

CABINET AGENDA



Monday 18 August 2008

at 9.00 a.m.

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

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Hall, Hargreaves, Hill, Jackson, Payne, and Tumilty.

1. **APOLOGIES FOR ABSENCE**
2. **TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**
3. **TO RECEIVE THE RECORD OF DECISION IN RESPECT OF THE MEETING HELD ON 4 AUGUST 2008** (previously circulated)
4. **BUDGET AND POLICY FRAMEWORK**
 - 4.1 Food Law Enforcement Service Plan 2008-2009 – *Director of Neighbourhood Services*
5. **KEY DECISIONS**
 - 5.1 Proposal to Discontinue the Additionally Resourced Facility at Jesmond Road Primary School – *Director of Children's Services*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Local Government White Paper – Communities in Control – Real People, Real Power – *Chief Executive*
- 6.2 New Local Area Agreement – Delivery and Improvement Plan 2008/09 – *Head of Community Strategy*
- 6.3 Local Involvement Networks (LINKs) – *Director of Adult and Community Services and Head of Procurement, Property and Public Protection*
- 6.4 Replacement of Stolen Chains of Office – *Chief Personnel Officer*

7. ITEMS FOR DISCUSSION / INFORMATION

- 7.1 Revenue Outturn Report 2007/2008 – *Chief Financial Officer*
- 7.2 NRF, Capital and Accountable Body Programme Outturn Report 2007/2008 - *Chief Financial Officer*
- 7.3 Quarter 1 – Revenue Financial Management Report 2008/2009 – *Corporate Management Team*
- 7.4 Quarter 1 –NRF, Capital and Accountable Body Programme Monitoring Report 2008/2009 - *Chief Financial Officer*

8. LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006

EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006

9. ITEM REQUIRING DECISION

- 9.1 Restructuring of the Legal Services Division - *Chief Executive* (Para 1 & 2 - Information relating to any individual (para 1) and Information which is likely to reveal the identity of an individual (para 2)).
- 9.2 Industrial Action – Salary Deductions - *Chief Financial Officer and Chief Personnel Officer* ((para 4) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees or, or office holders under the authority.)



Local Area Agreement Delivery and Improvement Plan 2008/09

Part 1 – Outcome Delivery and Improvement Plans

SECOND DRAFT
Subject to approval by the HBC Cabinet
on 18 August 2008

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1. Context

A Local Area Agreement (LAA) is a three year agreement based on local Community Strategies that sets out the priorities for a local area agreed between Central Government (represented by the regional Government Office) and a local area (represented by the local authority and other key partners through Local Strategic Partnerships). Hartlepool's LAA¹ is structured around the themes of the Community Strategy and sets out agreed priorities that the Partnership will progress.

The annual Delivery and Improvement Plan (DIP) provides a robust framework to enable the Partnership to manage performance.

2. Development of the Delivery and Action Plan

Theme Partnerships working with staff from the Partnership Support Team and Community Network representatives, prepared the outcome framework for each theme and the associated delivery plan for each outcome. This process has been informed by the priorities and objectives already set out in the Community Strategy, Neighbourhood Renewal Strategy, and Neighbourhood Action Planning.

Part 1 of the DIP contains a plan for each of the 32 outcomes and contains the following:

- Outcome Ownership
- Key Partners
- Focus of Activity
- Target Areas and Groups
- Improvement and Local Priority Targets
- Key Actions for Improvement
- Risks

¹ Hartlepool Local Area Agreement 2008-2011

Part 2 of DIP contains the plans on Partnership Working including self-assessments and the associated action plans as follows:

- Hartlepool Partnership Self-Assessment 2007/08
- Hartlepool Partnership Improvement Plan 2008/09
- Community Network Self-Assessment 2007/08
- Community Network Improvement Plan 2008/09

3. Current Performance Management Arrangements

Hartlepool's performance management arrangements have been developed over a number of years, continuously improved year-on-year both within the LSP and Council. The purpose of the framework is to provide reassurance by providing clear, robust and reliable information to councillors, Board Members and managers on the direction of travel. The framework ensures clear lines of accountability within the Council and partners for taking further action. The reporting process involves both executive and overview and scrutiny members, Chairs of Theme Partnerships and the Hartlepool Partnership Board.

The Hartlepool Partnership's Performance Management Framework is well regarded. Previously the framework has been subject to Audit Commission Validation² which found the Partnership to have appropriate performance management systems meeting national Core Requirements and the most recent Corporate Assessment³ found that 'The Partnership uses Performance Management well, with information openly shared and discussed between partners and robust arrangements for performance reporting and progress checking' and "Improved outcomes are being delivered

² Hartlepool LSP Validation Review Audit Commission July 2004

³ Corporate Assessment Report Hartlepool Borough council Audit Commission March 2007

almost without exception across both national and local priorities” (Audit Commission 2007).

Our approach is based around outcomes, indicators, targets, actions, and risks with clear accountability at the organisational and management level.

Outcomes	Determining the outcomes desired
Indicators and targets	Agreeing the indicators and targets to be used to assess progress
Actions	Implementing evidence based actions that will plausibly move us towards the desired outcome
Risks	Identifying risks which present barriers to achieving the outcome and agreeing control measures and contingency plans

Thematic Partnership Delivery

Theme Partnerships are responsible for maintaining a strategic overview of the outcomes from the LAA which fall within their remit. Specific partners also take responsibility for managing progress for particular work streams within the outcome framework, these arrangements are based on partners existing arrangements to drive delivery of LAA and manage performance.

Performance Management Group

Quarterly meetings are held by the Performance Management Group who established their terms of reference in September 2006. The Chair of the Hartlepool Partnership and the Chair of each Theme Partnership meet to review progress and discuss key issues. These meetings enable the partnership to focus on the key area of performance in a joined-up approach to address issues. Quarterly monitoring for the new LAA is collected through Covalent (a new web-based performance management database).

Traffic light reporting is used to show progress against indicators and reports are summarised to enable reporting by exception to focus on the key issues.

Hartlepool Partnership Meetings

The Hartlepool Partnership meets at least 6 times a year to receive presentations, reports and information from the key partners delivering services and tackling the problems faced by the town. The partnership plays an important scrutiny role and is a key consultee in strategy development.

Hartlepool Partnership Annual Event

The Hartlepool Partnership will hold its sixth Annual Event in September 2008. This event provides an important opportunity for service users and providers to meet, celebrate achievements, report progress and find out more about the key areas of work of the Hartlepool Partnership. This year the aim of the event is to launch the new Community Strategy “Hartlepool’s Ambition”, incorporating the new LAA.

Performance Management Workshops

Theme Partnership Workshops⁴ are held annually. These information workshops enable community representatives, Board Members and others involved in the work of the Theme Partnerships to find out more about how each partnership is working. The workshops cover the progress made against targets, key issues and the actions for improvement identified. These workshops provide the opportunity to question targets and progress as well as putting forward suggestions for future work of Theme Partnerships and also facilitate the development of the LAA outcome and indicators framework.

⁴ Hartlepool Partnership Performance Management Framework Workshops, Hartlepool Partnership Support Team, February 2006, March 2007, January 2008

Neighbourhood Action Plan (NAP) Reporting

The Neighbourhood Renewal Strategy (NRS), which forms part of the Community Strategy, sets out a broad policy framework for improving the most deprived neighbourhoods in the Borough and identifies 8 priority neighbourhoods.

Neighbourhood Action Plans (NAPs) have been prepared for these neighbourhoods and set out the key local priorities as identified through consultation with residents and service providers. Within NAPs local priorities are set out against the 8 themes of the Community Strategy. Together the NAPs form the geographical element of the Neighbourhood Renewal Strategy and are used to inform and improve local service delivery. In each neighbourhood a local Forum has been established to oversee the implementation of the NAP.

From October 2008 NAP priorities will be monitored by NAP Forums on a quarterly basis. In addition the monitoring role of the Hartlepool Partnership Performance Management Group will be developed and annual progress reports will continue to be taken to each of the Theme Partnerships.

Outcome 1 Attract investment

Owner and Organisation – Diane Martin, Hartlepool Borough Council

Key Partners (*denotes overall lead) - Jobcentre Plus*, One North East, Learning & Skills Council, Business Link, Hartlepool College of Further Education, Hartlepool Skills Partnership, Hartlepool Borough Council, Economic Forum.

Focus of Activity for 2008/09

The economy of Hartlepool continues to develop and evolve. Over the last decade there has been considerable investment in a series of capital projects that have improved the physical infrastructure of the town. This investment and the associated job creation related to these developments has seen unemployment in the town reduce from a high of over 10,000 working age adults in 1985 to 2,506 in March 2008. Furthermore, if the overall employment rate improvement is to be achieved it will be partly through job opportunities created through major regeneration programmes including Victoria Harbour, Queens Meadow, Building Schools for the Future and Hartfields Care Village.

In the period 2007-08, projects funded by the Economic Forum have assisted 751 unemployed residents into training, 131 into volunteering, 563 to achieve a qualification, 568 to progress into employment, assisted 801 businesses and created 130 new jobs. The Economic Forum has also taken a lead role in the development of projects delivered through the Sub-Regional Partnerships Single Programme including Building Futures and Tees Valley Works.

However there is still a large proportion of working age adults that are economically and socially excluded from the increasing prosperity that the town has experienced and which impacts on the local rates as shown below:

- Youth unemployment remaining at a stubborn rate of 34.5%
- Hartlepool has the highest number of adults with no qualifications at 17.4% which is above the sub-region, region and GB rate.
- Nearly 27% of working age adults in Hartlepool are economically inactive which is above the sub-region, region and GB rate.
- Unemployment in Hartlepool remains double the GB rate and is three times higher in NRS wards.
- The number of working age adults on a benefit in Hartlepool is 23.6% compared to the GB rate of 14.2%

Target Areas and Groups

General - Benefit Eligibility will determine eligibility of Job Centre Plus mainstream and co-financed provision. However freedoms and flexibilities sought to allow WNF and DAF residents to have day one access.

- **Pathways to Work** – Eligibility initially is restricted to new Incapacity Benefit Claimants
- **Neighbourhood Renewal Area** Residents are specifically targeted through WNF funded projects
- **Deprived Area Fund** Targeted provision at the seven most deprived neighbourhoods.
- **Specific Groups**
 - Care leavers and looked after children
 - Young people who are not in education, employment or training (NEET)
 - Homeless
 - Long term Unemployed
 - Young people
 - Ex-offenders
 - Drug users
 - Carers

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 151 Overall employment rate	65.8% (2007/08) Data Source: Annual Population Survey	66.8%	68.8%	Pathways to Work New Deal Job Centre Plus and LSC Co-financing programmes WNF and Deprived Area Fund NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Employment Rate (16-24 year olds)	51.6% June 07 NOMIS	54.1%	54.4%	Pathways to Work New Deal Job Centre Plus and LSC Co-financing programmes WNF and Deprived Area Fund NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Unemployment rate	4.3% Jan 08 ONS	3.9%	3.7%	Pathways to Work New Deal Job Centre Plus Co-financing programme Action Team for Jobs – Until 30/9/06 Deprived Area Fund – post Action Team Hartlepool Working Solutions NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Implement the Jobsmart Employer Gateway for the Tourism and Hospitality Sector.	Diane Martin Hartlepool Borough Council	<ul style="list-style-type: none"> Working Neighbourhood Funding Jobsmart Consortium members Joint Strategy Unit Officer Time 	31 March 2009	Stakeholder Consultation Event on the feasibility of the Gateway on 20 June 2008 . Employer Events to promote the Jobsmart Employer Gateway – August 2008
2. Promotion of the Cultural Volunteering Project in Hartlepool which will encourage unemployed residents to access volunteering opportunities.	Carol Daniell VisitTeesValley	<ul style="list-style-type: none"> One North East Officer Time 	31 March 2009	Engagement with the Voluntary and Community Sector for referrals to the Cultural Volunteering Project – July 2008 Commencement of Volunteer Training Programme in September 2008 .

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
3. Implementation of the Employment and Training Integrator (formerly CEI) for all sectors.	Diane Martin Hartlepool Borough Council	<ul style="list-style-type: none"> • One North East • North East Employer Coalition • Jobcentre Plus • Learning and Skills Council • Tees Valley Unlimited • Tyne and Wear City Strategy • North East Efficiency and Improvement Partnerships. • Sector Skills Councils 	31 March 2009	Stakeholder Event to promote and engage employers on the Employment and Training Integrator – September 2008 Develop intelligence forecast models for all sectors – March 2009 Agree monitoring and dissemination of supply and demand information. This will inform providers of skills gaps to meet employers demands – March 2009.
4. Adopt Southern Business Zone (SBZ) strategy and prioritised action plan	Israr Hussain Hartlepool Borough Council	<ul style="list-style-type: none"> • One North East • Economic Development Department 	31 March 2009	Phase two completed of the SBZ strategy. September 08

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to maximise economic advantage to the town	Medium - likely		Antony Steinberg - HBC	March 2009

Outcome 2 Be Globally Competitive

Owner and Organisation – Antony Steinberg, Hartlepool Borough Council

Key Partners (*denotes overall lead) - Jobcentre Plus*, One NorthEast, Learning & Skills Council, Business Link, Hartlepool College of Further Education, Hartlepool Skills Partnership, Hartlepool Borough Council, Economic Forum.

Focus of Activity for 2008/09

Hartlepool's economic underperformance today is a legacy of the changing industrial landscape from the 1960's through to the early 1990's. Heavy industry was the life blood of the town, particularly in ship building, steel fabrication and high volume manufacturing, however declining market opportunities resulted in a severe constriction of these sectors, resulting in high levels of unemployment and occupational skills that were obsolete.

Furthermore, global economic uncertainty and world financial instability is causing undue pressure on Hartlepool to continue to globally compete. However, Hartlepool has led the way on increasing entrepreneurship and currently has the joint best self-employment rate of working age adults in the Tees Valley sub-region. There are also long term regeneration strategies to increase the number of businesses and the productivity of existing companies in the local area as well as improving the provision of quality business sites.

For example, a study has commenced on the Southern Business Zone which will evaluate the key economic issues that prevent the area from successfully expanding and will provide a clear strategy for the area which could lead to

further inward investment, supply chain development within the sub region, and move on accommodation for new start and small businesses. This strategy could provide massive potential to create significant job creation and increase new business start ups which will contribute towards the LAA targets.

The latest figures from The Small Business Service highlights that in 2006, Hartlepool contributed to 3.7% of the North East's VAT registrations with 170 new registrations. Although Tees Valley has had low start up rates compared with Great Britain, Hartlepool is the only local authority to see an increase in 2006. The 2006 figures for net change in VAT business stock shows that this LAA target has been achieved and represent's an increase of 54% on the previous year's figures. Also, overall de-registrations were down and business survival rates are approximately 91% in Hartlepool (2004) which is slightly below average for the North East. In addition, Hartlepool's three year business survival rates have increased faster than the GB rate between 1995 and 2002.

To improve the average earnings of employees in the local area will require continued investment in workforce development. There are generational issues relating to low educational attainment within Hartlepool which has led to the

area having the poorest performing rate of adults without a qualification within the sub-region. Whilst up-skilling the workforce remains of paramount importance there is clearly a need to ensure that established strategies to improve the educational attainment of the local population continues.

Target Areas and Groups

All NRF residents with the potential to develop business ideas provided with additional support through the Incubation system.

