of performance indicators confirmed that all had been correctly calculated except that the number of private sector homes vacant for over six months was understated. The indicator was amended, and action taken to ensure the error does not reoccur.

The audit of the accounts and value for money

- 45 As your appointed auditor, I have reported separately to the General Purposes Committee on the issues arising from our 2006/07 audit and have issued:
- my audit report, providing an unqualified opinion on your accounts [or otherwise] and a conclusion on your vfm arrangements to say that these arrangements are adequate on 28 September; and
 - my report on the Best Value Performance Plan confirming that the Plan has been audited.

Use of Resources

- 46 The findings of the auditor are an important component of the CPA framework described above. In particular the Use of Resources score is derived from the assessments made by the auditor in the following areas.
- Financial reporting (including the preparation of the accounts of the Council and the way these are presented to the public).
 - Financial management (including how the financial management is integrated with strategy to support council priorities).
 - Financial standing (including the strength of the Council's financial position).
 - Internal control (including how effectively the Council maintains proper stewardship and control of its finances).
 - Value for money (including an assessment of how well the Council balances the costs and quality of its services).
- 47 For the purposes of the CPA we have assessed the Council's arrangements for use of resources in these five areas as follows.

Table 3

Element	Assessment
Financial reporting	3 out of 4
Financial management	2 out of 4
Financial standing	3 out of 4
Internal control	3 out of 4
Value for money	3 out of 4
Overall assessment of the Audit Commission	3 out of 4

(Note: 1 = lowest, 4 = highest)

The key issues arising from the audit

- 48** The Council's accounts were published to statutory deadlines, having been subject to member scrutiny and are accessible on the website. An annual report is not published, although summary financial information is reported in Hartbeat.
- 49** The Council continues to have significant levels of revenue reserves, increasing to £32 million (£31 million at the end of the previous financial year). Earmarked funds, which are set aside for specific future spending, account for £14 million of the total. The balance of £19 million is available to support 2007/08 and later expenditure. The Council needs to ensure that financial plans clearly and transparently reflect the plans for reserves. We are working with the Council to review its medium term financial strategy.
- 50** The Council works well with partners, but has not yet fully developed risk management and governance arrangements to ensure they meet required standards.
- 51** The Council provides value for money overall. Further improvements could be made by extending good procurement practice to whole services which are above average costs, such as parks and cleansing, and improving project planning for capital projects.

Looking ahead

- 52 The public service inspectorates are currently developing a new performance assessment framework, the Comprehensive Area Assessment (CAA). CAA will provide the first holistic independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and local tax payers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them vulnerable. It will recognise the importance of effective local partnership working, the enhanced role of Sustainable Communities Strategies and Local Area Agreements and the importance of councils in leading and shaping the communities they serve.
- 53 CAA will result in reduced levels of inspection and better coordination of inspection activity. The key components of CAA will be a joint inspectorate annual area risk assessment and reporting performance on the new national indicator set, together with a joint inspectorate annual direction of travel assessment and an annual use of resources assessment. The auditors' use of resources judgements will therefore continue, but their scope will be widened to cover issues such as commissioning and the sustainable use of resources.
- 54 The first results of our work on CAA will be published in the autumn of 2009. This will include the performance data from 2008/09, the first year of the new Local Area Agreements.

Closing remarks

- 55 This letter has been discussed and agreed with the Assistant Chief Executive. A copy of the letter will be presented at the Cabinet, Scrutiny Co-ordinating Committee and Audit Committee in April and May 2008. Copies need to be provided all Council members.
- 56 Further detailed findings, conclusions and recommendations on the areas covered by audit and inspection work are included in the reports issued to the Council during the year.

Table 4 Reports issued

Report	Date of issue
Audit and inspection plan	April 2006
Interim audit memorandum	November 2007
Annual Governance Report	September 2007
Opinion on financial statements	September 2007
Value for money conclusion	September 2007
Final accounts memorandum	November 2007
Partnership working across Teesside - Tackling arson	July 2007
Data quality	November 2007
Annual audit and inspection letter	February 2008

- 57 The Council has taken a positive and constructive approach to audit and inspection work, and I wish to thank the Council's staff for their support and cooperation during the audit.

Availability of this letter

- 58 This letter will be published on the Audit Commission's website at www.audit-commission.gov.uk, and also on the Council's website.

Steve Nicklin
Relationship Manager and District Auditor
 March 2008

SCRUTINY CO-ORDINATING COMMITTEE

30 MAY 2008



Report of: Assistant Chief Executive

Subject: AUDIT COMMISSION REPORT-
HARTLEPOOL ETHICAL STANDARDS.