- All individuals living within the Hartlepool area and thinking of setting up a business.
- All businesses and employees from all sectors.
- **General** - Benefit Eligibility will determine eligibility of Job Centre Plus mainstream and co-financed provision

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 171 VAT Registration Rate	23 (SBS November 2006)	24	27	<ul style="list-style-type: none"> • UK Steel Enterprise Innovation Centre • Business Link Start up programme • Brougham Enterprise Centre • WNF Incubation System • Hartlepool Enterprise Development Fund • Hartlepool Capital Grants Programme • Get Serious • New Deal for Self Employed • Women's Development Fund • Enterprise Awareness in Schools • Longhill / Sandgate Improvement Scheme • NDC Commercial Areas Programme • Passport Group / Restaurant Association • Southern Business Zone
NI 166 Average Earnings of employees in the area	£440.60 per week ONS/NOMIS 2007	£460	£499	<ul style="list-style-type: none"> • UK Steel Enterprise Innovation Centre • Business Link Start up programme • Hartlepool Enterprise Centre • WNF Incubation System • Hartlepool Enterprise Development Fund • Hartlepool Capital Grants Programme • Get Serious • New Deal for Self Employed • Women's Development Fund

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				<ul style="list-style-type: none"> • Enterprise Awareness in Schools • Longhill / Sandgate Improvement Scheme • NDC Commercial Areas Programme • Passport Group / Restaurant Association • WNF Programmes to increase skills levels within the workforce. • Business link - Train2Gain programmes • Southern Business Zone

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 172 VAT Registered Businesses in the area showing growth	Unable to set targets, will seek to include in annual refresh for 2009/10			<ul style="list-style-type: none"> • UK Steel Enterprise Innovation Centre • Business Link Start up programme • Hartlepool Enterprise Centre • WNF Incubation System • Hartlepool Enterprise Development Fund • Hartlepool Capital Grants Programme • Get Serious • New Deal for Self Employed • Women's Development Fund • Enterprise Awareness in Schools

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				<ul style="list-style-type: none"> • Longhill / Sandgate Improvement Scheme • NDC Commercial Areas Programme • Passport Group / Restaurant Association • Southern Business Zone

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Agree targets for NI 172 VAT Registered Businesses in the area showing growth	Antony Steinberg, HBC	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
2. Targeted interventions to support non-VAT registered businesses increase turnover and become VAT registered	Mike Lakinski – Business Link	Develop new ways of working to address specific locality issues and agree a Memorandum of Understanding and Statement of Intent. Officer Time	April 2009	Timetable of events identified – May 2008 Partners agree content of event – June 2008 Marketing campaign undertaken – July 2008
3. Additional support to VAT registered businesses to reduce de-registrations	Mike Lakinski – Business Link	Develop new ways of working to address specific locality issues and agree a Memorandum of Understanding and Statement of Intent. Officer Time.	April 2009	Timetable of events identified – May 2008 Partners agree content of event – June 2008 Marketing campaign undertaken – July 2008

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
4. Continue to support the development of the social enterprise sector	Kevin Cranney – Owton Fens Community Association	Working Neighbourhood Funding		Continuous delivery of ESP programme – April 2008
5. Adopt Southern Business Zone strategy and prioritised action plan	Israr Hussain - Hartlepool Borough Council	<ul style="list-style-type: none"> • One North East • Economic Development Department 	31 March 2009	Phase two completed of the SBZ strategy. September 08
6. To assist indigenous businesses to develop strategies to take advantage of major events in Hartlepool including Tall Ships 2010	Mick Emerson- Hartlepool Borough Council	Hartlepool Enterprise Centre to work in conjunction with the Hartlepool Business Forum to lead on events such as marketing of services and public procurement.	November 2008	Timetable of events identified – May 2008 Partners agree content of event – June 2008 Marketing campaign undertaken – July 2008

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to maximise economic advantage to the town	Medium - likely		Antony Steinberg - HBC	Match 09

Outcome 3 Create more employment opportunities for local people -

Owner and Organisation – Patrick Wilson, Hartlepool Borough Council

Key Partners (*denotes overall lead) - Jobcentre Plus*, One NorthEast, Learning & Skills Council, Business Link, Hartlepool College of Further Education, Hartlepool Skills Partnership, Hartlepool Borough Council, Economic Forum.

Focus of Activity for 2008/09

The number of working age adults in Hartlepool on a benefit currently stands at 23.6% which compares unfavourably to the GB rate of 14.2%. Also, within Hartlepool there remains core priority groups who require intensive support through mainstream activity and Working Neighbourhood Funded programmes including adults on incapacity and other sickness related benefits, people with mental health problems, young people who are not in education, employment or training (NEET), offenders, homeless and carers.

Homeless people face a complex range of problems exaggerated by chaotic lifestyles that prevent them from realising their full potential in society. Many face a range of problems that make them particularly vulnerable including substance and alcohol misuse, mental health, victims and perpetrators of crime, educational underachievement and unemployment. The aim of the STEP project is to provide a increase level of integrated support mechanisms that assist in the rehabilitation of offender behaviour, enable tenancies to be secured and assist in the transition to independent living with clear pathways to training, education and employment.

There are over 2,600 people in Hartlepool who are defined as being a carer providing over 50 hours per week of unpaid care, whilst nearly 12,000 local people provide some sort of unpaid care. The implications of caring are significant in relation to income, employment prospects and physical and mental well-being. The aim of the Positive Choices for Carers project is to provide the support necessary to enable jobless carers and those people whose caring responsibility has now ended to enter training, education or employment, thereby enabling them to contribute towards the economic prosperity of Hartlepool. The project will also provide help for carers who are in employment to continue with their caring role through receiving appropriate support and promoting carer friendly employment practices.

Prevention of offending is one of 7 objectives within the Safer Hartlepool Partnership's strategy 2005 – 2008, which aims to reduce crime, disorder and drugs misuse within the town. There is much research and evidence which shows that education or training opportunities, that lead to improved skills and ultimately, employment, are key success factors to reducing re-offending. Many offenders in Hartlepool are misusing drugs, so we are aiming to enhance and improve the current support provided for these vulnerable and often chaotic individuals

Mental health remains a key challenge and it is anticipated that 40% of all adults on an incapacity benefit will suffer from stress, anxiety or depression. To tackle this issue Hartlepool Borough Council is working closely with key stakeholders to identify innovative programmes to encourage unemployed residents with mental health issues to access employment and training services. For example, MIND has been commissioned through WNF to deliver a pre-employment project for long term incapacity benefit claimants who are not eligible for the Pathways to work - Condition Management programme - as they are not new claimants of incapacity benefit.

Target Areas and Groups

- Carers of adults and children with health problems and disabilities
- Homeless people without permanent tenancies
- Drug users who are accessing treatment
- Offenders on Community Orders from the Court
- Adults with mental health problems.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 152 Working age people on out of work benefits	21.7% (2007/08) Data Source Working Age Client Group: Nomis	20.7%	18.7%	Jobcentre Plus mainstream (including New Deal and Pathways to Work) and ESF activity LSC ESF activity Tees Valley Works Jobsmart Consortium Working Neighbourhood Funded Programmes Building Futures Connect2Work programme
NI 153 Working age population claiming out of work benefits in the worst performing neighbourhoods	33.2% Datasource 8 wards with 25% or higher from NOMIS May 2007	31%	26%	Jobcentre Plus mainstream (including New Deal and Pathways to Work) and ESF activity LSC ESF activity Tees Valley Works Jobsmart Consortium Working Neighbourhood Funded Programmes Building Futures Connect2Work programme

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Number of carers completing education or training and achieving NVQ level 2 or equivalent or higher (Performance expected with reward)	13 2006/07	120	N/A	Positive Choices for Carers Tees Valley Works Hartlepool Working Solutions Train to Gain Hartlepool College of Further Education

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
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)	20	149	N/A	Positive Choices for Carers Tees Valley Works Hartlepool Working Solutions Train to Gain Hartlepool College of Further Education
Number of drug users given structured work experience/employment opportunities of at least 13 weeks (Performance expected with reward)	15 2004/05	127	N/A	DISC NACRO Jobsmart Consortium
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)	25 2004/05	75	N/A	Probation HOPE project Work Route ILM project Community payback Jobsmart Consortium
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)	13 2004/05	79	N/A	DISC NACRO Probation HOPE project Work Route ILM project Community payback
Youth unemployment rate (Hartlepool)	34.4% Dec 07 JSU	33.7%	32.2%	Jobcentre Plus mainstream (including New Deal and Pathways to Work) and ESF activity LSC ESF activity Tees Valley Works

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				Jobsmart Consortium Working Neighbourhood Funded Programmes Building Futures Connect2Work programme
Youth Unemployment rate (Neighbourhood Renewal narrowing the gap)	35.2 Dec 07 ONS	34.3%	32.5%	Jobcentre Plus mainstream (including New Deal and Pathways to Work) and ESF activity LSC ESF activity Tees Valley Works Jobsmart Consortium Working Neighbourhood Funded Programmes Building Futures Connect2Work programme
NI 146 Adults with learning disabilities in employment	TBC	5	6	Jobcentre Plus mainstream (including New Deal and Pathways to Work) and ESF activity LSC ESF activity Tees Valley Works Jobsmart Consortium Working Neighbourhood Funded Programmes Building Futures Connect2Work programme Progression2Work ILM
NI 150 Adults in contact with secondary mental health services in employment	Unable to set targets, will seek to include in annual refresh for 2009/10			MIND Jobcentre Plus mainstream (including New Deal and Pathways to Work) and ESF activity LSC ESF activity Tees Valley Works

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				Jobsmart Consortium Working Neighbourhood Funded Programmes Building Futures Connect2Work programme Progression2Work ILM

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Agree targets for NI 150 Adults in contact with secondary mental health services in employment	Carl Bashford, PCT	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
2. Design innovative programmes for people with mental health problems including On Target project	Iain Caldwell – MIND	Officer time and Working Neighbourhood Funding. Core funding from MIND	December 2008	Agree outcomes for project July 2008 Project commenced end of July 2008 . Celebration Event September 2008 Review of project October 2008 .
3. Design and implement the 14-19 young people not in education, employment and training (NEET) reduction project (Going Forward).	Patrick Wilson – Hartlepool Borough Council	Tees Valley Works will be the Accountable Body for the programme. Funding secured to deliver the Going Forward project from the Learning and Skills Council (LSC)/ESF Co-financing.	This project ends in December 2010	Identify sub-contractors to deliver project – April 2008 . Launch of Going Forward project End of June 2008 . Report to the Youth Working Group and

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				Economic Forum in September 2008 on the performance of the project.
4. To establish Family Caseload Workers to work directly with individuals and families from workless households in the most deprived wards in Hartlepool.	Patrick Wilson – Hartlepool Borough Council	Working Neighbourhood Funding Support from Jobcentre Plus, Connexions and Jobsmart Consortium members	March 2008	Employment of first Family Caseload Worker in West View in July 2008 . Agree joint working relationships with Connexions and Jobcentre Plus to provide support to the Family Caseload Workers – July 2008 . All Family Caseload Workers to be in post by September 2008 .

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners	Medium Possible		Antony Steinberg - HBC	March 09

Outcome 4 Achieve economic wellbeing for all children and young people ensuring that they are prepared for working life -

Owner and Organisation – Tom Argument, Hartlepool Borough Council

Key Partners (*denotes overall lead) Children's Services *, Schools, Colleges and Work based learning providers, Community and Voluntary Sector, Connexions, Higher Education, Economic Development, Job Centre Plus

Focus of Activity for 2008/09

Our vision for this outcome in Hartlepool is that 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. This outcome is important to young people because it gives access to high-level qualifications, well-paid employment and provides a strategic approach to the creation of wealth. Services work collaboratively, to ensure children and young people have opportunities to succeed in their chosen career and live in households free from poverty. The outcome is a key cross cutting theme and there are many facets that contribute to this outcome including housing, environment, social issues such as substance abuse, crime , education and economic activity.

Children's Services across Hartlepool are working through the Children & Young People's Strategic Partnership and the 14-19 Strategic Board to:

- ensure that education and training is planned in a co-ordinated manner involving all partners;
- ensure that all young people are prepared for working life;
- ensure that childcare opportunities are available for all residents of Hartlepool;
- ensure that all Key Stage 4 pupils have opportunities for vocational studies and work experience;
- ensure that all young people aged 13-19 have impartial careers advice and guidance.
- continue to support looked after children to achieve economic well-being;
- continue to support children who have learning difficulties and or disabilities to achieve economic well being
- continue to support regeneration initiatives which support the needs of children and young people;

In taking forward this outcome as part of the Local Area Agreement, the CYPSP will oversee the delivery of the national and local priorities for children and young people and contribute to the delivery of the Hartlepool Community Strategy. These are:

- Reduce the number of young people classified as not in education, employment or training (NEET). (CYPP Reference 5.3.4)
- Improve the number of young people engaged in education, employment or training from disadvantaged groups. (CYPP Reference 5.3.3 JAR reference Para 19)
- Increase the number of young people having the opportunity to access higher education. (CYPP Reference 5.3.6)

A range of activities and innovative projects, have been put into place to address issues in targeted areas and groups. This includes new activities to support underachieving boys, which includes the appointment of a dedicated member of staff to challenge and support schools to work with underachieving boys, the appointment of 5 Integration Support Managers to develop integrated working which will ensure all young people receiving the support they require from multi agency teams.

To support young people who were disaffected or in danger of being permanently excluded from school, the Wake up to Work project supported 60 young people in yr 11. The young people gained 19 full NVQ qualifications Level 1s and 26 partial awards.

The Aimhigher innovation programme worked with young people from a variety of disadvantaged backgrounds, over 40 young carers, 10 leaving care and 20 looked after young people were supported on the programme, support ranged from summer school activities, university visits, purchase of computers and a conference in Southampton.

Target Areas and Groups

Groups and target areas include:

- All young people aged 13-19 in Hartlepool, there is likelihood that young people will reside in NRF wards
- NRF wards –all young people with an emphasis on under achieving boys
- NDC area - targeting all young people as part of the general educational achievement programme including the employment and education themes
- Vulnerable young people including those who are
 - Looked after
 - Leaving care
 - Special education needs and or disabilities,
 - Young offenders
 - Back and minority ethnic
 - Mobile
 - Have English as additional language
 - Disaffected and disengaged –at risk of exclusion and becoming NEET (not in education, employment or training)
 - Permanently excluded
 - Priority target group is underachieving boys across all phases of education

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 117 16 to 18 year olds who are not in education, training or employment (NEET)	9.0% Period ending: 31/12/07	8.4%	7.4%	<ul style="list-style-type: none"> • Connexions staff work closely with schools, colleges and WBL providers to target vulnerable young people at risk of becoming NEET • Range of initiatives in place including the HOT Project and ESF funded Going Forward Project. • Monthly meetings to ensure smooth operation of the referral process from Connexions to training providers.
NI 116 Proportion of Children in Poverty	28.6% JSU/DWP	25.6%	19.7%	<ul style="list-style-type: none"> • WNF Programmes • Children's Centres • Women's Opportunity Programmes • Financial Inclusion Partnership activity

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Careers education and guidance is provided to all young people aged 13 to 19	99.5% (2007/08)	99.5%	99.5%	<ul style="list-style-type: none"> • All young people receive IAG in schools and colleges from Connexions PA's, school and college mentors and tutors • Audit of IAG provision to measure quality of provision against new national standards • Development of Individual Learner Plans (ILP) and the Common Application Process (CAP) to ensure all young people receive IAG

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
The percentage of key stage 4 pupils undertaking work related and useful work experience including enterprise activities	98.7% (2007/08)	99%	99%	<ul style="list-style-type: none"> • All young people in Hartlepool are entitled to 10 days work related learning and useful work experience organised by EBP • Aimed at KS4 pupils, all Hartlepool schools receive additional funding from central government to support the development of enterprise activities • Targeted initiatives such as Aimhigher, Gifted & Talented Programme, Playing for Success, University of the 1st Age Enterprise Task Force and MFL Enterprise Programme

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Reduce the level of young people who are Not in Employment, Education or Training (NEET)	Mark Smith, Connexions Locality Manager, Children's Services	Support from DWP, schools, colleges, work-based learning providers and LSC including funding staffing	March 2009	Finalise Reduction Strategy Sept 08
2. Develop Child Poverty Strategy with key partners, subject to provision of funding	Diane Martin Economic Development	Support from DWP, Hartlepool Borough Council, Economic Forum, Financial Inclusion Partnership, Working Neighbourhood Funding. This is a cross cutting theme and resources will be pooled/aligned as appropriate. At present the main funding and resources to tackle this target will be vired from worklessness programmes and DWPs benefit claimant arrangements. The Child Poverty Toolkit and the new Children and Young Peoples Plan have yet to be published, these will be needed to determine the main future activities to tackle this particular issue and in addition funding will need to be accessed for the development of the Child poverty strategy.	March 2009	Working Neighbourhood Programmes relating to reducing benefit dependency – Commence May 2008 . Submit a report to CMT to develop a Corporate Strategy to reduce the proportion of children who live in poverty – March 2009 .

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
3. Support the development of consistently high quality impartial Information, Advice and Guidance via the local implementation of the National Standards	Mark Smith, Connexions Locality Manager, Children's Services	Funding provision of Connexions PA. School, college and work-based learning staff.	March 2009	Review progress Sept 08
4. Ensure all young people at KS4 undertake WRL and useful work experience including enterprise activities.	Tom Argument, 14-19 Adviser, Children's Services.	Staff time from school, WRL and enterprise activities. Support from EBP and allocation of funding for WBL and Enterprise for Schools.	March 2009	Place all young people on work experience at KS4. Dec 08 Ensure all young people partake in 5 days enterprise activity. Dec 08

Risks

Risk	Rating	Actions	Who	Date to be completed
Publication of national Child Poverty Toolkit and the new Children and Young Peoples plan affecting future proposals. The CYPP will be published April 09.	Amber	Regular liaison meetings and reviewing information as it becomes available.	Econ Dev/ Childrens' services	Match 2009

Outcome 5 Enjoy and Achieve

Owner and Organisation – Ian Merritt, Hartlepool Borough Council

Key Partners (*denotes overall lead) –

- Children's Services Department*
- Lifelong Learning and Skills Theme Partnership incorporating HLLP, SureStart Partnership and the Education Partnership
- Children and Young People's Strategic Partnership
- Health & Wellbeing Partnership
- Economic Forum
- Culture, Leisure and Community Learning Theme Partnership
- Community Safety Partnership
- The children and young people of Hartlepool
- The UK Youth Parliament representative
- Parents and carers
- Hartlepool Police
- Durham Diocesan Board of Education
- Diocese of Hexham and Newcastle
- North Tees and Hartlepool NHS Trust
- Headteachers
- Learning and Skills Council Tees Valley
- Hartlepool Voluntary Development Agency
- Voluntary and Community Sector Organisations
- West View Project.
- UNISON.
- Barnardo's North East
- Hartlepool Governors Association
- Tees & North East Yorkshire Mental Health NHS Trust
- New Deal for Communities
- Connexions Hartlepool
- Hartlepool Youth Offending Service
- Hartlepool SureStart Partnership
- Hartlepool Primary Care Trust
- Cleveland College of Art and Design
- Local Safeguarding Children Board
- Probation Service
- Housing.