1. PURPOSE OF REPORT

- 1.1 To inform Members of the Scrutiny Co-ordinating Committee that arrangements have been made for a representative from the Audit Commission to be in attendance at this meeting, to present the results of the Hartlepool Ethical Standards Report.

2. BACKGROUND

- 2.1 The objective of the Audit Commission review was to assess whether Hartlepool Borough Council's arrangements for maintaining high standards of ethical behaviour are well understood by councillors and senior officers and are complied with.

3. FINDINGS OF THE AUDIT COMMISSION

- 3.1 Attached, as Appendix 1, is the Audit Commission report. The main messages for the Council included in this report are:
- Awareness of the ethical agenda by both councillors and officers of Hartlepool Borough Council is strong. Responses in general were much more positive than national average in most areas;
 - Leadership shown by councillors and senior management, including trust and communications, is generally positive with both the leader and Chief Executive perceived as being proactive and role models in terms of ethical behaviour;
 - Senior Officers were in general more positive across all areas of the survey with only minor awareness issues to be addressed;
 - Councillors and officers are generally positive about accountability, management of standards, team working and partnership working;
 - Councillors and officers are relatively positive about relationships, particularly when it comes to trusting each other;

- There is clarity among councillors regarding the Members' Code of Conduct, but not about when an interest should be entered in the Members' register;
- Councillors and officers are not positive about the role of the Standards Committee and its impact on the ethical agenda or that it adds value to the Council; and
- Councillors were negative about the levels of training they are receiving in some key national policy areas. More of a concern is the level of councillors and senior managers who expressed they didn't know whether they had received training in these areas.

3.2 A number of recommendations have been made by the Audit Commission all of which have been accepted and actions planned to ensure their implementation.

4. RECOMMENDATIONS

4.1 That the Scrutiny Co-ordinating Committee:

- i. note the report of the Audit Commission

Hartlepool Ethical Standards

Hartlepool Borough Council

Audit 2007-2008

External audit is an essential element in the process of accountability for public money and makes an important contribution to the stewardship of public resources and the corporate governance of public services.

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Summary report

Introduction and background

- 1 There is an increased emphasis on councillor standards and conduct in public life. The findings of the Committee on Standards in Public Life, the Local Government Act 2000 and the introduction of the Standards Board for England (SBE) are all factors in the current weighting given to the need for strong ethical governance in local councils. The Chief Executive of the Standards Board for England also reinforced this in his November 2006 letter to local authority chief executives where he stressed the roles of chief executives and leading councillors in influencing organisational culture and supporting the ethical environment.
- 2 High ethical standards are the cornerstone of good governance. They are an integral part of good corporate governance arrangements and can lead to increased confidence in local democracy.
- 3 Setting high ethical standards is an important building block for councils in developing their community leadership role and improving services to the community. Councils are also becoming involved in increasingly complex partnerships and a decline in high standards may adversely affect these arrangements.
- 4 Local authorities and individual councillors now face a number of risks, including:
 - referral to, and investigation by, the SBE for alleged breaches of the Code of Conduct, sometimes leading to the disqualification of councillors;
 - loss of confidence in individual councillors, councils and local democracy; and
 - poor decision-making.
- 5 Ethical governance is an area of great interest to the national and local press, particularly when things go wrong. When things go wrong and councillors are found guilty of a breach of the Code of Conduct there is a risk to the reputation of individuals and of the council. The consequent difficulties of having to implement widespread changes whilst under the spotlight cannot be overestimated.

Audit approach

- 6 The objective of this review was to assess whether Hartlepool Borough Council's (the Council's) arrangements for maintaining high standards of ethical behaviour are well understood by councillors and senior officers and are complied with.
- 7 We specifically looked at whether:
 - Councillors are complying with the Code of Conduct on Member behaviour; and
 - the Standards Committee is playing an appropriate and proactive role.

- 8 The audit consisted of an on-line survey of councillors and officers. The on-line survey is a national questionnaire, which has been completed by over 50 councils; The Commission has more than 4,000 responses to the survey in its database.
- 9 We issued the survey to all councillors and senior officers of the Council and it was completed between October and November 2007. Returns were received from 19 councillors (out of 48) and 16 officers (out of 24) giving an overall return rate of 48.6 per cent. Nationally this is considered a good return, which is statistically valid to draw appropriate conclusions.
- 10 This report covers our findings from the survey. No other audit work, such as interviews with councillors and officers was undertaken.