Focus of Activity for 2008/09

The key priorities for raising achievement and standards in 2008/09 are:

- implement the Primary Transformation Programme;
- implement the Building Schools for the Future project plan for 2008/09 including completion of the Strategy for Change;
- challenge and support schools to improve performance to national averages and above;
- 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;
- 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;
- ensuring all children and families have access to high quality childcare and integrated services (Children's Centres/Extended Services);
- increase universal access and high quality learning and skills opportunities;
- increase universal access from disadvantaged/socially excluded groups to high quality learning and skills opportunities.
- monitor underperformance amongst vulnerable and underachieving groups and target resources to meet their needs (eg) LAC, boys;
- ensure vulnerable children and young people are helped to enjoy and achieve.
- support parents and carers in helping their children to enjoy and achieve.

Target Areas and Groups

- WNF areas – all children, with an emphasis on children and young people who will be in Years 6 and 11 in 2007 and 2008, especially boys.
- Vulnerable children and young people, including those who are:
 - looked after
 - special educational needs, have disabilities and/or learning difficulties
 - young offenders
 - black and minority ethnic
 - mobile
 - have English as an additional language (EAL)
 - disaffected and disengaged – at risk of exclusion and becoming NEET (not in education, employment and training)
 - permanently excluded pupils
- Priority target group is underachieving boys across all phases of education

Improvement Target	Baseline (2006/07 Academic Year)	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
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	38.4%	45.7%	45.8%	<ul style="list-style-type: none"> • Support schools and settings in the introduction of the EYFS. • Implementation and monitoring of the PNS CLLD programme. • Projects to support boys writing e.g. project with Trimdon Primary School and five targeted Hartlepool schools. • Support for quality learning and teaching of speaking and listening across the EYFS. • Provide support for targeted schools and settings.
NI 73 Achievement of level 4 or above in both English and Maths at Key Stage 2	75.2%	78%.	84%	<ul style="list-style-type: none"> • Delivery of Specific Support Programme to 11 targeted schools (includes elements of PNS ISP (Intensifying Support Programme). • Support the development of the use of PNS renewed frameworks. • Implementation and monitoring of PNS ECAR (Every Child a Reader) programme. • Provision of a range of CPD opportunities including APP, Assessment for Learning and gender issues. • Support schools with identification and support for under-performing groups.
NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3	68.5%	75%	77%	<ul style="list-style-type: none"> • Support and challenge schools to improve attainment at KS3 particularly focusing on increasing the number of pupils achieving two levels improvement from KS2 (and in the number of pupils achieving both English and Maths at above L5 at KS3) through Individual Pupil Data Analysis and hence identification of underperforming pupils and groups and subsequent targeting and tracking for additional intervention, supported by the Secondary School Improvement Coordinators.

Improvement Target	Baseline (2006/07 Academic Year)	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				<ul style="list-style-type: none"> • Agreement in principle made with Headteachers to set and achieve similar targets for all pupils of similar prior attainment and plan for progression. • Support for schools in identification and subsequent intervention for pupils who are expected to achieve L5+ in English and/or maths to achieve L5+ in English and maths. • Support the implementation and delivery of the new curriculum and Secondary National Frameworks and PoS ready for September 2008. • To support the production and implementation of a Hartlepool Scheme of work in the core subjects to match the new curriculum from September 2008, incorporating a focus on processes of learning in order to match the requirements of Functional Skills at KS4 and beyond. • Agree appropriate Central and tailor-made CPD and support for and with all schools to address the delivery and implementation of APP, AfL, BfL and specific school issues identified alongside schools and through their School Improvement Plans.
NI 75 Achievement of 5 or more A-C grades at GCSE or equivalent including English and Maths	39%	44%	49%	<p>All activities as in N74 but focusing on KS4: e.g</p> <ul style="list-style-type: none"> • Support and challenge schools to improve attainment at KS4 particularly focusing on increasing the number of pupils achieving two levels improvement from KS3 and/or four levels improvement from KS2 and in both English and Maths at above Grade C at KS4 through Individual Pupil Data Analysis and hence identification of underperforming groups and subsequent targeting for additional intervention, supported by the Secondary

Improvement Target	Baseline (2006/07 Academic Year)	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				<p>School Improvement Coordinators (with a specific focus on moving more pupils from KS3 L6 to Grade B+).</p> <p>In addition, focus on:</p> <ul style="list-style-type: none"> Supporting schools with the 'Near Misses' 4+ A*-C in Eng, ma and sc where pupils are identified as achieving Grade D. 'Out of hours' support for targeted Borderline C/D pupils in all schools in Eng and ma.
NI 83 Achievement at level 5 or above in Science at KS3	69.20%	77%	83%	<p>In addition to the above (N 74)</p> <ul style="list-style-type: none"> All schools included in the L4 to L6 national pilot and subsequent L6+ Progression focus, supported by the Science School Improvement Co-ordinator.
NI 87 Secondary School persistent absence rate	6.00%	5.80%	5.53%	<ul style="list-style-type: none"> PA is tracked in all secondary schools each half term. There are currently no PA schools in Hartlepool and none are at risk of falling into the PA category. The LA is on track to meet the agreed PA targets. PA figures for each school and a detailed attendance breakdown was discussed at the B&A Partnership in April 08. Each school was able to make direct comparisons and identify good practice and areas for improvement. Sharing Good Practice: School Attendance Event was held in January 08 to disseminate good practice in identified schools.
NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	45.70%	39.30%	36.7%	<ul style="list-style-type: none"> Support schools and settings in the introduction of the EYFS. Implementation and monitoring of the PNS CLLD programme and extension of Phase One phonics to PVI settings. Projects to support boys writing e.g. project with Trimdon

Improvement Target	Baseline (2006/07 Academic Year)	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				<p>Primary School and five targeted Hartlepool schools.</p> <ul style="list-style-type: none"> • Support for quality learning and teaching of speaking and listening across the EYFS. • Provide support for targeted schools and settings through the work of the Early Years Co-ordinators and the Area SENCO in collaboration with all relevant agencies.
NI 93 Progression by 2 levels in English between Keystage 1 and Keystage 2	84.4%	95%	97%	<ul style="list-style-type: none"> • Delivery of Specific Support Programme to 11 targeted schools (includes elements of PNS ISP (Intensifying Support Programme). • Support the development of the use of PNS renewed literacy frameworks. • Provision of a range of CPD opportunities including APP, Assessment for Learning and gender issues. • Support schools with identification and support for under-performing groups. • Promotion and enhancement of quality first teaching across the curriculum in ICT through 'Hands on Support' and the use of ICT within the renewed literacy framework. • Promote the appropriate use of intervention/support programmes.
NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	80.70%	93.4%	97%	<ul style="list-style-type: none"> • Delivery of Specific Support Programme to 11 targeted schools (includes elements of PNS ISP (Intensifying Support Programme). • Support the development of the use of PNS renewed numeracy framework. • Provision of a range of CPD opportunities including APP, Assessment for Learning and gender issues. • Support schools with identification and support for under-

Improvement Target	Baseline (2006/07 Academic Year)	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				<p>performing groups.</p> <ul style="list-style-type: none"> Promotion and enhancement of quality first teaching across the curriculum in ICT through 'Hands on Support' and the use of ICT within the renewed numeracy framework. Promote the appropriate use of intervention/support programmes.
NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3	22.2%	28%	35%	As in N74
NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	55.4%	61%	68%	As in N74
NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4	40.9%	62.5%	75.8%	As in N75
NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	18.7%	24.7%	27.5%	As in N75
NI 99 Children in Care reaching level 4 in English at Key Stage 2	Summer 2007 = 33%	Current Y6 cohort 20%	Current Y4 Cohort 25%	<ul style="list-style-type: none"> Each cohort is identified and tracked to monitor attendance, exclusions and progress. Personal Education Plans are in place for all pupils with short and long term targets. These are monitored each term in school. LAC Summer School arranged for all KS2 pupils to encourage ongoing participation in learning activities.
NI 100 Children in Care reaching level 4 in Maths at Key Stage 2	Summer 2007 = 50%	Current Y6 Cohort 30%	Current Y4 Cohort 25%	<ul style="list-style-type: none"> Each cohort is identified and tracked to monitor attendance, exclusions and progress. Personal Education Plans are in place for all pupils with

Improvement Target	Baseline (2006/07 Academic Year)	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				<p>short and long term targets. These are monitored each term in school.</p> <ul style="list-style-type: none"> LAC Summer School arranged for all KS2 pupils to encourage ongoing participation in learning activities.
NI 101 Children in Care achieving 5 A – C GCSE's (or equivalent) at Key Stage 4 (including English and Maths)	Summer 2007 = 9%	Current Y11 Cohort 11%	Current Y9 Cohort 25%	<ul style="list-style-type: none"> Each cohort is identified and tracked to monitor attendance, exclusions and progress. Personal Education Plans are in place for all pupils with short and long term targets. These are monitored each term in school.

Local Priority Target	Baseline (2006/07 Academic Year)	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Increase the proportion of NRA pupils achieving two level gains from KS1 – KS2 in English and mathematics at a rate which exceeds the increase for non NRA	English 5.9% Maths 6.4%	English 5.4% Maths 5.9%	English 4.5% Maths 5.0%	<ul style="list-style-type: none"> Targeted support has been provided to pupils through developed finance to schools based on the number of pupils living in the NRA area and attending local schools
Increase the proportion of NRA pupils achieving two level gains in English and Mathematics from KS2 – KS3 at a rate which exceeds the increase for non NRA	English Diff = 5.99% Maths Diff = 21.73 %	English Diff = 4.99% Maths Diff = 20%	English Diff = 4.65% Maths Diff = 16.66%	
Increase the proportion of NRA pupils achieving two level gains in English and Mathematics from KS3 – KS4 at a rate which exceeds the increase for non NRA	Difference English NRF to Non NRF 9.9% Maths NRF to Non NRF 10.8%	Difference English NRF to Non NRF 8.5% Maths NRF to Non NRF 7.4%	Difference English NRF to Non NRF 6.8% Maths NRF to Non NRF 7.1%	
Increase the proportion of boys' two level gains from key stage 2 to key stage 3 in English	42.7%	48.1%	50.1%	<ul style="list-style-type: none"> Through analysis of data and subsequent identified support as in N74 with specific focus on gender attainment.
Increase the proportion of boys' achieving two level gains from key stage 3 to key stage 4 in English	21.6%	27%	29%	<ul style="list-style-type: none"> Through analysis of data and subsequent identified support as in N75 with specific focus on gender attainment.
Increase the percentage of pupils in self governing mainstream secondary schools	51.6%	73%	100%	<ul style="list-style-type: none"> One secondary and one special school are investigating foundation in status.

Key Actions for Improvement 2008/09

Action for improvement		Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1	Prepare for Primary Capital Programme investment	Paul Briggs, Children's Services Department	Schools Transformation Core Team/ External advisers Schools Transformation revenue budget	March 2009	Complete Stage 2 consultation (options) by July 2008. Complete Stage 3 consultation (proposals) Dec 08 Complete statutory processes by March 2009
2	Progress Building Schools for the Future Programme	Peter McIntosh, Children's Services Department	Schools Transformation Core & Extended Teams/ External advisers Schools Transformation revenue budget	March 2009	Submit outline business case Begin procurement of ICT Partner February 2009
3	Identify vulnerable children and young people to enable targeted intervention and support across all key stages of education	Assistant Director, Children's Services Department	Children's Services Grant NRF NDC National Strategies Dedicated Schools Grant	April 2009	2009 SAT and GCSE outcomes available in September 2008 to show progress is being made for vulnerable groups such as: - LAC - SEN/LDD - Boys - BME

Action for improvement		Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
4	<p>Promote inclusion practice by implementing the inclusion development programme</p> <p>PSI A013 Develop protocols for schools, linking with the national strategies Inclusion Development Programme, to support the early identification and early intervention of children and young people with developmental disorders e.g. dyslexia</p>	Sue Johnson, Children's Services Department	National Strategy	April 2009	Training October 2008
5	Narrow the gap between the Hartlepool average and the most disadvantaged areas in the Foundation Stage	Danielle Swainston Children's Services	Standards Fund – CLLD General Sure Start Grant	<p>Targets approved by DCSF – April 2008</p> <p>EYOD plan developed – July 2008</p> <p>Data analysed – Aug 2008</p> <p>Improvement targets highlighted within EYOD</p>	Targets approved. First draft written - April 2008

Action for improvement		Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				to target support for schools and settings - Sept 2008	

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to consolidate upon recent improvements in achievements and standards in all Key Stages	Medium - Possible	Deliver improvements in all Key Stages	Children's Services Department	March 2009

Outcome 6 Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice-

Owner and Organisation – Lesley Monaghan, Learning and Skills Council

Key Partners

Learning and Skills Council, Hartlepool Borough Council, Post 16 Providers, Schools, Connexions, Voluntary Sector, Private Sector Training Providers, University of Teesside

Focus of Activity for 2008/09

The Government's Further Education White Paper: Raising Skills, Improving Life Chances (March 2006) outlines its intention to tackle long standing skills weaknesses that undermine the levels of productivity on which the country's economic future depends. The White Paper includes the Government's response to Sir Andrew Foster's report on the future role of FE colleges, and represents a sweeping programme of reform for FE. It includes provisions to drive up the quality of teaching, to reward colleges for success and to make the sector more responsive to the skills needs of individuals and employers. Further Education colleges are to be the engines of social and economic growth, providing young people and adults with the right skills to meet the demands of our economy. "Our economic future depends on our productivity as a nation", the report states, "That requires a labour force to match the best in the world."

The FE White Paper is the latest in a series of reforming papers that include: Success for All (November 2002), 14-19 Education and Skills White Paper (February 2003), Learning and Skills Council's Agenda for Change (2004), The Foster Report: Realising the Potential (November 2005) The Lord Leitch Interim Report on Skills (December 2005), The Regional Economic Strategy (RES, 2005, 2006), Regional Skills Partnership: Skills Action Plan (2005, 2006) The Regional Skills Action Plan (2006) identifies the priorities for partnership focus, three of which were identified in the 2005 plan and

a fourth added following the publication of the government's 14-19 White Paper. These are:

- Developing management and leadership skills and capability
- Increasing the proportion of the workforce qualified to level 3
- Supporting individuals not currently participating in the labour market to access learning and sustainable employment
- Ensuring young people are motivated and skilled in order to enter and succeed in an increasingly knowledge-based labour market.

The Regional Skills Partnership acknowledges sub-regional and local variations in the skills and employment needs that exist and the distinct responses that are required to meet such needs. The Hartlepool context is unique and is characterised by both strengths and weaknesses. The weaknesses are articulated in the Community Strategy analysis and in terms of education and skills relate to:

- Overall low levels of academic and vocational achievement, in particular:
- high % of individuals with no qualifications
- low % of individuals with advanced and higher level skills and quals
- Lack of ambition and aspiration amongst large sections of the school leaver and adult population

- Limited enterprise education and entrepreneurial activity
- Decline in the population of 'working age' as skilled workers migrate south.

It has been agreed to establish a sub-regional employment and skills board for the Tees Valley City Region.

Target Areas and Groups 2008/09

The scale of the problems outlined in the government's white papers on skills suggests that all sections of the Hartlepool Community should be targeted either to develop the potential solutions or to benefit from the activity or indeed both. The challenge to change the economic landscape in Hartlepool is as much for employers, providers and support agencies as it is for the individuals any strategy is intended to help. The targeted areas and groups should therefore include:

- Employers and employer representatives
- Providers of education, training and skills and their partners and support agencies
- Geographically – socially disadvantaged areas (NRA)
- Disaffected and excluded groups in the community
- Individuals in employment and those unemployed

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 161 Learners achieving a Level 1 qualification in literacy	388 learners achieving a literacy level 1 qualification (which includes GCSE English, KS Comms, Language and Literacy) 2006	400	445	Mainstream LSC. Progression Pathways Pilot. Job Smart consortium providers will be delivering bespoke training programmes which will look to assist unemployed residents in Hartlepool, to overcome barriers to achieving the level 1 qualifications in literacy. Skills For Jobs. E2E. Going Forward Project (ESF) Hartlepool Skills for Life Group There are also numerous opportunities to gain a Level 1 Literacy qualification in mainstream classes
NI 162 Learners achieving an Entry Level 3 qualification in numeracy	115 learners achieving a numeracy qualification (2006)	122	134	Mainstream LSC. Progression Pathways Pilot. Job Smart consortium providers will be delivering bespoke training programmes which will look to assist unemployed residents in Hartlepool, to overcome barriers to achieving the level 3 qualifications in numeracy. Skills for Jobs. E2E. Going Forward Project (ESF) Hartlepool Skills for Life Group There are also numerous opportunities to gain an Entry 3 Numeracy qualification in mainstream classes

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 163 Working age population qualified to at least Level 2 or higher	64.7% (2006)	67.1%	72.2%	LSC funded priority to encourage those learners in employment and who are unemployed to achieve a level 2. Funding Streams are mainstream LSC funding (incl T2G, WBL, FE and ESF)
NI 164 Working age population qualified to at least Level 3 or higher	42.6% (2006)	44.2%	48%	LSC funded priority to encourage those learners in employment and who are unemployed to achieve a level 2. Funding Streams are mainstream LSC funding (incl T2G, WBL, FE and ESF)

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
No. of learners achieving a level 1 qualification in literacy (Neighbourhood Renewal Area)	Data not currently available. Seek to include for 09/10			
No. of learners achieving an entry level 3 qualification in numeracy (Neighbourhood Renewal Area)	Data not currently available. Seek to include for 09/10			
Working age population qualified to at least level 2 or higher (Neighbourhood Renewal Area)	418	426	444	LSC funded priority to encourage those learners in employment and who are unemployed to achieve a level 2. Funding Streams are mainstream LSC funding (incl T2G, WBL, FE and ESF). Enterprise Project NDC 14-19 diplomas

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Working age population qualified to at least level 3 or higher (Neighbourhood Renewal Area)	304	313	333	LSC funded priority to encourage those learners in employment and who are unemployed to achieve a level 2. Funding Streams are mainstream LSC funding (incl T2G, WBL, FE and ESF) Enterprise Project NDC Self employment option (Runs till Dec 08)
Apprentice Framework Completions	261	277	312	Progression to AMA is encouraged by all providers where appropriate. Funding for Adult Apprentices is in place through mainstream WBL funding. ESF Projects.
Apprentice Framework Completions (Neighbourhood Renewal Area)	111	118	133	Progression to AMA is encouraged by all providers where appropriate. Funding for Adult Apprentices is in place through mainstream WBL funding. ESF Projects.
Train to Gain	521	552	620	LSC funded priority through Train 2 Gain.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Agree targets for No. of learners achieving a level 1 qualification in literacy (Neighbourhood Renewal Area)	Lesley Monaghan, Learning and Skills Council	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
2. Agree targets for No. of learners achieving an entry level 3 qualification in numeracy (Neighbourhood Renewal Area)	Lesley Monaghan, Learning and Skills Council	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
3. Contract provision (both new and existing) via Open and Competitive Tender (OCT), to fill gaps in current offer, improve learner choice and contribute to national and local delivery targets.	Lesley Monaghan, Learning and Skills Council	LSC staff provided with support and training to assess and score tenders. LSC staff provide new providers who win LSC contracts with support to ensure they meet standards set by LSC in terms of Managing Performance. Provide general support to all providers throughout the performance year. ESF, Mainstream LSC provision.	Mar 2009	LSC staff score tenders May – July 2008. Providers informed of outcomes July – Aug 2008. Contracts issued to providers – Sept 2008 Providers monitored throughout performance year to ensure MLP are met.