Main conclusions

- 11 Key points arising from the survey are:
 - awareness of the ethical agenda by both councillors and officers of Hartlepool Borough Council is strong. Responses in general were much more positive than national average in most areas;
 - leadership shown by councillors and senior management, including trust and communications, is generally positive with both the leader and Chief Executive perceived as being proactive and role models in terms of ethical behaviour;
 - Senior Officers were in general more positive across all areas of the survey with only minor awareness issues to be addressed;
 - Councillors and officers are generally positive about accountability, management of standards, team working and partnership working;
 - Councillors and officers are relatively positive about relationships, particularly when it comes to trusting each other
 - there is clarity among councillors regarding the Members' Code of Conduct, but not about when an interest should be entered in the Members' register;
 - Councillors and officers are not positive about the role of the Standards Committee and its impact on the ethical agenda or that it adds value to the Council; and
 - Councillors were negative about the levels of training they are receiving in some key national policy areas. More of a concern is the level of councillors and senior managers who expressed they didn't know whether they had received training in these areas
- 12 The detailed findings are set out below. The percentages quoted relate to the percentage of respondents to the survey, rather than of total councillors and senior officers to whom the survey was distributed. It should also be noted that on a number of occasions a number of councillors chose not to answer the question.

Detailed report

Ethical standards and compliance

Code of Conduct - compliance

- 13 Councillor and officer responses to questions about the Code of Conduct were generally positive and much higher in many cases than the national average.
- 14 All councillors are very clear that a Code of Conduct has been adopted and that they have agreed to abide by it. The Council's communication about its Code of Conduct has therefore been well distributed and understood.
- 15 Councillors and senior officers are less clear on the action they must take if they become aware of conduct, which they believe is a failure to comply with the Code. When compared to the national average, a significantly higher percentage of Hartlepool councillors and officers responding knew they should inform the monitoring officer (94.7 and 93.8 per cent respectively).
- 16 They were less clear about whether they should make a written allegation to the SBE (10.5 per cent said no and 10.5 per cent said they did not know but 36.9 per cent did not answer the question). This represents a gap in the knowledge of some councillors, which may hinder the Council's approach to ensuring high standards of ethical governance. The Council has subsequently re-issued the new code, which does not include the requirement to make a written allegation to the SBE.

Recommendation

R1 Ensure councillors are confident in the actions they should take as individuals if they become aware of conduct by a councillor that may be in breach of the Code.

- 17 Councillor responses to the Standard Committee were generally negative with only 21.1 per cent agreeing strongly that it was making a positive difference and adding value to the Council. There was stronger awareness amongst senior officers of the work and processes of the Committee. In responses from both councillors and officers there was a lack of awareness of whether the Standards Committee had a forward plan of work.

Recommendation

R2 Standards Committee needs to raise its profile and to ensure both councillors and senior officers are fully aware of the role, operation and effectiveness of the Standards Committee. The Committee should consider preparing and issuing an annual report in which it can clearly outline its achievements for the year.

- 18 A high percentage of councillors (47.4 per cent) do not know whether the Council has a whistle blowing policy and as a result a relatively high percentage (21.1 per cent) lack clarity on how clear the policy is. This represents a gap in the knowledge of some councillors, which again may hinder the Council's approach to ensuring high standards of ethical governance.

Recommendation

R3 Ensure all councillors are made aware of the whistle blowing policy and are clear on its purpose, content and process for its use.

- 19 There is a mixed perception on whether the Council's approach to promoting high ethical standards is helping to build the public's confidence in local democracy. Only 53 per cent of members feel this is the case (significantly below the national average) but more positively, 68.8 per cent of senior officers feel this is the case (just above the national average).

Recommendation

R4 The Council needs to establish the reasons for this relatively poor perception of its role in promoting high ethical standards and implement appropriate actions.

Training

- 20 Councillors responded negatively on the level of training they had received on key national issues. In all cases the responses are below the national average - in some cases, over half of the respondents had not received training on key issues such as Human Rights Act 1998 or Race Relations (Amendment) Act 2000. Senior officers however responded much more positively where as high as 94 per cent said they had had relevant training. Of concern however is the relatively high number of respondents, both councillors and senior officers, who said they did not know whether they had been trained or not.

Recommendation

R5 The Council needs to consider ways in which it can actively engage councillors in attending training when it is offered. It may like to consider a different approach by issuing simple, easy to understand briefing notes and signposting councillors to the full document for further research if necessary, or the use of e-learning packages, which are available on these key national issues.

Conflicts of interest

- 21 Nearly all councillors responding to the survey were either 'very clear' or 'fairly clear' about what constitutes a conflict of interest. There is less clarity about which organisation's internal rules prevail if they are appointed to represent the Council on an external body and the rules conflict. Councillors were clear about the existence of the members' register of interest and the need to record their interests.
- 22 Awareness of when an interest should be registered is not as strong. For example, 21.1 per cent of councillors felt they did not need to register if they were in a management position of a private company and 52.6 per cent did not feel they had to register an interest in the members' register that they are a member of a freemasons lodge and a further 15.8 per cent did not know.