Risks

Risk	Rating	Actions	Who	Date to be completed
1. The NE Region of the LSC fails to deliver the key targets outlined in the NE Regional Statement of Priorities, FE White Paper and fails to deliver the allocated share of the PSA national targets, deliver against key performance indicators and monitor progress in Skills for Life, Level 2 at 19, Adult Level 2, Apprenticeships, Train to Gain, contributing to reducing NEET and contributing to 18-30 participation in HE	Medium	<p>Regular liaison and dialogue between Area South and Regional teams</p> <p>Service level agreements to be agreed</p> <p>Implementation of Business Cycle</p> <p>Implement recommendations from 14 -19 progress checks</p> <p>Work with LAs to develop 14 – 19 curriculum</p>	<p>All</p> <p>Area Directors</p> <p>All</p> <p>Area Directors</p> <p>Area Directors</p>	Mar 2009
2. Failure of LSC to maximise skills in City Regions, Economic Strategies, Local Strategic Partnerships and Local Area Agreements		<p>Attend relevant meetings where LAA on the agenda to influence content and actions</p> <p>Review Area South LAAs</p> <p>Share information across Partnership teams -</p>	<p>Partnership Teams</p> <p>Themed Leads</p> <p>Economic Development</p>	Mar 2009

Outcome 7 Improved Health

Owner and Organisation – Madeleine Johnson, Hartlepool Primary Care Trust/Hartlepool Borough Council

Key Partners (*denotes overall lead) – Health & Wellbeing Partnership, Public Health Strategy Group, North of England Cancer Network, North of England Cardiovascular Network, Improvement Foundation

Focus of Activity for 2008/09

The major cause of premature deaths (people under 75 years old) in Hartlepool are cancer and cardiovascular disease (CVD). There is a National Service Framework (NSF) for Coronary Heart Disease (CHD) and a National Cancer Plan. These documents set out standards for prevention and treatment. Local services and initiatives have been developed that aim to achieve these standards.

During 2008/09, work will be focussed on:

- With the support of the Improvement Foundation, continuing to improve identification of people with high risk of cardiovascular disease.
- Building on previous CVD activities e.g. by improving risk assessment and promoting healthier lifestyles within the workplace
- Securing support from the Improvement Foundation to establish a pilot project to improve early diagnosis of cancer
- Implementing the recommendations from the Health Inequalities National Support Team

If current local trends in mortality are maintained, there will be a 50% reduction in CVD and a 33% reduction in cancer

deaths by 2010, exceeding national targets. However, even if these targets are achieved, there will be a widening gap between average life expectancy in Hartlepool compared to the rest of the country. To stop this life expectancy gap widening further, a 20% reduction in all cause mortality would have to be achieved. Interventions will therefore need to include activities targeted at older people (over the age of 75) as well as those in younger age groups.

In order to impact on the short term life expectancy targets, interventions need to be targeted in two directions. Firstly, to add a few months on average to a very large number of older people, and secondly, saving the lives of younger people as each life saved represents many added years of life.

People who already have a disease diagnosis (long term condition) need to be targeted with care and support, allowing them to make lifestyle changes, preventing deterioration and progression of their disease.

Target Areas and Groups

The most disadvantaged wards (e.g. Neighbourhood Renewal Area) need to be targeted to improve access to care and increase community based support for lifestyle change.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 120 All-age all cause mortality	Males 859.54 Females 662.93 (2006)	Males 801 Females 579 (2008)	Males 735 Females 539 (2010)	Using a combination of activities to reduce premature deaths from the major killer diseases
NI 123 16+ current smoking rate prevalence	Ave. 2004/5- 2006/7 1769	1769 (2008)	1769 (2010)	Continuing to maintain and monitor community based smoking cessation support.

**This figure shows number of successful quitters per 100,000 population. Note: Comparable, comprehensive, good quality data on smoking prevalence not currently available at local level. The current PCT proxy indicator is the rate of self reported 4-week smoking quitters per 100,000 population aged 16 or over.*

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
All-age all cause mortality (Neighbourhood Renewal Area narrowing the gap indicator)	Data currently unavailable – seek to include in annual refresh to start in 09/10			Continuing targeted, community based prevention programmes within the NRA
16+ current smoking rate prevalence (Neighbourhood Renewal Area narrowing the gap indicator)	979 4-week quitters from NRA+NDC area out of Hartlepool total quitters of 1344 (2006/07)	600 4-week quitters from NRA+NDC area out of the total target quitters of 1000	550 4-week quitters from NRA+NDC area out of the total target quitters of 900	Targeted smoking cessation support in the NRA
Mortality Rates from heart disease, stroke and related diseases in people under 75	TBC	87.15	79.92	Continuing to implement the CHD NSF Working with the Improvement Foundation to increase local focus on identifying people at risk
Mortality Rates from heart disease,	Data currently unavailable – seek to include in annual			Targeted community based prevention

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
stroke and related diseases in people under 75 (Neighbourhood Renewal Area narrowing the gap indicator)	refresh to start in 09/10			programmes in the NRA
Vascular Risk Register (Vital Signs).	Currently no Practices have a register of people who have a 10 year CVD risk of greater than 20%	12/16 Practices 75%	16/16 Practices 100%	Continuing to promote the development of GP practice based registers of patients at high risk of CVD

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Agree targets for All-age all cause mortality (Neighbourhood Renewal Area narrowing the gap indicator)	Madeleine Johnson, PCT/HBC	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
2. Agree targets for Mortality Rates from heart disease, stroke and related diseases in people under 75 (Neighbourhood Renewal Area narrowing the gap indicator)	Madeleine Johnson, PCT/HBC	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
3. Develop work to support campaigns and education programmes.	Carole Johnson, PCT	Officer time	March 09	Review progress Sept 08
4. Develop and deliver local action plans for tobacco control within the Regional Tobacco Control Strategy	Carole Johnson, PCT	Officer time	March 09	Review progress Sept 08
5. Implement recommendations from the Health Inequalities National Support Team	Madeleine Johnson, PCT/HBC	Officer time Support from National Support Team	March 09	Review progress Sept 08

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
6. Identify option for improving risk assessment and promoting healthy lifestyles within the workplace	Madeleine Johnson, PCT/HBC	Officer time	Sep 08	
7. Implement pilot programme for early diagnosis of cancer	Madeleine Johnson, PCT/HBC	Officer time Support from Improvement Foundation	March 2009	Project Manager in post July 08

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to work in effective partnerships with Health Services	High - Possible	Development of a clear partnership agreement with the PCT for integrated services Review of existing partnership agreement and re development of a new agreement with TEWV NHS Trust for MH/LD	Nicola Bailey - HBC	March 2009

Outcome 8 Be Healthy

Owner and Organisation – Madeleine Johnson, Hartlepool Primary Care Trust/Hartlepool Borough Council

Key Partners (*denotes overall lead) – Hartlepool PCT/Hartlepool Borough Council*, Children & Young People's Strategic Partnership, "Be Healthy" Planning and Evaluation Working Group

Focus of Activity for 2008/09

The Children's Act, 2004 identifies five outcomes for children's services, one of which is "Be Healthy". "Be Healthy" refers to physical, mental, emotional, and sexual health, with an emphasis on healthy lifestyles and making positive choices e.g. not to take drugs.

The Local Authority has the responsibility for preparing and publishing a Children & Young People's Plan in conjunction with partner organisations. The plan is the overarching strategic plan that covers all services available to children and young people. It identified the high level strategic priorities for the period 2006-2009 in each of the five outcome areas.

Planning and evaluation working groups have been formed to oversee the implementation of the different sections of the Children & Young People's Plan and one exists for the "Be Healthy" outcome.

The national priorities within the "Be Healthy" outcome are

- Ensure that parents and carers receive support to keep their children healthy
- Ensure that healthy lifestyles are promoted for children & young people

- Take action to promote children & young people's mental and emotional health
- Ensure that looked after children's health needs are assessed
- Ensure the health needs of children & young people with learning difficulties and/or disabilities are addressed

The Government's Children's Plan – Building Brighter Futures, sets out two goals for 2020:

- Enhance children and young people's wellbeing, particularly at key transition points in their lives
- Child health improved with the proportion of obese and overweight children reduced to 2000 levels

In addition, the Department of Health has developed a National Service Framework for Children, Young People and Maternity Services that identifies 11 standards.

During 2008/09, activity will be focussed on

- Improving uptake of childhood vaccinations, and implementing the new national HPV vaccination programme to protect against cervical cancer

- Continuing to develop the Healthy Schools programme with the aim of including all schools in the programme by July 2009
- Implementing the recommendations of the Teenage Pregnancy National Support Team

Target Areas and Groups

GP practices, Children's Centres and Schools in localities with low uptake for vaccination

Schools not currently included in the Healthy Schools programme (although support will be given to schools currently in the programme to ensure that they continue to develop)

Young people, particularly in wards with highest conception rates e.g. Stranton, Jackson, Owton, Dyke House

Vulnerable young people most at risk of getting pregnant e.g. children or young people in care/leaving care.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 112 Under 18 conception rates	64.08 (2005 rate)	49.6 (-35%) (2009)	34.0 (-55%) (2011)	Implementation of the Teenage Pregnancy Action Plan

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 55 Obesity among primary school age children in Reception year	TBC	9%	9%	School Nursing Team continue to monitor growth development of Reception and Year 6 children
NI 56 Obesity among primary school age children in year 6	TBC	24%	23%	School Nursing Team continue to monitor growth development of Reception and Year 6 children
(NI 112) Under 18 conception rate (Neighbourhood Renewal Area)	Data not currently available. Seek to include for 09/10			Implementation of the Teenage Pregnancy Action Plan
NI 53 Prevalence of Breast Feeding at 6 – 8 weeks	TBC	16.3%	26.2%	Health Visitors offering breast feeding support and advice
Smoking during pregnancy	Data not currently available. Seek to include for 09/10			Health Visitors offer a service within Smoking Cessation
Increase the number of schools achieving National Healthy Schools Status (NHSS) (performance with reward element)	64% National Healthy Schools Database	96%	100%	Providing support to maintain those schools with existing NHSS

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Agree targets for Under 18 conception rate (Neighbourhood Renewal Area)	Madeleine Johnson, PCT/HBC	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
2. Agree targets for Smoking during pregnancy	Madeleine Johnson, PCT/HBC	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
3. Develop the capacity of the Hartlepool Healthy Schools team See various actions in NSD plan relating to schools and healthy eating	Sandra Saint, HBC	Officer time HBC and PCT partnership work	March 2009	Review progress September 08
4. Using the expertise of the National Support Team, social marketing techniques will be used to address the issue of smoking in pregnancy.	Carole Johnson, PCT	Officer time Support from National Support Team Public Health Intelligence Team Fresh	March 2009	A North of Tees Group is being established – first meeting June 2008. Data collection issues to be resolved using

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				the Public Health Intelligence Team. Sept 08 Produce regional guidelines that will help to inform local action. Sept 08
5. Implementation of recommendations from the Teenage Pregnancy National Support Team	Deborah Gibbin, PCT	Officer time Support from National Support Team	March 2009	Review progress Sep 08
6. Implementation of national HPV immunisation programme	Madeleine Johnson, PCT	Officer time Health Protection Team, Tees PCTs School Nursing Service	March 2009	First vaccinations Sep 08

Risks

Risk	Rating	Actions	Who	Date to be completed
Lack of support from schools for implementation of HPV immunisation programme		Briefings for Head Teachers, School Governors, staff & parents Targeted support where issues identified	Madeleine Johnson	December 2008

Outcome 9 Exercise of choice and control and retention of personal dignity

Owner and Organisation –Jill Harrison, Hartlepool Borough Council

Key Partners (*denotes overall lead) – Hartlepool Borough Council, * Health and Wellbeing Partnership, North Tees and NHS Trust, Tees Esk and Wear Valleys NHS Trust and Voluntary Sector Partners

Focus of Activity for 2008/09

Adult Services are underpinned by Our Health Our Care Our Say (2006) which focuses on prevention, choice, control and self directed care. More recently Putting People First and the NHS Operating Framework reinforced the need for the wider Wellbeing Agenda to be addressed by all partners and a focus on early interventions at an appropriate level with outcomes being achieved specifically around Supporting People to have more choice and control and helping people to maintain maximum independence.

The main strategic aim of Putting People First is the development of personalised services which should support people to:

- Live independently
- Stay healthy and recover quickly from illness
- Exercise maximum control over their own life and where appropriate the lives of their family members
- Sustain a family unit which avoids children being required to take on inappropriate caring roles
- Participate as active and equal citizens, both economically and socially
- Have the best quality of life, irrespective of illness or disability

- Retain maximum dignity and respect

In order to achieve this there will need to be a focus on system wide transformation which is developed and owned by local partners including those who use services and their families. At a local level this system wide transformation is underpinned by a range of strategies and initiatives including:

- Older People Housing Care and Support Strategy
- Low Level Support Strategy
- Total Transformation – programme to deliver Individual Budgets
- Joint Strategic Needs Assessment
- Voluntary Sector Strategy
- Commissioning Strategies

These initiatives are being driven through the Personalisation Steering Group and Health and Wellbeing Partnership, Improving Life Chances Board, The Mental Health Local Implementation Team, Older Person's Local Implementation Team, The Learning Disability Partnership Board, Carers Steering Group. The LAA has a range of targets which are underpinned by specific detailed targets and actions in service and team plans.

Target Areas and Groups

Vulnerable Adults who meet the eligibility criteria for adult social care or who require health services, service users and carers including:

- Mental Health
- Older People
- Learning Disabilities
- People with a Physical Disability

Also targeted advice, guidance and signposting for those with low level need to remain as independent as possible. An example of this would be Hartlepool Now and Connected Care.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individualised Budgets)	303.2 (204 people)	50% of all Service Users (1544)	100% of all Service Users (3089)	<ul style="list-style-type: none"> Personalisation Steering Group in place to progress the agenda. System transformation underway including the development of a supported self assessment (SAQ), Resource Allocation System and support planning mechanism. All people who are eligible for social care are offered support to complete a self assessment and are offered on Individual Budget.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 125 Achieving independence for older people through rehabilitation/intermediate care	Data currently unavailable – seek to include in annual refresh to start in 09/10			<ul style="list-style-type: none"> Agreed integrated management arrangements for Intermediate Care. Jointly commissioned new 20 bed dedicated step-up / step down facility 3 integrated locality teams now in place providing support Increased use of telecare to support people to remain at home for longer and support earlier discharge.
NI 136 People supported to live independently through social care	3102	3231	TBC	<ul style="list-style-type: none"> Continued focus on supporting people to live at home through development of services such as telecare, information and advice through Hartlepool Now. Charging Policy reviewed to provide focus on remaining at home. Joint contract arrangements with Supporting People Team.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				Consistently achieving Top Band rating for help to live at home PAF indicators.
NI 127 Self reported experience of service users	Data currently unavailable – seek to include in annual refresh to start in 09/10			<ul style="list-style-type: none"> • Appointment of new Quality posts • Development of user led evaluation
NI 128 User reported measure of respect and dignity	Data currently unavailable – seek to include in annual refresh to start in 09/10			<ul style="list-style-type: none"> • Development of inclusive partnerships e.g. carers developing commissioning of specific carers services. • Public Engagement Strategy • Keeping Safe booklet as response to service users concerns regarding safety.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Agree targets for NI 125 Achieving independence for older people through rehabilitation/intermediate care	Jill Harrison, Hartlepool Borough Council	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
2. Agree targets for NI 127 Self reported experience of service users	Jill Harrison, Hartlepool Borough Council	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
3. Agree targets for NI 128 User reported measure of respect and dignity	Jill Harrison, Hartlepool Borough Council	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
4. Implement the findings of the Low Level Preventative Strategy	Jill Harrison, Hartlepool Borough Council	Officer time Funding (to be determined)	March 2009	Develop Commissioning Strategy by Oct 08 Set up Joint Steering Group by Oct 08

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				Agree Project Plan outcomes and improvement by Dec 08
5. Implement the recommendations of the Older People Housing Care and Support Strategy	Jill Harrison, Hartlepool Borough Council	Primary Care Trust Housing Strategy Housing Hartlepool 50+ Forum	March 2009	Develop Commissioning Strategy by Oct 08 Set up Joint Steering Group by Oct 08 Agree Project Plan outcomes and improvement by Dec 08
6. Implement and evaluate the Improved Access Psychological Therapies Project	Carl Bashford - PCT	North Tees PCT IAPT Steering Group Department of Health funding and National Support Group	March 2009	Implement project from April 08 Evaluation complete by March 09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
7. Commission and evaluate an independent review of transitions in conjunction with Children's Services from a parents and young person's perspective.	Jill Harrison and Sally Robinson, Hartlepool Borough Council	Officer time Children's Services	March 2009	Commission the independent review by Oct 08 Evaluation of findings by March 09

Risks

Risk	Rating	Actions	Who	Date to be completed
Market pressures on social care placements	H	Developing the provider markets, and maintain partnership working. Fair price agreement.	Jill Harrison	March 2009

Outcome 10 Improved Mental Wellbeing

Owner and Organisation – Carl Bashford, Hartlepool Primary Care Trust

Key Partners (*denotes overall lead) – Health and Wellbeing Partnership; Economic Forum; Hartlepool LIT; Hartlepool PCT, Hartlepool Adult and Community Services; Tees Esk and Wear Valleys NHS Trust; Hartlepool MIND; Hartlepool Carers; Hartlepool Community Consultation Group; Artrium; Peoples Relief of Pressure; Hartlepool Practice based Commissioning Group; Mental Health Matters

Focus of Activity for 2008/09

Mental health services are underpinned by the National Service Framework (1999 and 2005) the Social Exclusion Report (2004), our Health, our Care, our Say (2006) which focuses on prevention, choice, control and self directed care and more recently Putting People First and the NHS Operating Framework reinforce the need for the wider Wellbeing Agenda to be addressed by all partners and a focus on early interventions at an appropriate level with outcomes being achieved specifically around access to therapies and vocational outcomes.

Mental health services are currently delivered by a partnership between the Local Authority, PCT, TEWV MH Trust, Third Sector organisations and service users and carers, they are required to effectively address these issues across the spectrum of mental health need.

The local direction of travel has been informed by National and Regional information but crucially the Visioning Events in 2006 and 2008 have enabled local people including those who experience mental health needs and their carers to have their voice heard and inform the focus of activity.

This focus includes three key goals of better access to services, improved choice and services working effectively together to implement change.

Partnership Working is key to achieving the goals of ensuring the mental wellbeing agenda is addressed by all (specifically employment and accommodation) whilst safeguarding the needs of people with specific mental health needs.

Improved access to interventions and new opportunities including social prescribing, self-help and computerised CBT are all key elements of the Improving Access to Psychological Therapies agenda that has started through 2007/08 and will be expanded upon and developed further through 2008/09.

As part of the Social Inclusion Agenda the local Plan will be refreshed and reviewed and this will include Direct Payment and Individual uptake and changes to local Mental Health Day Services being implemented to secure a modernised service(s) that focus on vocational and employment opportunities.

Improved performance reporting will also be developed through this year to enable people to see the outcomes that are delivered in Hartlepool

Following the Annual Mental Health Assessment key areas to address will include improved knowledge and action around BME Communities, and mental health services improving for people with Learning Disabilities who have associated mental health needs.

The Mental Health LIT will be reviewed further to make sure it is fit for purpose and delivering according to local need

Target Areas and Groups

People experiencing mild to moderate levels of anxiety and depression

Personality Disorder

Older People with mental health needs

People from Black and Minority Ethnic Populations

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Number of Emergency Psychiatric Readmissions as a Percentage of Discharges	3.33 (2006)	6	4	Delivery and evaluation of a wide range of community based interventions to support people away from the need to stay in hospital, including crisis and intensive home treatment. Commencement of evaluation and review of stays over 30 days
Reducing Prescribing rates of Antidepressants	1826.67 (2006/07)	1729.00	TBC	Joint Improving Access to Psychological Therapy (Open Doors) Pilot, Joint Working between TEWV/ MIND continuing delivery of alternative interventions in community settings. Investments identified for implementing improvements to Low Intensity Interventions, cCBT and Psychological Therapies
Improving Access to Psychological Therapies	Data currently unavailable – seek to include in annual refresh to start in 09/10			Currently part of the Improving Access to Psychological Therapies Pilot (Open Doors)

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Agree targets for Improving Access to Psychological Therapies	Carl Bashford, PCT	Officer time	Dec 2008	<p>Agree baseline by September 08</p> <p>Draft targets for 9/10 & 10/11 by November 08</p>
2. Continue development and improvement of stepped care for mild to moderate mental health needs	Carl Bashford, PCT	<p>Identified investment from PCT to implement bespoke improvements to existing investment</p> <p>Investment Plans to be developed through 2008/09 identifying pressures for following years</p>	March 2009	<p>Complete the Open Doors Pilot by September 2008</p> <p>Identify capacity and training needs of existing resource by September 2008</p> <p>Implement computerised CBT across Hartlepool by October 2008</p> <p>Evaluate Open Doors Pilot by October 2008</p>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				<p>Develop Model for efficiently delivering mild to moderate mental health needs by December 2008</p> <p>Initiate Commissioning Process by January 2009</p>
3. Deliver the Social Inclusion Action Plan	Diane Whitehead, HBC	Officer time	March 2009	<p>Review existing Social Inclusion Plan August 2008</p> <p>Monitor and review Wellbeing Project delivered by TEWV by October 2008</p> <p>Monitor and Review Allotments Project by October 2008</p> <p>Develop and implement and report on</p>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				<p>modified Plan October 2008</p> <p>Increase the number of people accessing Direct Payments to 45 by March 2009</p>
4. Evaluate current provision for Older Peoples Mental Health Services against Everybody's Business	Lorraine Ferrier TEWV NHS Trust	Officer time- additional investment to be identified as part of planning processes	March 2009	<p>Ratify Older Peoples Mental Health Strategy by September 2008</p> <p>Review Service Provision against Everybody's Business and prioritise pressures and priorities for development over 2009/10</p>

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to work in effective partnerships with Health Services	High - Possible	Development of a clear partnership agreement with the PCT for integrated services Review of existing partnership agreement and re development of a new agreement with TEWV NHS Trust for MH/LD	Nicola Bailey - HBC	March 2009

Outcome 11 Access to Services

Owner and Organisation – Ali Wilson, Hartlepool Primary Care Trust

Key Partners: Hartlepool PCT*, Hartlepool Borough Council, Health & Wellbeing Partnership, Voluntary Sector Partners.

Focus of Activity for 2008/09

The delivery of timely access to services and increased choice for people using services are key national and local priorities aimed at improving health and social care outcomes and improving the experience of people accessing services.

The delivery of key targets for access to secondary care services (including maximum waits for inpatient and day case admissions of 11 weeks and 5 week waits for all outpatient appointments) needs to be maintained, and this needs to be supported by care pathway redesign and demand management.

Practice Based Commissioners will be developing a range of 'Invest to Save' initiatives that focus on delivering services in the community, closer to peoples homes, relieving pressure on secondary care services and improving patient experience. This work will link closely to the Momentum: Pathways to Healthcare project and the strategic direction of health system reform across North Tees and Hartlepool.

Maximising opportunities presented by further integrated of health and social care provision and local projects such as Connected Care will also be key to delivering improved access.

Target Areas and Groups

Improved access to service is a universal outcome affecting the whole population.

There will be specific areas of work that target vulnerable people with assessed health and social care needs, including those at risk of admission to hospital or nursing / residential care, those who are currently accessing intermediate care services and people currently accessing services in secondary care which could be provided in a primary care or community setting.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information	12% (2006/07)	19%	21%	<ul style="list-style-type: none"> A Carers Strategy has been developed supported by a multi agency Carers Strategy group which meets regularly to oversee implementation of the strategy and to provide a focus for local carers issues, ensuring that services are planned and delivered to meet local needs. Data from the Hartlepool Carers database provides information about assessments and undertaken and services provided.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Access to Equipment and Telecare	84% (2006/07)	91%	93%	<ul style="list-style-type: none"> Target set to maintain top quartile performance, in line with direction of travel for department promoting the personalisation agenda.
NI 132 Timeliness of social care assessments (all adults)	88.5% (2006/07)	90%	93%	<ul style="list-style-type: none"> Target set to maintain top quartile performance, in line with direction of travel for department promoting the personalisation agenda.
NI 133 Timeliness of social care packages following assessment	82% (2006/07)	85%	87%	<ul style="list-style-type: none"> Target set to maintain top quartile performance, in line with direction of travel for department promoting the personalisation agenda.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Percentage of GP practices offering extended hours to their patients (Vital Sign)	18.75% (as at 29 February 2008)	50% by December 2008	Not yet known	<ul style="list-style-type: none"> An interim arrangement is in place to commission extended opening hours from GP practices until the final guidance is issued relating to the Directed Enhanced Service. A Teeswide approach is being taken to the commissioning of this service with regular updates to individual PCTs regarding uptake and coverage.
Contracts for new GP practices and health centre to be awarded (Vital Sign)	0	3 contracts to be awarded by December 2008.	Not yet known	<ul style="list-style-type: none"> Public consultation is underway and due to end early August 2008. A Teeswide approach is being taken to the procurement of the new services – a team is established with project management capacity and fortnightly meetings. Performance management is undertaken monthly by the Strategic Health Authority.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1 Ensure that new primary care services are commissioned that address issues raised via public consultation and which meet identified needs.	Ali Wilson (HPCT)	Project management capacity	Dec 2008	<p>Agree final project specifications following public consultation (August 2008)</p> <p>Assess bids using evaluation criteria informed by public consultation (Nov 2008)</p>
2. Ensure that new primary care services make links with other services, facilitating integration and joint working.	Ali Wilson (HPCT)	Project management capacity	Mar 2009	<p>Explore potential links between the practice to be commissioned in the north of the town and the Hartfields Extra Care Village. (Dec 08)</p> <p>Explore potential links with other planned developments in</p>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				<p>the south of town, including the Building Schools for the Future programme (Dec 08)</p> <p>Identify possible links with other town centre facilities once a provider and premises solution are identified for the GP led Health Centre (Dec 08)</p>
3. Support Practice Based Commissioners to develop 'Invest to Save' initiatives that will support improved access to services.	Ali Wilson (HPCT)	<p>PBC Account Manager</p> <p>PBC Chair and PBC Group</p> <p>Service Reform Team</p> <p>HBC Officer Time</p> <p>Non Recurrent Resources identified via AOP (£250K)</p>	Mar 2009	<p>Business cases to be developed for identified priority areas including minor surgery, anti coagulation, rheumatology and dermatology (Jan 09)</p> <p>Proposal to be developed for a Telehealth pilot,</p>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				linking to existing systems that are already in place for Telecare services (Oct 08)
4. To work with the community in Owton to implement the Connected Care Scheme.	Jill Harrison (HBC)	Input from Health & Wellbeing Partnership, Joint Directorate, PBC Group.	Mar 2009	Contract to be agreed (July 2008) Mid year review to take place (Oct 2008)
5. Further development of assistive technologies, potentially linking Telecare with a Telehealth pilot.	Dale Owens (HBC)	PBC Group OP LIT	Mar 2009	Implement the agreed actions from the Telecare review (Dec 08)
6. Implement the Review Carers Strategy and action plan with the Carers Strategy group	Geraldine Martin (HBC)	Carers Strategy Group	Mar 2009	Ongoing implementation of the strategy, review of progress (September 08)
7. Implement integrated operational services with the PCT	Jill Harrison (HBC)	Integration Project Manager Health & Wellbeing Partnership Joint Directorate	Oct 2008	Consultation with staff (July 2008) Appointments to new structure (Aug / Sept 2008)

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
8. Continue to develop joint commissioning approaches with Health.	Jill Harrison (HBC)	Integration Project Manager Health & Wellbeing Partnership Joint Directorate	March 09	Consultation with staff (Sept 2008) Appointments to new structure (Dec 2008)

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to work in effective partnerships with Health Services	High - Possible	Development of a clear partnership agreement with the PCT for integrated services Review of existing partnership agreement and re development of a new agreement with TEWV NHS Trust for MH/LD	Nicola Bailey - HBC	March 2009

Outcome12 Reduced (total) crime

Owner and Organisation – Brian Neale, Hartlepool Borough Council

Key Partners (*denotes overall lead) – Cleveland Police *, National Probation Service Teesside, Hartlepool Borough Council, Housing Hartlepool, Victim Support and Harbour

Focus of Activity for 2008/09

The Partnership conducted its first strategic assessment in 2007, covering a twelve month period from October, 2006 to September, 2007.

Following the strategic assessment the Safer Hartlepool Partnership has introduced its strategy, 2008 – 2011, which will tackle crime, disorder and substance misuse in Hartlepool.

The strategic objectives are;

Reduce crime, Reduce harm caused by illegal drugs and alcohol, Improve neighbourhood safety and increase public confidence and reduce offending and reoffending.

The Annual Priorities for 2008 /09 are:

1. Violent crime, including domestic abuse,
2. Acquisitive crime,
3. Alcohol treatment and delivery of Alcohol Strategy,
4. Drug dealing and supply,
5. Anti – social behaviour and criminal damage, including deliberate fire setting and
6. Preventing and reducing offending and the risk of offending.

In selecting three year objectives and annual priorities the SHP needed to concentrate its actions into those aspects of crime and disorder and substance misuse, where it considered the most beneficial impact will be gained from adopting focused partnership working, much of which is coordinated with other strategic documents.

The Partnership has multi agency themed groups addressing identified priorities, each group working to an agreed action

plan, which ensures coordinated reactive and proactive activity. The performance of each group being reported to the Partnership Planning and Performance group.

Target Areas and Group

Target areas.

The whole town.

Crime 'hot spot' areas, as identified by analysis.

Vulnerable Localities, as identified by analysis.

Town Centre.

Groups.

All residents.

Businesses within the town.

Vehicle owners.

Victims.

Perpetrators of domestic abuse

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 16 Serious acquisitive crime rate	1500 crimes = 16.47 per 1000 population	1470 = 16.14 per 1000 population	1410 = 15.48 per 1000 population	<ul style="list-style-type: none"> • All repeat and vulnerable victims are contacted and receive crime prevention advice and security improvements, as appropriate. • Ringmaster / Neighbourhood Watch • Walk in Burglary campaign and No Cold Calling zones • Deploying solutions on an intelligence led basis to 'design out' crime. • Targeted multi agency operations. • Targeted campaigns. • Targeted publicity. • Intelligence led approach.
NI 20 Assault with injury crime rate	834 crimes = 9.15 per 1000 population	823 = 9.03 per 1000 population	801 = 8.79 per 1000 population	<ul style="list-style-type: none"> • Police enforcement. • Targeted publicity campaigns. • Targeted resources. • Continuation of Partnership activity and intervention, in order to achieve targets. • Targeted operations, e.g. Operation Outreach. • Targeted publicity and media campaigns, e.g. with local businesses. • Development of Perpetrator programme, e.g. prioritisation to males and same sex couples. • Development of Harbour website to reflect above activity.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Number of domestic burglaries (with reward)	Baseline 2004/05 821	644 (2099*)	Not set End of current reward period is 2008/09	<ul style="list-style-type: none"> • All repeat and vulnerable victims are contacted and receive crime prevention advice and security improvements, as appropriate. • Ringmaster / Neighbourhood Watch • Walk in Burglary campaign and No Cold Calling zones • Deploying solutions on an intelligence led basis to 'design out' crime.
Number of vehicle crimes (with reward)	Baseline 2004/05 1271	1024 (3298*)	Not set End of current reward period is 2008/09	<ul style="list-style-type: none"> • Targeted multi agency operations. • Targeted campaigns. • Targeted publicity. • Intelligence led approach.
Number of incidents of local violence (common assault and wounding) (with reward).	Baseline 2004/05 1826	1650 (5300*)	Not set End of current reward period is 2008/09	<ul style="list-style-type: none"> • Police enforcement. • Targeted publicity campaigns. • Targeted resources. • Continuation of Partnership activity and intervention, in order to achieve targets.
Number of repeat referrals to the police for incidences of domestic violence (with reward)	Baseline 2004/05 1731.	1531	Not set End of current reward period is 2008/09	<ul style="list-style-type: none"> • Targeted operations, e.g. Operation Outreach. • Targeted publicity and media campaigns, e.g. with local businesses.
Number of perpetrators attending a perpetrator programme not re-offending within 6 months of	Baseline 2004/05 0	45	Not set End of current reward period	<ul style="list-style-type: none"> • Development of Perpetrator programme, e.g. prioritisation to males and same sex couples.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
completing the programme (with reward).			is 2008/09	<ul style="list-style-type: none"> Development of Harbour website to reflect above activity.
NI32 Repeat incidents of domestic violence.	n/a	Baseline to be established	To be set in 2008/09 after baseline established	<ul style="list-style-type: none"> MARAC (multi – agency risk assessment conference) process established and developing.