Recommendation

R6 The Council should reconsider the way it ensures councillors understand the circumstances in which they must register an interest and the process for doing so to minimise the risks to councillors and the Council.

- 23 Members were quite clear on the action they have to take if they have a prejudicial interest in a matter with 89.5 per cent saying they would leave the room when the matter is being discussed. However 21.1 per cent said they would seek to influence a decision about the matter and 1.5 per cent did not answer the question.

Recommendation

R7 The Council should explore whether councillors are clear on their responsibilities and actions to follow when they have prejudicial interest in a matter, or whether they misunderstood the question and the response does not reflect reality.

Code of Conduct - behaviour and culture

Leadership

- 24 Councillors and officers are more positive about the leadership shown by their respective peers than nationally.

- 25 A relatively low percentage of councillors and officers (5.7 per cent) consider that they are always a focus for positive change and 42.9 per cent consider them as usually being a focus for change. High levels of respect were expressed both; councillors to officers (85.7 per cent always and usually) and officers to councillors (94.3 per cent always and usually). Councillors and senior officers also expressed high levels of respect to customers and users of their services.
- 26 Councillors responded positively that felt they used public funds and council property and facilities responsibly and performed their duties with honesty, integrity, impartiality and objectivity.
- 27 Councillors and officers are positive about the leadership and role model shown by both Mayor and the Chief Executive in terms of ethical behaviour. Responses were substantially more positive than nationally.

Communications and access to information

- 28 Communications of the ethical agenda to the public is good with only 68.6 per cent of members and 74.3 per cent of officers feeling the importance of high ethical standards was being well communicated.
- 29 Communications between councillors and between councillors and officers was very positive and higher than the national average in all areas.
- 30 Although positive about the public's ability to access information there was a proportion of respondents who did not know whether the public can easily access the register of members interest or documents relating to Standards Committee.

<i>Recommendation</i>
<i>R8 The Council needs to address this lack of awareness about public accessibility to appropriate documents.</i>

Relationships

- 31 Overall, relationships between councillors and between councillors and officers are generally strong, often above national averages. However 17.1 per cent of respondents felt members rarely trusted each other.

Whistleblowing

- 32 37.1 per cent of respondents do not know whether the Council's whistleblowing policy is being used effectively and without fear of reprisal. This is a major gap in knowledge and weakens the ethical framework.

<i>Recommendation</i>
<i>R9 The Council should increase awareness of the whistle blowing policy and re-enforce assurances that reporting through this mechanism can be done without fear of reprisal.</i>

Team working, co-operation and partnership working

- 33** Councillors and officers work well together to achieve the Council's common goals.
- 34** Both councillors and officers generally rate the Council's partnership working highly. A higher proportion than nationally agree that the Council always or usually works well with voluntary and community groups and statutory partners to achieve common goals, and generally has positive working relationships with partners and the wider community.

The way forward

- 35** The findings of the survey and the recommendations will be discussed with officers and lead councillors. The Council is asked to consider the report and the recommendations that arise from it. The plan included with this report outlines the actions that the Council is recommended to take to strengthen current arrangements. The Council should complete the action plan by responding to the recommendations, assigning responsibilities for implementation, setting targets and then ensuring that it monitors that the recommendations are followed through.
- 36** The report will then be finalised. We would be pleased to continue to work with the Council as it moves forward with this agenda, perhaps through undertaking a full audit in the Council, facilitating workshops or through presentations to identified or established groups and networks.
- 37** We would like to take this opportunity to thank the many councillors and officers who contributed to this work.

Appendix 1 – Action plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
6	R1 Ensure councillors are confident in the actions they should take as individuals if they become aware of conduct by a Member that may be in breach of the Code	2	Chief Solicitor		Include specific instruction in annual induction courses and update training, supported by written advice to all members.	May/June 2008 and ongoing
6	R2 Standards Committee needs to raise its profile and to ensure both councillors and senior officers are fully aware of the role, operation and effectiveness of the Standards Committee. The committee should consider preparing and issuing an annual report in which it can clearly outline its achievements for the year.	2	Chief Solicitor		Host a Standards Committee 'Open Day' with presentation on Standards Committee role, procedures and ancillary information. Invite comments from members and officers on Standards Committee Role and review role in light of comments. Provide annual report	Summer 2008 Spring 2009
7	R3 Ensure all councillors are made aware of the whistle blowing policy and are clear on its purpose, content and process for its use.	2	Chief Solicitor		Review Whistleblowing Policy Circulate revised policy with commentary to all members.	July 2008 Following review
7	R4 The Council needs to establish the reasons for this relatively poor perception of its role in promoting high ethical standards and implement appropriate actions	3	Chief Solicitor		Include in Standards 'Open Day' as above Engage members of Standards Committee in Tees Valley network with members from other authorities.	Summer 2008.

12 Hartlepool Ethical Standards | Appendix 1 – Action plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
7	R5 The Council needs to consider ways in which it can actively engage councillors in attending training when it is offered. It may like to consider a different approach by issuing simple easy to understand briefing notes and signposting councillors to the full document for further research if necessary, or the use of e-learning packages which are available on these key national issues.	2	Chief Personnel Officer		1. Annual development profile reviews to identify development needs, set targets, determine preferred delivery method. 2. Members ICT roll-out programme includes ICT skills development. 3. E-learning packages available through intranet (externally/internally produced) 4. Lists of recommended bulletins available via e-mail/signposted in Members' Library. 5. Regular Members newsletter (AR/CA/LB/JW/AJW) 6. Learning materials simplified. Signposting summaries in leaflet form, etc./signposted in Members' Library.	Annually Ongoing Ongoing July 08 July 08 Ongoing
8	R6 The Council should reconsider the way it ensures councillors understand the circumstances in which they must register an interest and the process for doing so to minimise the risks to councillors and the Council..	3	Chief Solicitor		Standard letter to members annually with description of personal interest, prejudicial interests and process for registration. Deal with changes to interests	May 2008
8	R7 The Council should explore whether councillors are clear on their responsibilities and actions to follow when they have prejudicial interest in a matter, or whether they misunderstood the question and the response does not reflect reality.	3	Chief Solicitor		Participation of members in Standards Board Annual Road Shows.	Autumn 2008
9	R8 The Council needs to address this lack of awareness about public accessibility to appropriate documents	2	Chief Solicitor		Review registration of interest internal procedures, and clarify public rights of inspection, circulate guidance to members.	May/June 2008

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
9	R9 The Council should increase awareness of the whistle blowing policy and re-enforce assurances that reporting through this mechanism can be done without fear of reprisal.	2	Chief Solicitor		Include in future officer training events and circulate to officers, and external contractors etc. Expand entry on Internet and Intranet.	Summer/ Autumn 2008

SCRUTINY CO-ORDINATING COMMITTEE

30 May 2008



Report of: Chief Financial Officer

Subject: FINAL 2007/2008 OUTTURN STRATEGY

1. PURPOSE OF REPORT

- 1.1 To provide Members with the opportunity to consider the Authority's Final 2007/2008 Outturn Strategy, presented to Cabinet on 27 May 2008.

2. BACKGROUND INFORMATION

- 2.1 The report attached as **Appendix A** was considered by Cabinet on 27 May 2008 and outlines details of the provisional 2007/2008 revenue outturn position, the forecast level of General Fund Reserves at 31 March 2008, capital programme outturn and BSF capital issues.
- 2.2 The report indicates that there has been an improvement in the stock of the Council's funds, but continued pressure on the flow of resources, although flows of resources are not in deficit as was the case in previous years. This will assist the Council to manage the financial position over the medium term and a detailed strategy can be developed as part of the 2009/2010 budget process.
- 2.3 In relation to BSF the report sets out the issues in relation to the demolition of buildings on the upper school site at Brierton Community School and proposals for funding these costs.

3. RECOMMENDATION

- 3.1 Members of the Scrutiny Co-ordinating Committee are requested to consider the Final 2007/08 Outturn Strategy, attached as **Appendix A**.

Report of: Chief Financial Officer

Subject: FINAL 2007/2008 OUTTURN STRATEGY

1. PURPOSE OF REPORT

- 1.1 To enable Members to finalise the 2007/2008 Outturn Strategy.

2. BACKGROUND

- 2.1 A detailed provisional Outturn Strategy for 2007/2008 was included in the Medium Term Financial Strategy, which was approved by your Committee on 4th February, 2008 and Council on 14th February, 2008.
- 2.2 The provisional Outturn Strategy indicated that after reflecting a variety of favourable and adverse variances it was expected that there would be a small net underspend in the order of £31,000. Members determined that if the final outturn is better than anticipated that these resources should be transferred to General Fund Balances.
- 2.3 Since that time a number of additional factors have been identified and proposals for addressing these issues are set out in this report.

3. FINAL 2007/2008 OUTTURN STRATEGY

- 3.1 The provisional outturn for departmental and corporate budgets is more favourable than previously anticipated, owing to a lower overspend on departmental budgets and a higher underspend on corporate budgets. In total there is a net underspend of £0.743m as detailed in Appendix A.
- 3.2 A number of additional items also need to be reflected in the 2007/2008 Outturn Strategy. These issues are also detailed below. After reflecting these issues there is a net contribution to General Fund Balances of £0.653m (inclusive of the underspend identified in paragraph 3.1).