*indicates cumulative reward target over 3 years (2006/07, 2007/08, 2008/09)

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Process Mapping of domestic violence incidents, as identified by Reducing Violence group.	Cleveland Police, supported by Harbour Sgt Dawber	Funding and Resources Funding to undertake exercise. Identify resource for the purpose.	February, 09.	Identify issues, September, 08. Secure services of appropriate body to undertake work, July, 08.
2. Problem solving approach to work with partners to address Acquisitive Crime	Cleveland Police. DCI Beddow	Resource support across SHP, to ensure appropriate personnel attend the Acquisitive Crime themed group and contribute positively to identified actions.	November, 08.	Undertake assessment of group membership, July, 08.
3. Encourage take up of outreach services by hard to reach groups.	Harbour Lesley Gibson	Partnership support to identified 'key worker.'	January, 09.	Ensure structured approach to delivery of services, September, 08.

Risks

Risk	Rating	Actions	Who	Date to be completed
Insufficient resources to maintain townwide CCTV cameras at existing level	High - Possible	Strategy developed and to be scrutinised during 2008	Alison Mawson	March 2009

Outcome 13 Reduced harm caused by illegal drugs and alcohol

Owner and Organisation – Chris Hart, Hartlepool Borough Council

Key Partners –

Hartlepool BC*, Primary Care Trust, Probation, Police, National Treatment Agency, voluntary and community sector, residents and the public

Focus of Activity for 2008/09

The Safer Hartlepool Partnership's strategic assessment and drug specific needs assessment, undertaken through November 07 to March 08 informed local strategic planning and commissioning. The agreed priorities accord with the governments new national Drug Strategy, and overall activity will address:-

- Reductions in substance misuse related crime
- Reductions in offending/re-offending by those using drugs and alcohol
- Expansion and improvement to the effectiveness of substance misuse services
- Development of effective mechanisms for individuals to re-integrate and have increased opportunities (e.g. employment) following treatment
- More support to children, families and the wider community affected by substance misuse.

As substance misuse is a cross cutting issue some of the planned initiatives and joint work will be complemented or illustrated within other LAA Outcome targets and actions.

The specific contribution to the above aims made by Outcome 13 includes the introduction of alcohol treatment; increased

capacity and speedy access to both specialist and general healthcare for substance mis-users and their families; assertive outreach; campaigns and education delivered within the community; expansion of the stimulant service; increased work experience and employment projects; enhanced support for families and carers including their involvement in treatment and the Partnerships decision-making; progress on Hidden Harm (children affected by parental substance misuse); activity to educate and address underage drinking and additional tenancy support.

Target Areas and Groups

Activity and services are available town-wide with additional focus on areas of problem drug use, this currently includes Stranton, Grange, Dyke House, Owton and the Headland. The target groups are adults using Class A drugs, adult dependent drinkers, drug using offenders, young people misusing substances, parents, carers, families and children affected by substance misuse, community groups and residents.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 38 Drugs related (class A) offending rate	Indicator still under development, therefore no baseline can be set.	Not able to set	Not able to set	Drug Interventions Programme (DIP) activity

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
DIP 1 % of adults arrested for a trigger offence to be drug tested	99% 2006/07	95% (set by Home Office)	Targets to be set by Home Office	Testing on Arrest – legal requirement
DIP 2 % of adults who test positive and have an initial required assessment imposed, to attend and remain t the initial required assessment	88% 2006/07	95% (set by Home Office)	Targets to be set by Home Office	Required Assessment – legal requirement
DIP 3 % of adults assessed as needing a further intervention to be taken onto the caseload	80% 2006/07	85% (set by Home Office)	Targets to be set by Home Office	Drug Intervention Programme – national focussed initiative
DIP 4 % of adults taken onto the caseload to engage in treatment	96% 2006/07	95% (set by Home Office)	Targets to be set by Home Office	Assertive Outreach Services commissioned

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 40 Drug Users in Effective Treatment – aged 15 years and above	690 – 2007/08 (to be confirmed in August)	4% increase on baseline	6.7% increase on baseline	<ul style="list-style-type: none"> • Increased prescribing capacity • Assertive engagement on relapse • Care planned reviews reported • Increased wraparound support including Tier 4
DAT 1 Percentage of problem drug users retained in treatment for more than 12 weeks	88% 2007/08	91%	93%	<ul style="list-style-type: none"> • NDTMS returns reviewed quarterly with action plans for improvement • Assertive re-engagement
DAT 2 Number of new presentations of problem drug users leaving treatment in a planned way	58% 2007/08	80%	85%	<ul style="list-style-type: none"> • Care plan reviews monitored quarterly • Commissioning Audits • Remedial Action Plans for improvement

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Agree Improvement Target for NI 38	Alison Mawson HBC	None	March 09	Negotiate with Partners and Home Office (December 08)
2. Produce Commissioning Strategy to address reducing and non-recurrent funding particularly in regard to alcohol.	Chris Hart HBC	None	March 2008	Draft by September 08
3. Involvement with, then implement of, Hidden Harm Strategy across substance misuse services	Chris Hart HBC	Children's' Services & Providers £4,000 Pooled Treatment Budget	October 08	(i)Agree Hidden Harm Strategy September 08 (ii)Launch and Training programme October 08
4. Develop drug services and support facilities in satellite sites e.g. pharmacist, Waverley Buildings	Chris Hart HBC	Joint work with PCT PCT funding GP and Pharmacist contracts	December 08	Review progress (Sep 08)
5. Commission/Deliver alcohol brief intervention training	Sharon Robson PCT	£25,000 secured from PCT/LDP	December 08	Review progress (Sep 08)
6. Develop volunteering programme and work experience/employment Initiative for substance mis-users	Chris Hart HBC	£60,000 Pooled Treatment Budget	December 08	Review progress (Sep 08)
7. Strengthen User and Carer support and participation in treatment and partnership	Chris Hart HBC	Commissioning Team, Community Empowerment Network. PINS, Advance, Hpool Carers £100,000 Pooled Treatment Budget	March 09	(i)Commission self help October 08 (ii)Design and deliver

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				development training programme December 08
8. Improve access to and security of accommodation for substance misusing individuals	Chris Hart HBC	Circa £40,000 Pooled Treatment Budget. Supporting People, Stonham, HBC Homeless Teams	March 09	(i) Link with Supporting People Commissioning (ii) Increase floating support and/or tenancy training November 08 (iii) Review placement of drug workers in supported accommodation November 08
9. Within Communication Strategy develop annual substance misuse prevention, education and campaign programme and publicity materials for increased community understanding and engagement	Chris Hart HBC	Commissioning Team, Providers Sharon Robson – PCT £15,000 Pooled Treatment Budget	June 08 & Dec 08	(i) Develop and circulate Annual programme June 08 (ii) Update and circulate publicity materials Dec 08

Risks

Risk	Rating	Actions	Who	Date to be completed
Some Alcohol Services funded with non-recurrent funding	Medium	(i) Establish robust data collection and evaluation information (ii) Engage all Partners in Commissioning Strategy and future decisions (iii) Ensure inclusion in PCT - LDP for 2009/10 (iv) Secure additional alcohol funding as appropriate	(i) Providers and Commissioning Team (ii) Chris Hart/JCG (iii) PCT substance lead –MJ (iv) JCG & PCT	(i) Sept, Dec 08 (ii) October 08 (iii) Nov/Dec 08 (iv) Ongoing
Difficult to co-locate management and delivery of drug and alcohol services within Whitby Street premises. Locating elsewhere would not generally be supported by community and may not achieve planning permission.	Medium	(i) Consider locating administration and management functions elsewhere to free space for service delivery (ii) Health premises to deliver maintenance aspects of substance misuse longer term	(i) Chris Hart (ii) PCT to commission some services in Pharmacists & GP's	(i) December 08 (ii) December 08

Outcome 14 Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour

Owner and Organisation –Sally Forth, Hartlepool Borough Council

Key Partners (*denotes overall lead) - Hartlepool Borough Council*, Cleveland Police , Housing Hartlepool, Cleveland Fire Brigade

Focus of Activity for 2008/09

The Safer Hartlepool Partnership Strategy 2008-11 has the following key actions

- to enhance activity to tackle underage drinking and alcohol abuse.
- to focus on parental responsibility
- to improve community engagement
- to create intergenerational projects
- to undertake an in depth review of criminal damage.

There is continuing growing concern about the level of drinking amongst young people. The Government's Youth Alcohol Action plan (published June 2008) reports that the proportion of young people who drink on the street, in a park or somewhere else unsupervised has increased from 21% in 1999 to 31 % in 2006.

Local research shows that people living in areas of deprivation derive their perception of Anti-social Behaviour from what they actually experience or are told about what is happening in their local area, rather than from the media. It is therefore essential to reassure residents of these areas first hand, rather than rely on media messages.

Target Areas and Groups

The target groups are

Young people who drink

Parents of young people found drinking

Residents of areas identified as hotspot areas where there is a particular need of reassurance.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 17 Perceptions of anti-social behaviour	31% (2006/07) LGUSS	30% (provisional)	28% (provisional)	Anti-social Behaviour officers and Estates Officers Diversionary activities Publicity campaigns Good news stories

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Criminal damage	2412 2007/08	2332	2171	Crime prevention advice; target hardening activity. Robust investigation of all reports Hotspots identified and plans made to address issues.
Percentage of residents stating 'teenagers hanging around on the streets is a problem (with reward)	66% BVPI general survey 2003/04	61% for 2009/10 No target for 08/09	Not set End of current reward period is 2008/09	The neighbourhood police team operate patrols targeting those areas where reports have been received or where there are historically problems. The ASBU has a tiered system of intervention when reports are received about named individuals, starting with warning letters, escalating through acceptable behaviour contracts ultimately through to ASBOs. This is closely linked to equally tiered levels of support for young people via the FAST team; Hartlepool Intervention Project and the Family Intervention Project.
Percentage of residents stating 'people being drunk or rowdy in public places' is a problem	57% BVPI general	52% for 2009/10	Not set End of current reward period is	HBC has introduced Designated Public Places Orders for all parks, shopping precincts and some residential areas where

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
(with reward)	survey 2003/04	No target for 08/09	2008/09	there was evidence that this was a problem. The ASBU has a tiered system of intervention when reports are received about named individuals, starting with warning letters, escalating through acceptable behaviour contracts ultimately through to ASBOs.
Deliberate Fires	812 2007/08	771	741	Intelligence sharing with Partners to identify trends and geographical areas of concern Targeting of high visibility patrols, Fire Bike Patrols and Arson Audit Inspections to identified areas Maintaining an Arson Property Risk Register Schools education programme, including participation in Crucial Crew and ASBAD Multi agency Bonfire Action Plan Cleveland Fire and Rescue Service deliver Youth Diversionary tactics, supported by the SHP and targeted in consultation with the Youth Inclusion Panel and other partners. Arson awareness is promoted to non-residential properties Refuse removal and vehicle removal schemes
Deliberate Fires NRA narrowing the gap	To be agreed with Fire Brigade	Not yet set. To be agreed with Fire Brigade	Not yet set. To be agreed with Fire Brigade	LIFE project- week long programme aimed at developing skills and team work for youngsters in the NRA areas run three times per year.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Set targets for Deliberate Fires – Neighbourhood Renewal Area	Steve Patton; Cleveland Fire Brigade	Existing resources. Partners to include Fire and Rescue Service; Police; Housing Hartlepool; ASBU	December 08	Establish baseline by July 08
2. New group to co-ordinate and encourage activities to promote intergenerational tolerance	Sally Forth, HBC ASBU	Existing resources-partners to include HBC youth service; Anchor Trust; FAST; Housing Hartlepool.	March 09	Group established June 2008
3. Improve links with schools to increase referrals for early interventions	Sally Forth, HBC ASBU	To be carried out by ASBU; Housing Hartlepool and YIP workers.	Sept 08	
4. Extend information sharing on AS13 system to registered Social Landlords to encourage wider enforcement activity	Sally Forth, HBC , ASBU	Follow up visits and enforcement to be carried out by RSL estates management and tenancy enforcement staff.	March 09	Review progress (Sept 08)
5. Undertake research into Criminal damage to establish problem and causes	Alison Mawson, HBC Community Safety	Existing resources- Community Safety Research Team	June 08	
6. Increased reassurance through attendance at residents' associations in hotspot areas.	Nicholas Stone , HBC, ASBU	ASBU; Housing Hartlepool , other RSLs	March 09	Review progress (Sept 08)
7. Earlier swift intervention. Police and PCSOs to engage in early agreements and carry out home visits to parents whose children are found to be persistently engaged in Anti-social Behaviour	Inspector Knights Cleveland Police	Anti-social Behaviour officers; Neighbourhood Police Teams	March 2009	Training of Neighbourhood Police teams to be carried out by end (Sep 08)

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to integrate Neighbourhood Policing into Neighbourhood Management	Low - Unlikely	Review of Police and Community liaison forums	Denise Ogden	June 2008
		Review of ASBU actioned		March 2009
		Review of Neighbourhood Policing and the project board		March 2009

Outcome 15 Reduced offending and re-offending

Owner and Organisation – Chris Catchpole, Hartlepool Borough Council

Key Partners (*denotes overall lead) - *National Probation Service Teesside, Hartlepool BC, Cleveland Police, Crown Prosecution Service, Hartlepool Magistrates Court Services, HM Prison Service, Hartlepool Primary Care Trust

Focus of Activity for 2008/09

Research in Hartlepool has shown a significant number of repeat offenders are responsible for a disproportionate amount of crime. Reducing offending and re-offending was set as a strategic objective in the Safer Hartlepool Partnership crime, disorder and substance misuse strategy 2008-2011 and also formed part of the Government's drug strategy: protecting families and communities 2008-2011.

The Reduction of Reoffending Team (RoRT) will be introduced in 2008 to build on the success of the Prolific and Other Priority Offender (PPO) scheme and Drug Interventions Programme (DIP). The new team will target repeat offenders by sharing the resources and expertise of staff from agencies who have previously worked in isolation, to enable effective, case co-ordinated management of this offender group. Drug misusing offenders on Drug Rehabilitation Requirements will also be supported by the Team. The aim is to reduce offending through better information sharing, targeting and risk assessment, providing timely interventions and a more effective 'grip' of the most problematic offenders.

A new programme for alcohol misusing offenders will be developed, building on the good practice from other areas.

We will also improve quality of assessment of young offenders to ensure interventions are based on identified risk factors and levels of intervention are proportionate to risk and ensure that all agencies are identifying and referring children and young people at risk of offending for appropriate support through the Hartlepool Intervention Panel (HIP). The Youth Inclusion Programme (YIP) will be extended across the town, with the development of Junior YIPs

Target Areas and Groups

Adult Offenders selected as Prolific and other Priority Offenders, High Crime Causers, those receiving Community orders with Drug Rehabilitation Requirements attached or on the caseload of the Drug Interventions Programme.

Alcohol misusing offenders

Young people subject to community orders/ custody, those identified as Persistent Young Offenders, risk of serious harm or subject to Intensive Supervision and Surveillance Programme.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
None				

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 19 Rate of proven re-offending by young offenders.	Baseline to be established by June 08	Target to be set by Dec 08	Awaiting advice from the Youth Justice Board	<ul style="list-style-type: none"> • Education, training and employment • Accommodation • National standards • Enforcement • Intensive Supervision and Surveillance Programme (ISSP) • Resettlement and Aftercare Programme (RAP)
NI 30 Re-offending rate of prolific and other priority offenders.	Baseline currently being established by Home Office	Awaiting advice from Home Office	Awaiting advice from Home Office	<ul style="list-style-type: none"> • Police Enforcement • Drug Testing on Arrest • Conditional Cautioning • Required Assessment • Court Restrictions on Bail • Assertive Outreach Services • Integrated Offender Management • Drug Treatment and Wraparound Services • Diversionary Activities
NI 111 First time entrants to the Youth Justice system aged 10–17.	Baseline to be established when NI definition agreed by Home Office	To be set when baseline agreed	To be set when baseline agreed	<ul style="list-style-type: none"> • Hartlepool Intervention Project (HIP) • Youth Inclusion Programme (YIP) • Prevention Awareness Course • Straightline Project (Alcohol awareness/education) • ASBAD annual event

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Agree targets for NI 19 Rate of proven re-offending by young offenders	Danny Dunleavy YOS	Awaiting Home Office approval of baseline.	Dec 08	Establish baseline by June 08
2. Agree targets for NI 30 Re-offending rate of prolific and other priority offenders.	Chris Catchpole, HBC	Home Office to determine and advise.	Dec 08	Home Office to establish baseline by July 08
3. Agree targets for NI 111 First time entrants to the Youth Justice system aged 10–17.	Danny Dunleavy YOS	Awaiting advice from Youth Justice Board	Dec 08	Establish baseline by June 08
4. Develop Junior Youth Inclusion Programme and extend existing (13-16 years) Youth Inclusion Programmes across town	Danny Dunleavy YOS HIP Members	Multi-agency support through HIP.	Mar 09	Agree pooled funding arrangements for prevention activities through Local Authority, Youth Justice Board and involvement of voluntary sector (Dec 08)
5. Align DIP/PPO and DRR Schemes to increase numbers retained in effective drug treatment and select 20 'High Crime Causers' from new offender matrix.	Chris Catchpole HBC	Existing Probation staff from DRR team, existing Drug Interventions Programme and Prolific and other Priority Offenders Scheme staff. Funding available from Drug	Aug 08	Identify suitable accommodation (July 08) Hold staff development

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
		Interventions Programme Main Grant and Working Neighbourhoods Fund Mainstreamed funding from Probation and Police.		training (July 08)
6. Develop 'specified alcohol activity' scheme for offenders who misuse alcohol	Russell Portues Probation	Develop programme with counselling service provider	Dec 08	Review Progress (Sep 08)
7. Introduce Community Justice Initiative (CJI)	Alison Mawson HBC	All agencies within criminal justice system, residents	Mar 09	Establish area of town for CJI (Oct 08)

Risks

Risk	Rating	Actions	Who	Date to be completed
Inability to deal with increasing numbers of young offenders and those 'at risk' referred to Hartlepool Intervention Panel	High - Possible	Continued involvement with partners to encourage appropriate early referrals Ensure links are maintained within developing prevention agenda in Childrens' Services	Danny Dunleavy	March 2009 March 2009

Outcome 16 Stay Safe

Owner and Organisation – Sally Robinson, Hartlepool Borough Council

Key Partners (*denotes overall lead) - *HBC Children's Services, Hartlepool PCT, Schools, Police, Probation, Independent Fostering Agencies, NHS Trusts, NSPCC.