Adverse/
(Favourable)
Variance
£'000

Departmental Outturn

1,168

Members have previously been advised that with the exception of the Chief Executive's department all departmental budgets were forecasting overspends. The total value of these overspends was previously estimated to be £1.46m. The provisional outturn for these areas is a net overspend of £1.168m. Details of this figure and the previous forecasts are provided in Appendix A.

Corporate Budgets (including Centralised Estimates and Collection Fund)

(1,911)

It was previously reported that Corporate Budgets would underspend by £1.491m. The provisional outturn for these areas is a net underspend of £1.911m. Details of this figure and the previous forecasts are provided in Appendix A.

(743)

Review of Bad Debts Provision

(300)

New accounting regulations have recently been issued and these regulations apply to the 2007/2008 financial year. One of the new regulations relates to the calculation of the Bad Debts Provision. As a result of this change the value of the Bad Debts Provision as at 31st March, 2008, has been reassessed and needs to be reduced by £0.3m. This amount is therefore available to support expenditure in 2007/2008.

On the downside this change reduces future year's flexibility to meet new potential Bad Debts. It also means that the adequacy of the Bad Debts provision will need to be reviewed on an annual basis and will result in annual budget pressures. Assuming current trends continue the Council will raise new debt of £15m each year and will need to make an annual increase in the Bad Debts Provision of £0.1m. This

amount will be a budget pressure in 2008/2009 and future years.

Benefit Subsidy Income

(450)

The Benefit Subsidy regulations which have applied for 2007/2008 have had a beneficial impact for Hartlepool. However, during the final quarter of 2007/2008 this benefit has reduced as there has been an increase in the number of new benefit claimants. The change reflects the deterioration in the economic outlook and is a trend which is unfortunately likely to continue during 2008/2009. This will therefore reduce the ongoing benefit of the Benefit Subsidy regulations for Hartlepool.

At this stage it is not possible to forecast the position for 2008/2009. However, it is expected that there will be a reduced benefit. It is suggested that any ongoing benefit should in the first instance be earmarked for the Bad Debts provision, as this will protect front line services.

Housing Hartlepool Equal Pay Indemnity

250

As part of the Housing Stock transfer agreement the Council provided an indemnity to Housing Hartlepool in respect of Equal Pay claims. A number of Equal Pay claims have been submitted by staff that transferred to Housing Hartlepool from the Council. Negotiations are currently ongoing with Stefan Cross who is representing these employees, to determine the Council's liability. As no provision has previously been made for these liabilities it is suggested that the resources are set aside as part of the 2007/2008 closure strategy. It is expected that a settlement will be reached in the next few months.

Interest Equalisation Reserve

400

Previous reports have advised Members that if resources were available it would be prudent to establish an Interest Equalisation Reserve to protect the Council from interest rate volatility. Council on 13th February, 2007, approved the establishment of this reserve to a maximum of £0.4m, although the need to fund the reserve at that time was not significant and no funds were transferred. As Members will be aware the Government and the Bank of England have recently taken additional action to

address concerns arising from the credit crunch. This action clearly demonstrates that these problems are more wide spread than initially thought and will take longer to resolve.

In view of this position it would now be prudent to transfer this amount to help protect the Council's financial position during the current market volatility.

Shopping Centre and Land Charges Income 110

It has previously been reported that there was a risk these income targets would not be achieved. The level of Shopping Centre income was £70,000 less than budgeted and there was a shortfall in Land Charges income of £40,000. Although in total this is not as bad as initially feared market conditions for both are difficult and variable. Land charges income in particular continues at significant risk.

Single Status Implementation Costs 80

A provision of £150,000 was established as part of the 2006/2007 Outturn Strategy to meet the costs of undertaking detailed Job Evaluations. This has been more complex and taken longer than initially anticipated.

Net Contribution to General Fund Balances	<u>653</u>
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4. GENERAL FUND BALANCES

- 4.1 It has previously been reported that the Council needs to maintain uncommitted General Fund Balances equivalent to 3% of the net budget requirement. It would be prudent to calculate this figure on the basis of the net budget for 2010/2011 as this will future proof the Medium Term Financial Strategy and avoid the need for in-year contributions in 2009/2010 and 2010/2011. On this basis the minimum requirement is £3.2m.
- 4.2 The level of General Fund Balances at 31st March, 2008, will increase as a result of the net underspend against the 2007/2008 budget. In addition, the General Fund Balances will benefit from the repayment of the Bonus Buy Out Loan and from a reduction in the cost of Equal Pay Protection.
- 4.3 On the downside Members have previously been advised that General Fund Balances will need to meet the cost of Equal Pay claims arising from Employment Tribunal cases submitted by employees or their legal representative. It was not previously

APPENDIX A

possible to quantify this potential liability as the number and value of case was uncertain. There is now an increasing probability that these cases will be settled in the current financial year. Therefore, for planning purposes it would be prudent to anticipate a cost to the General Fund of £0.76m.

- 4.4 After reflecting the above factors it is anticipated that General Fund Balances will exceed the minimum requirement as summarised below:

	<u>£'000</u>
Balance 01.04.07	2,709
<u>Add</u>	
Contribution from 2007/2008 Outturn	653
Repayment of Bonus Buy Out Loan	800
Reduction in Equal Pay Protection Cost	700
<u>Less</u>	
Earmarked for potential Equal Pay Employment Tribunal claims	<u>(760)</u>
Forecast Balance 31.03.08	4,102
<u>Less</u>	
Minimum 3% Requirement	<u>3,200</u>
Net Uncommitted General Fund Balances	<u>902</u>

- 4.5 This provides a degree of cover for the Council to meet the risks it might face in 2008/2009, in particular, for its income streams.

5. CAPITAL PROGRAMME – 2007/08 OUTTURN

- 5.1 Members have previously determined to invest £3.6m over the three years 2007/08 to 2009/10 to fund high local priorities which do not fall within the areas attracting Government funding. Details proposals for the annual allocations have been proposed by the Strategic Capital Resource and Asset Programme Team (SCRAPT), based on a thorough project evaluation process and scoring of individual projects against defined criteria.
- 5.2 The actual costs of schemes undertaken during 2007/08 are £160,000 less than anticipated and the main favourable items include:
- Demolition of Bridge Youth Centre – this scheme has cost £65,000 less than anticipated owing to quotations being more favourable than anticipated and a lower level of asbestos which needed to be disposed of.
 - Replacement of roofs at the Brinkburn Centre, the Brough Hall and Stranton Crematoria – these schemes have cost less than budgeted as the extent of works required was less than

anticipated. In total there has been a reduction in the cost of these schemes of £80,000.

- 5.3 On the downside the scheme to refurbish War Memorials is expected to cost £23,000 more than anticipated. It is suggested that part of the underspend identified in paragraph 5.2 is allocated to meet these additional costs. If Cabinet supports this proposal this issue will need to be referred to Council for approval.
- 5.4 Members may wish to allocate the remaining resources of £137,000 to fund the refurbish of toilet facilities within the Civic Centre. These works would include the provision of more female toilet facilities to address the changes in the Council's workforce which have occurred since the Civic Centre was built and more significant health and safety and disabled access issues. This scheme was the first reserve on the existing list of schemes to be funded in 2007/08 if additional resources were available. The works, if approved, need to be progressed as soon as possible to integrate with works already taking place. This proposal will also need to be referred to Council for approval.

6.0 BUILDING SCHOOLS FOR THE FUTURE

- 6.1 At your meeting on 31st March 2008 Members determined that following closure the Brierton Community school be retained to facilitate the development of a community campus.
- 6.2 This proposal will necessitate the demolition of buildings on the upper school site. The costs of demolishing the buildings at the Brierton upper School site currently occupied by Access to Learning are not eligible expenditure for Building Schools for the Future purposes at this time. Therefore, provision for funding these costs will need to come from the Council's own resources. At this stage no funding has been set aside for this issue.
- 6.3 It is expected that these works will be completed in 2008/09. The initial budget cost of demolishing these buildings is £410,000, although it is anticipated that owing to the type of construction and the materials used these costs will need to be confirmed by tender. It is expected that detailed costings will be known later in the year.
- 6.4 In order to enable the demolition of the upper school site to be completed as soon as practical following closure a strategy for funding these costs needs to be developed. In the medium term it is suggested that these costs need to be ring-fenced and funded from capital receipts arising from the BSF programme and the rationalisation of the schools estate. However, these resources will not be available in the current financial year, when the demolition needs to take place. Therefore, as a temporary measure it is suggested that these costs be funded by advancing part of the

remaining 2009/10 capital resources of £709,000, allocated for schemes identified by SCRAPT. If Cabinet supports this proposal this issue will need to be referred to Council for approval.

7. CONCLUSION

- 7.1 The report indicates that there has been an improvement in the stock of the Council's funds, but continued pressure on the flow of resources, although flows of resources are not in deficit as was the case in previous years. This position will assist the Council to manage this position over the medium term and a detailed strategy can be developed as part of the 2009/2010 budget process.
- 7.2 In relation to capital there are a number of issues which Cabinet may wish to refer to Council for approval.