Focus of Activity for 2008/09

Providing safe and secure long term placements for children looked after is essential to improving their life chance benefits. The placement market place has changed significantly within the last five years and there is a need to pursue a mixed economy of placements to meet the varying needs of local children. The fostering and adoption service is to be strengthened to meet the challenges of the changing external environment and operate effectively in this marketplace.

Safeguarding children requires timely and effective interventions for those at risk. There is an identified need to strengthen the referral and assessment process creating a robust structure which delivers consistency, a point of contact for those seeking advice and an infrastructure to effectively signpost to other services. The development of a referral and access team will release capacity within other teams providing longer term interventions for children and their families with acute and complex needs.

Children needs should be met at the lowest level of intervention. Planning collaboratively with the Planning and Integration Division to increase the integration of services enables the service to strengthen services to children in need,

deliver seamless services and support children into targeted and universal services as level of need reduces.

Target Areas and Groups

Children across the town who are looked after

Children across the town who are subject to protection plans

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
None				

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Children who became the subject of a CP Plan, or were registered per 10,000 population under 18	40% 2027SC - KIGS CH03 APA – September 2007	38%	30%	<ul style="list-style-type: none"> Review of all children who were subject of a CP plan and looked after to address 'double protection' Review of Family Resource Teams and service configuration to make recommendations around effective use of resources Only children who meet threshold criteria for CP are managed within that system
NI 65 The percentage of children who become the subject of a CP plan or were registered during the year, and were the subject of a CP plan, or were registered at 31 March who had been previously registered	17.6% 2028SC – PAF CF/A3: APA – September 2007	15%	11%	<ul style="list-style-type: none"> Annual review of re-registration to gain understanding of reasons behind re-registration, identify emerging trends and inform planning Monitor all registrations against agreed criteria Ensure appropriate plans are in place to support children on a multi agency basis following de-registration
NI 62 Percentage of Children Looked After at 31 March with three	14.9%	10%	10%	<ul style="list-style-type: none"> Improve commissioning arrangements with independent providers

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
or more placements during the year	2006/07			<ul style="list-style-type: none"> Cases where 2 or placement moves have taken place are monitored by Head of Business Unit All requests for placements must be considered by the Placement Panel Implementation of Special Guardianship policy
The Percentage of S47 enquiries which led to initial case conference and were held with 15 working days	94.50% 2043SC - PAF CF/A1 BVPI 49	96%	98.5%	<ul style="list-style-type: none"> Monitor timescales to ensure compliance and review of circumstances where timescales not achieved Child protection training delivered for staff by Council and LSCB Third Independent Reviewing Officer appointed to increase capacity within Safeguarding Unit.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Restructure of service around referral and initial assessment function to strengthen process and release capacity within fieldwork teams	Sally Robinson	Internal reconfiguration achieved within existing budget. Will require staff commitment and time to manage change process	March 09	<ul style="list-style-type: none"> • Scope activity to inform resource planning (Aug 08) • Consult with adults services (Sept 09) • Consult on draft proposals and option appraisal (Oct 08) • Plan and manage transition (Mar 09)
2. Support the development of preventative services and improve the efficiency of social care assessment	Sally Robinson	Refocus work of support staff to achieve greater integration, no cost exercise, will require staff commitment and time to manage change process	March 09	<ul style="list-style-type: none"> • Independent review of Family Resource Teams (June 08) • Scoping and Planning activity with AD Planning and Integration (August 08) • Consult on draft proposals and option appraisal (Nov 08) • Plan and manage change (Mar 09)

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
3. Increase the range and number of foster carers and prospective adoptive placements to meet local need	Jim Murdoch	Within mainstream budget with additional funding secured from corporate	Dec 08	<ul style="list-style-type: none"> • Contract with up to 3 independent fostering agencies (Sept 08) • Restructure and appoint to vacant posts within family placement service (Sept 08) • Implement robust recruitment campaign prioritising placements for children waiting (Oct 08)
4. Continued robust implementation of permanence planning	Jim Murdoch	Within mainstream budget with additional funding secured from corporate	March 09	<ul style="list-style-type: none"> • Appoint to 0.5 post to strengthen adoption services (Sept 08) • Quarterly monitoring of performance data (each quarter end) • Increase IRO capacity to identify cases where SGO or Adoption can be pursued (June 08)

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to plan future needs and be able to respond to market pressures on placements in social care and SEN	Extreme - Possible	Activities to develop commissioning across the trust underway - OPM workshop to take place.	Sally Robinson	March 2009

Outcome 17 Deliver sustainable communities through high quality planning, new build and sensitive conservation and protect and enhance the local natural environment

Owner and Organisation – Ian Bond, Hartlepool Borough Council

Key Partners Principle partners are Hartlepool Borough Council*; Natural England; Tees Valley Wildlife Trust but various other members of the Hartlepool Environment Partnership will contribute to varying degrees.

Focus of Activity for 2008/09

Opportunities for volunteering in practical nature conservation activities are provided by Hartlepool Borough Council, Natural England & Tees Valley Wildlife Trust. The work of volunteers is crucial to the successful management of a number of nature reserves in the Borough. Volunteering in these activities brings associated benefits in physical and mental health and employability for those participating.

From 2008/9 the Local Authorities have to report on a variety of National Indicators including NI197 which is the “Proportion of Local Wildlife Sites where active conservation management is being achieved.” As the Council owns a very small proportion of Local Wildlife Sites, a partnership approach is necessary to achieve progress with this indicator.

The delivery of sustainable communities relies on a well planned approach to development and the management of the built and natural environment. The Local Development Framework is the statutory planning vehicle to achieve this. In 2008/09 work will progress on the key planning policy document – the Core Strategy- which will provide the overall future planning policy framework for the Borough.

Target Areas and Groups

Designated sites throughout Hartlepool

Mental Health Groups who benefit from involvement in volunteering activities.

Unemployed people who gain work experience.

Members of the public who gain health benefits through participating in “green exercise” in an outdoor environment.

The Core Strategy relates to the whole of the Borough and will incorporate all neighbourhoods within Hartlepool.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Number of volunteer days spent working on nature conservation	694 (2007/08)	700	715	Provision of volunteer opportunities is ongoing.
NI 197 Proportion of Local Wildlife Sites where active conservation management is being achieved*	8 (2007/08)	10	12	

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Survey 10 Local Wildlife Sites to assess current condition and future management requirements	Ian Bond HBC	Officer time	March 2009	Review progress (Sept 08)
2. Ensure suitable management is carried out on 2 LWS'	Ian Bond HBC	Officer time	March 2009	Review progress (Sept 08)
3. Coordinate the preparation of the new Local Development framework embodying the core principle of sustainable development and climate change	Richard Waldmeyer, HBC	Evidence base funding provided by HBC (£50,000)	March 2009	Identify Preferred Options for Core Strategy (March 09) Produce evidence base relating to Employment Land and Strategic Housing Land Assessment (Feb 09)

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to provide a 'sound' Planning Policy Framework	Amber (High – Possible)		Derek Gouldburn	March 2009

Outcome 18 Improve the quality of the local environment by having cleaner, greener and safer public, private and community spaces

Owner and Organisation – Albert Cope, Hartlepool Borough Council

Key Partners (*denotes overall lead) –

*HBC, Local schools, Tees Valley Wildlife Trust, Groundworks, INCA, New Deal for Communities (NDC)

Focus of Activity for 2008/09

Keeping the streets and open spaces of Hartlepool clean, green and safe is at the heart of the Councils environmental services strategy helping to improve the quality of people's everyday lives.

Greater emphasis in the Neighbourhood Renewal areas of the town is required to improve these areas to the standard of the town as a whole, adopting the safer, cleaner & greener Initiative which has proved successful in other areas.

The School Environmental Action Initiative provides targeted support for one secondary and all of its primary feeder schools to increase awareness, engage pupils and teachers in protecting and enhancing the environment and to increase the environmental sustainability of schools through projects such as improving energy efficiency, recycling and creating outdoor classrooms.

Local Strategic Partnership Environmental Education sub group- brings together all the providers of environmental education in the area to try and produce a coordinated approach to environmental education provision within the

borough. Partners include Tees Forest, Teesmouth field centre and the Tees Valley Wildlife Trust.

Pride in Hartlepool is a town wide initiative that aims to encourage Hartlepool residents to get involved in improving their local area. The initiative includes various schemes to improve the local environment and raise awareness of environmental issues such as 'Adopt a Plot', Spring Clean Hartlepool, Reclaim your Back Lane, Community allotments and hanging basket workshops.

The initiative offer advice, support, information and a small grants scheme.

Target Areas and Groups

We will target schools in Hartlepool and local community and voluntary groups.

Neighbourhood Renewal Area

New Deal for Communities

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 195 Improved street and environmental cleanliness	NI 195 (Litter) 19% (ENCAMS 2006/7)	15%	13%	Through existing street cleansing resources and methods. Operation Clean Sweep.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Improved street and environmental cleanliness – Litter (Neighbourhood Renewal narrowing the gap targets)	23% - Extrapolated from ENCAMS baseline (2006/07)	18%	14%	Through existing street cleansing resources and methods. Operation Clean Sweep.
% of people who think litter and rubbish in the streets is a problem in there area	Hartlepool 46% (2006)	44%	42%	
% of people who think litter and rubbish in the streets is a problem in there area (Neighbourhood Renewal Area narrowing the gap)	Neighbourhood Renewal Area 57% (2006)	48%	44%	
Number of schools involved in Environmental Initiatives	18 at end of December 2007	20	25	The School Environmental Action Initiative Pride in Hartlepool Scheme. “Friends” groups e.g. North Cemetery & Greatham School.
Number of Community Groups Involved in Improving the Local Environment	11 at end of December 2007	14	18	The Pride in Hartlepool Scheme.
Bathing Water Quality	2007 all bathing waters were compliant with guideline standards	100%	100%	Bathing water is tested and monitored on a regular basis. Beach Cleansing activities.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Develop 'forward plan' for NRF School Environmental Action Initiative following conclusion of the independent evaluation.	Sylvia Tempest, HBC	Pride in Hartlepool School Environmental Action Initiative	Dec 08	Present findings of evaluation report to key agencies and partnership groups Sep 08
2. Review Pride in Hartlepool grant scheme	Sylvia Tempest, HBC	Pride in Hartlepool Officer	Dec 08	Launch revised grant scheme to community and voluntary groups, residents and schools. Sep 08
3. Develop the NDC Safer, Cleaner & greener initiative into NRF areas	Albert Cope, HBC	Environmental Services Manager	Mar 09	Implement in North Forum area July 08. Review and revise where appropriate in Centre Forum area Sept 08.
4. Examine results from cleansing surveys and consider the re-allocation of resources / revise rounds and methods.	Albert Cope, HBC	Environmental Services Manager	April 09	Consider survey results July 08, Dec 08 & April 09

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to improve and maintain the design and appearance of the natural and built environment	Green (Medium-Unlikely)	<p>Replacement programme to improve illumination levels of older stock Quick response to street lighting repairs</p> <p>Utilise BVPI199 data to target resources to address LAA 21</p> <p>Introduce Technical Services liaison consultation mechanism</p>	Paul Mitchinsen	March 2009

Outcome 19 Provide a sustainable, safe, efficient, effective and accessible transport system

Owner and Organisation – Mike Blair, Hartlepool Borough Council

Key Partners (*denotes overall lead) – *Hartlepool Borough Council Technical Services Division, Hartlepool Borough Council * Local bus operators, Cleveland Police, Cleveland Fire and Rescue Service, neighbouring local authorities, schools, Highways Agency, North Tees and Hartlepool NHS Trust, Hartlepool Primary Care Trust, Sustrans, All Ability Forum, Northern Rail, Network Rail

Focus of Activity for 2008/09

This year the focus of the LTP will be:

- Delivery of the Transport Interchange and associated improvements to Hartlepool Station. Improvement works to Hartlepool Station are underway and the legal agreements required for the major civil works to commence are almost complete. Works have been tendered and can start on site soon afterwards. Completion of the works will improve existing public transport infrastructure to provide stronger links between rail and bus passenger movements to, from and within the town with integral facilities for users of all abilities.
- Develop and improve the “super core” bus routes to enhance the current infrastructure to make travel by buses more reliable and provide easier access through the introduction of facilities to accommodate passengers of all abilities. Bid with DfT for grant funding in place coordinated through Joint Strategy Unit and in partnership with other Tees Valley Authorities.

•Target Areas and Groups

- Public Transport users (all groups)
- All bus users

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 175 Access to services and facilities by public transport, walking and cycling	50% (Year: 2006/07) (Source: Tees Valley JSU)	50%	55%	Completion of public transport interchange and improvements to strategic bus routes. Continued development of cycle network through LTP funding.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 47 People killed or seriously injured in road traffic accidents	41 (2006) (Source: Cleveland Police)	2008: 34.82	2010: 27.72	Identification of accident locations and the introduction of Local Safety Schemes if appropriate.
NI 48 Children killed or seriously injured in road traffic accidents	2006: 11 (2006) (Source: Cleveland Police)	2008: 6.88	2010: 5.90	Introduction of 20mph zones at schools and Local Safety Schemes where appropriate
NI 117 Local bus passenger journeys originating in the authority area	5,831.39 (Year: 2006/07) (Source: Local Tees Valley JSU)	5,869.35	5,578.82	Completion of public transport interchange and improvements to strategic bus routes. Introduction of free national travel for over 60's and disabled
Bus passenger satisfaction	65% (Year: 2003/04) (Source: Viewpoint1000)	N/A	65%	Continuation of supported bus contracts for none commercial routes and full review and re-tender for 2009/10
The percentage of state schools that are covered by 'approved' travel plans	78% (Year: 2006/07) (Source: Hartlepool BC records)	90%	100%	Work with 2 remaining schools to introduce travel plans to meet target of 100% by 2010

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Develop and improve the “super core” bus routes	Mike Blair, Hartlepool Borough Council	£1.4m Grant money for year 1 schemes Officer time	March 2009	Consider prioritisation of schemes should full grant not be received. – Sept 08 Consider additional LTP funding towards unsuccessful schemes – Sept 08
2. Deliver Travel Plans for remaining 2 schools to establish 100% uptake for town	Mike Blair, Hartlepool Borough Council	Officer time LTP funding	March 2009	School 1 travel plan under development- work with school from Sept 08 School 2 initially approached yet to start work internally- development from Sept 08
3. Deliver Tees Cycle Event	Mike Blair, Hartlepool Borough Council	Officer time LTP funding	June 2008	

Risks

Risk	Rating	Actions	Who	Date to be completed
Submission of local Transport Plan APR	Green (High-Unlikley)		Mike Blair	March 2009

Outcome 20 Make better use of natural resources and reduce the generation of waste and maximise recycling

Owner and Organisation – Colin Ogden, Hartlepool Borough Council

Key Partners (*denotes overall lead) –
Hartlepool Borough Council*, Pride in Hartlepool, Local Businesses

Focus of Activity for 2008/09

The Waste Strategy 2007 sets out an ambitious path for local authorities to take in order to meet challenging carbon and waste targets. We have recently consulted on a Tees Valley Waste Management Strategy and Implementation Plan for Hartlepool, which is scheduled for adoption and implementation in July 2008. The Strategy has six agreed key principles:

- to reduce waste generation;
- to be achievable and affordable;
- to work towards zero landfill;
- to minimise the impact on climate change;
- to have an accessible and deliverable structure;
- to contribute towards economic regeneration.

October 2007 saw the final phase of the introduction of alternate weekly collections in Hartlepool, which in 2007/08 enabled 32.12% of household waste to be recycled and composted.

Education and promotion of recycling through alternate weekly collections will continue in areas of low performance.

We promote home composting in partnership with Waste & Resources Action Programme.