8. RECOMMENDATIONS

- 8.1 It is recommended that Members:
- i) Approve the final 2007/2008 Outturn Strategy detailed in paragraph 3.0 and authorise the Chief Financial Officer to finalise the accounts if any further issues arise, provided they do not affect the net position;
 - ii) Note the position of the General Fund Reserves detailed in paragraph 4.4, including the proposal to develop a strategy for using the uncommitted resources as part of the 2009/2010 budget process.
 - iii) Determine if they wish to seek Council approval to allocate the capital underspend identified in paragraph 5.2 to fund the additional cost of refurbishing War Memorials (£23,000) and the programme of works to toilet facilities in the Civic Centre (£137,000).
 - iv) Determine if they wish to seek Council approval to advance £410,000 of the remaining 2009/10 capital resources allocated for schemes identified by SCRAPT to fund the costs of demolishing the building on the upper school site at Brierton, subject to this amount being repaid from capital receipts arising from the rationalisation of the schools estate.

APPENDIX ASUMMARY OF OUTTURN 2007/2008

	Adverse/(Favourable) Variance	
	Forecast Reported 04/02/08 £'000	Provisional Outturn £'000
<u>Departmental Budgets</u>		
Adult & Community Services	695	698
Children's Services	227	185
Chief Executives Department (1)	0	0
Neighbourhood Services (2)	442	160
Regeneration & Planning (3)	96	125
Total Departmental Budgets	1,460	1,168

1. The outturn is after reflecting Managed Revenue Underspends for Corporate Strategy (£40,000), Accountancy and Audit (£116,000), Revenues and Benefits (£110,000) and Human Resources (£7,000). Detail proposal for using these resources will be reported to a future Cabinet meeting.
2. This final position is better than anticipated owing to a reduction in Street Lighting energy costs. This reduction reflects negotiations with the electricity company covering charges for 2007/2008 and the previous two years. It was not anticipated that these negotiations would achieve a net reduction in costs, as negotiations were also ongoing to agree charges for new lighting columns within new housing developments. However, these negotiations have now been complete and the Council has received a net backdated benefit for the last 3 years.
3. The increase in the overspend is owing to the costs of the Seaton Meadows planning appeal and the continuing trend of planning application fees being less than the budgeted income target.

	Adverse/(Favourable) Variance	
	Forecast Reported 04/02/08 £'000	Provisional Outturn £'000
<u>Corporate Budgets (including Centralised Estimates and Collection Fund)</u>		
The key issues in relation to corporate outturns are set out below. A number of other issues have not yet been finalised, although it is anticipated these issues will be neutral.		
• Centralised Estimates	(1,600)	(1,980)
The final outturn was more favourable than anticipated owing to a reduction in the interest credited to the Bad Debts provision, which was not required in 2007/08 owing to a change in the basis for calculating the Bad Debts Provision. This provided a benefit to Centralised estimates of £0.1m. The remaining increase is owing to higher investment income on reserves and cashflow.		
• Strategic Contingency	(150)	(150)
• Provision for Increased Energy Costs	(300)	(330)
• Employers Pension Contributions Holding Account	(110)	(110)
• Designated Authority Costs	(55)	(65)
• Planning Delivery Grant	(104)	(104)
• Efficiency Savings	405	405
• Collection Fund	423	423
Total Corporate Budgets	(1,491)	(1,911)
Net Forecast Underspend	<u>(31)</u>	<u>(743)</u>

SCRUTINY CO-ORDINATING COMMITTEE

30 May 2008



Report of: Scrutiny Manager

Subject: REQUEST FOR ITEMS FOR DISCUSSION –
JOINT CABINET / SCRUTINY MEETING OF
7 JULY 2008

1. PURPOSE OF REPORT

- 1.1 To request items for discussion at the next Joint Cabinet / Scrutiny Meeting to be held on 7 July 2008.

2. BACKGROUND INFORMATION

- 2.1 As Members will recall it was agreed that the next meeting of the Joint/Cabinet Scrutiny Event would be held on **Monday 7 July 2008, 5.00 pm to 6.00 pm in Committee Room B of the Civic Centre.**
- 2.2 As such items for discussion are sought from Members of this Committee, which will then be used to form the basis of the Joint Agenda in conjunction with the issues received from the Cabinet.

3. RECOMMENDATION

- 3.1 That agenda items be sought from Members of the Scrutiny Co-ordinating Committee for the Joint Cabinet / Scrutiny Meeting to be held on 7 July 2008.

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BACKGROUND PAPERS

No background papers were used in the preparation of this report.