The Green Tourism Business Scheme is a National Scheme that has become well established nationally over the past few years. The scheme is open to all tourism related businesses and measures their environmental performance through a range of environmental indicators. There are three levels of award that businesses can apply for, Bronze, Silver and Gold.

Target Areas and Groups

All residents with resources particularly directed at non-recyclers identified through participation rate survey carried out in May-June 2008

Target local tourism businesses in Hartlepool.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 192 Tonnage of household waste recycled and composted	27.62% (2006/07)	35%	42%	Alternate weekly collections of residual and recycling materials. Promotion and education of recycling.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 192 Residual household waste per household	N/A	720	714	Alternate weekly collections of residual and recycling materials. Promotion and education of recycling
Number of Businesses signed up to the 'Green Tourism Business Scheme'	N/A – new scheme to commence 2008/9	2	4	<p>An initial presentation has been delivered to the local business network to raise awareness and interest in the scheme.</p> <p>The Pride in Hartlepool Steering Group have endorsed the scheme and agreed that businesses signing up to apply for the award will receive a small monetary contribution to the sign-up costs.</p>

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Launch and deliver green tourism awareness scheme	Sylvia Tempest	Pride in Hartlepool	March 2009	Distribute promotional leaflets by December 2008
2. Introduce further education and awareness raising events for residents regarding materials collected in the recycling scheme using available resources with particular emphasis on contamination	Fiona Srogi	Waste Infrastructure Capital Grant	March 09	Identify poor participation areas and arrange educational program Sept 09
3. Review the disposal of bulky household waste at the household waste recycling centre	Colin Ogden	Officer Time	Sept 08	Identify improvements July 08

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to achieve government recycling targets	Green (Low-Unlikely)	<ul style="list-style-type: none"> Roll out of Alternate Weekly Collection over the whole borough Recycling of Waste Electrical and Electronic Equipment in the Household Waste Recycling Centre Review of Joint Municipal Waste Management Strategy 2008 	Colin Ogden	March 2009

Outcome 21 Prepare for the impacts of and secure local and global action to tackle Climate Change

Owner and Organisation – Sylvia Tempest, Hartlepool Borough Council

Key Partners (*denotes overall lead) –

*HBC, Energy Saving Trust, Hartlepool Water, Housing Hartlepool, Tees Valley Wildlife Trust Environment Agency

Focus of Activity for 2008/09

The Hartlepool Climate Change Strategy was launched in December 2007. An annual action plan has now been developed for 2008/09 with HBC and partner agencies committed to delivering areas of work to achieve the aims and objective of the strategy.

The Climate Change Officer has a key role in co-ordinating and monitoring the actions for adaptation and mitigation of the impacts of Climate Change.

Hartlepool is represented on the Tees Valley Climate Change Partnership which provides a mechanism to share good practices, establishing CO2 reduction targets and monitoring systems.

In order to achieve the next level for adapting to climate change we need to undertake a comprehensive, local risk-based assessment of current vulnerabilities to weather and climate both now and in the future. We also need to ensure

that adaptation is considered in all relevant council strategies, plan, partnerships and operations.

The School Environmental Action Initiative will provide targeted support for one secondary and all of its primary feeder schools to improving energy efficiency and reduce water use through the develop and delivery of a co-ordinated action plan and scheme of work.

Target Areas and Groups

Local residents, businesses, community & voluntary groups and schools.

NRF Secondary school and all its feeder primary schools engaged with the School Environmental Action initiative will be targeted.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 186 Per Capita CO ₂ emissions in the LA area	8.9 Tonnes Per Capita CO ₂	11.25% reduction on baseline (7.5% National measures and 3.75% Local intervention) by 2011		Co-ordination and delivery of actions within the 2008/09 Climate Change Action Plan
NI 188 Adapting to climate change	Baseline level 0 2007/08	Level 1	Level 3	Co-ordination and delivery of actions within the 2008/09 Climate Change Action Plan

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Reduce energy and water use in schools	Baseline to be identified	2%	7%	NRF School Environmental Action Initiative.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Develop and deliver an action plan with each school to reduce energy and water use.	Sylvia Tempest, HBC	School Environmental Action Initiative	March 09	Identify areas of energy and water waste / concern by Dec 08 Promote methods for energy and water reduction through displays, training and information leaflets Dec 08.
2. To deliver a variety of campaigns, promotional activities, information and advice on climate change to residents and local businesses	Sylvia Tempest, HBC	Key partners and agencies	March 09	Deliver Low Carbon Business Event - Dec 08. Develop and implement an annual 'Climate Action Campaign' - Dec 08

Risks

Risk	Rating	Actions	Who	Date to be completed
Pressure on services due to the impact of Climate Change	Red (High-Likely)	Draft Carbon Reduction Strategy and Action plan to be produced	Sylvia Tempest	March 2009

Outcome 22 Promote community involvement in positive action to reduce poverty through fair trade and promoting peace and security

Owner and Organisation – Sylvia Tempest, Hartlepool Borough Council

Key Partners (*denotes overall lead) –

Hartlepool Fairtrade Town Steering Group *
Hartlepool Borough Council
Hartlepool Peace and Justice Group

Focus of Activity for 2008/09

Fairtrade is about better prices, decent working conditions, local sustainability, and fair terms of trade for farmers and workers in the developing world. By requiring companies to pay sustainable prices (which must never fall lower than the market price), Fairtrade addresses the injustices of conventional trade, which traditionally discriminates against the poorest, weakest producers.

The Fairtrade system includes environmental standards as part of producer certification. The standard requires producers to work to protect the natural environment and make environmental protection a part of farm management. Producers are also encouraged to minimize the use of energy, especially energy from non-renewable sources.

In addition, by purchasing Fairtrade products, shoppers in the UK are ensuring that producer organisations receive a Fairtrade premium for investment in economic, social and environmental products of their own choice. These premiums

can enable farmers to implement a range of environmental protection programmes which will contribute to the range of solutions needed to address climate change and ultimately benefit all of us.

By choosing Fairtrade products, we can therefore help producers preserve their own environment as well as have a positive social benefit in their community.

The main focus of activity for Hartlepool Fairtrade Town Steering group is therefore to increase the number of outlets for Fairtrade products and ensure we maintain the Fairtrade Town Status.

Target Areas and Groups

We will target all retailers and caterers in Hartlepool.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Number of retail establishments offering Fairtrade products as an alternative	21 at end of December 2007	21	23	Regular meetings of the Fairtrade Town Steering Group Annual submission to Fairtrade Foundation for Fairtrade Town Status Annual Fairtrade Fortnight event
Number of catering establishments offering Fairtrade products as an alternative	13 at end of December 2007	13	15	Regular meetings of the Fairtrade Town Steering Group Annual submission to Fairtrade Foundation for Fairtrade Town Status Annual Fairtrade Fortnight event

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. To develop a Hartlepool Fairtrade Town Web-site	Sylvia Tempest	None required	September 2008	Produce local information for submission to the site once established. By end July 2008 Design of web-site by end August 2008

Risks

Risk	Rating	Actions	Who	Date to be completed
Caterers and retails do not stock fair trade products	Medium - Likely	Promotion of fair-trade to new caterers and retail establishment not already selling fair-trade products and continued checks on establishments already using fair-trade products	Sylvia Tempest - HBC	March 2009

Outcome 23 Balancing Housing Supply and Demand

Owner and Organisation – Nigel Johnson, Hartlepool Borough Council

Key Partners (*denotes overall lead) – Hartlepool BC*, Housing Hartlepool, Endeavour HA, Three Rivers HA

Focus of Activity for 2008/09

RSL partners are being supported in developing bids to the Housing Corporation for funding to deliver a diverse range of affordable housing units. Consideration is been given, to sites owned by the Council being used to subsidise the delivery of further affordable units and to improve the competitiveness of bids to the Housing Corporation. Both HBC and Housing Hartlepool have carried out assessments of their landholdings to identify sites which may be considered for suitable affordable housing development.

The 2007 Local Housing assessment identified a shortfall of affordable housing units in Hartlepool, in particular for family homes, accommodation for the elderly and the vulnerable. In addition to the above, the Council is working to introduce planning policies within the Local Development Framework to support the provision of affordable homes. An Affordable Housing Development Plan Document is being prepared which is proposed to be operational from late 2009 and which will help ensure that affordable homes are included in wider housing developments

Target Areas and Groups

The town as a whole particularly:-
Dyke House, Stranton, Grange, Brus, Burn Valley and Foggy Furze.

Key groups include the elderly and vulnerable groups and those on low incomes, particularly families who have problems accessing the housing market due to affordability levels.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 155 Number of affordable homes constructed	2006/7 10 (2007 Housing Strategy Statistical Appendix)	20	80 (Total of 160 over 3 years)	Currently 137 are forecast for delivery in 2008/9

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Number of homes brought back into use.	2007/08 Target 10	15	20 (Total of 50 over 3 years)	Enforcement Action Direct contact with owners, action planning and timetables to bring properties back into use Use of compulsory purchase powers Joint working with other Tees Valley authorities to produce sub-regional empty housing strategy incorporating use of additional powers and in particular the use of management orders
Number of sustainable homes constructed	Building control records NHBC Records on monthly completions Site visits 2007/08 = 20	20	100 (Total of 160 over 3 years)	Developments by Yuill and Wimpy
Houses to be demolished for regeneration by Housing Hartlepool	Based on current regeneration proposals by Housing Hartlepool	30	50 (Total of 130 over 3 years)	Housing demolitions at selected sites

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Commence Strategic Housing Land Availability Assessment	Richard Waldmeyer - HBC	Identification & Assessment	October 08	Review Progress (September 08)
2. Establish and seek approval for a criterion based policy supporting the principle of the disposal of Council land to RSLs	Graham Frankland - HBC	Cabinet report seeking Cabinet approval of the principle	June 08	
3. Production of Affordable Housing Preferred Options Report DPD and Sustainability Appraisal and Appropriate Assessment for public consultation	Amy Waters - HBC	Approval of submission Affordable Housing DPD for public consultation	December 08	Review Progress (September 08)
4. Establish ways of working more closely with RSLs for the provision of affordable rented social housing	Penny Garner-Carpenter – HBC. With Housing Hartlepool, Endeavour HA & 3 Rivers HA	Carry out liaison with key RSL partners	October 08	Review Progress (September 08)

Risks

Risk	Rating	Actions	Who	Date to be completed
1. Reduction in funding for Housing Investment	Amber (High-Possible)	Include any financial pressures which would arise from further studies/consultants' activities are included in the next Budget Pressures round	Penny Garner-Carpenter	March 2009
2. Effective delivery of housing market renewal affected by external decisions and funding	Amber (High-Possible)		Peter Scott	March 2009

Outcome 24 Improving the quality of existing housing

Owner and Organisation – John Smalley, Hartlepool Borough Council

Key Partners (*denotes overall lead) –

*Hartlepool Borough Council, Registered Social Landlords(RSLs), NDC, Private Landlords, Owner-occupiers, Energy Utility Company, TADEA

Focus of Activity for 2008/09

Housing authorities are required to keep housing conditions under review to identify the need for any action needed on health and safety hazards, licensing and management of privately rented houses, and the provide financial or other assistance for the improvement of housing.

The government's target is for all social housing to meet the Decent Homes Standard by 2010 and this is now contained within the new national indicator set as NI158. Although the council has transferred its housing to Housing Hartlepool, and will not be monitored against the indicator, improvement of this stock and that of the other RSLs is crucial in providing better quality tenure options and supporting activities in Outcome 23 to improve supply and demand. For that reason 'achieving decent homes standard in social sector housing' has been included as a Local Priority Target to be tackled by our RSL partners.

Hartlepool has been working towards meeting the government's private sector decent homes target (Public Service Agreement 7) to ensure that at least 70% of the vulnerable households in Hartlepool live in houses meeting the standard by 2010. This target has not been maintained as a national indicator, but 'the percentage of vulnerable households in decent houses in the private sector' is included as a measure of the quality of housing in CLG Departmental Strategic Objective 2. Action is substantially dependent on the availability of funding to support housing improvement. A substantial reduction in the funding available in the region over the next three years as a result of concentrating support on the provision of affordable housing, decent homes in the social sector, and maintaining housing market renewal targets, will have an impact on the ability to meet the target. The impact of the allocation has been partially offset by the Tees Valley authorities earmarking part of the housing market renewal budget, and additional NDC funding.

Reducing domestic energy consumption is an important factor in reducing CO2 emissions which is a national priority. Energy efficiency programmes are important in doing this. The biggest factor is the availability of funding. The focus of our activity will continue to be around attracting as much national, regional and other funding as possible into Hartlepool, providing advice to residents, making them aware of the range of assistance available and to maximise that assistance. The new National Indicator 187 (Tackling fuel poverty) requires authorities to carry out an annual random SAP survey (an energy efficiency assessment) and to make a calculation of fuel poverty based on the proportion of households in receipt of income-based benefits living in houses

with a low energy rating. Activity will be around setting an initial baseline, establishing annual targets, coordinating energy efficiency programmes and involving relevant partners.

Target Areas and Groups

All social housing tenants living in non-decent houses

Owner-occupiers in the regeneration areas (NDC and North Central Hartlepool) not affected by demolition proposals.

Vulnerable households living in non-decent private houses

All residents requiring energy efficiency improvements

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Achieving decent homes standard in social sector housing	83% Housing Hartlepool (March 2008) Other RSL Monitoring Information TBC	80%	100%	RSL improvement programmes to achieve the target
Achieving decent homes standard in private sector housing including those occupied by private tenants	Unable to set targets, will seek to include in annual refresh for 2009/10			Targeted HBC SHIP funding for renewal assistance grant/loans / Homeplus Grants Provision of enforcement services to tackle health and safe hazards in private rented houses
NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with low energy efficiency ratings	Unable to set targets, will seek to include in annual refresh for 2009/10			HBC capital funding allocated to support energy efficiency programme drawing in energy company funding. RSL housing improvement programmes. National schemes (Warm Front)

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Agree targets for achieving the decent homes standard in private sector housing	John Smalley, HBC	Officer time	Dec 2008	Agree baseline by September 08 Draft targets for 9/10 & 10/11 by November 08
2. Make private landlords aware of the Decent Homes Standard	John Smalley, HBC	Officer time	Dec 2008	Provide guidance document December 08
3. Agree baseline and targets for tackling fuel poverty (NI 187)	David Morgan, HBC	Officer time to arrange SAP survey and desktop calculation Funding for SAP assessments	Dec 2008	Agree baseline by September 08 Develop methodology for SAP surveys and desktop NI 187 exercise September 08 Draft targets for 9/10 & 10/11 by November 08
4. Develop a local fuel poverty strategy with key partners including health services and energy agencies	David Morgan, HBC	Officer time	January 09	Review Warm Front activity September 08 Draft Strategy January 09

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to achieve national decent homes standard	Amber (High-Possible)		Penny Garner-Carpenter	March 2009

Outcome 25 Meeting the Housing Needs of Vulnerable People

Owner and Organisation – Pam Twells

Key Partners (*denotes overall lead) - *HBC, Probation, PCT, Housing Providers

Focus of Activity for 2008/09

Our key partners in meeting the targets for N141 and N142 are supported housing providers, Registered Social Landlords, health and care agencies and Probation. Also agencies who provide key services including homeless, drug action team and the special needs housing team who administers and arrange disabled facilities grant.

There is a range of activities contributing to the achievement of meeting the targets specified.

The Vulnerable Persons Panel is instrumental to the efficient co-ordination and allocation of vacancies into supported accommodation schemes. This Panel also liaises closely with Registered Social Landlords to facilitate move on into ordinary tenancies.

The successful commissioning of a range of floating support services to meet complex needs, including alcohol support services, is contributing to maintain people in their own homes.

Home Improvement Agency services in Hartlepool are now delivered in house and include minor repairs and adaptation, again this contributes to all our improvement targets.

Work is continuing to develop a Common Allocations Policy across the Tees Valley for the implementation of Choice Based Lettings throughout the sub region and procedures are being developed to ensure vulnerable people can actively participate within the scheme.

Target Areas and Groups

Vulnerable people with housing related low level support needs continues to be the target group for Supporting People. Services are targeted at vulnerable people across the town, regardless of tenure with services varying levels of support to meet individual support needs.

The completion of Hartfields Extra Care Village will contribute in meeting the gap in services identified for older people in Hartlepool.

The Supporting People and Homeless strategies also identifies priorities for the development of services for homeless/complex needs, particularly those with alcohol and/or substance misuse. The continued development of assistive technology and the completion of shared ownership accommodation for people with learning disabilities is also progressing.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 141 Number of vulnerable people achieving independent living	66.67% (2007/08)	72%	75%	Liaising closely with the Vulnerable Persons Panel to ensure move on from RSL's into ordinary tenancies.
NI 142 Number of vulnerable people who are supported to maintain independent living	99.07% (2007/08)	99.15%	99.15%	There is a second round of short term funded projects which will target strategic priorities stated within the 5 year SP strategy.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
The number of houses adapted or repaired to enable vulnerable people to remain living independently in their own homes	1883	3000	3400	Home Improvement Agency service is now in house and deals with minor repairs and adaptations.
The number of households considering themselves homeless who approached the housing advice service and where intervention resolved their situation	4.54 (per 1000 households)	4.75	6.25	Publicising the service and encouraging people to seek advice at the earliest opportunity.
The percentage of new tenants receiving support from HBC sustaining their tenancies for 6 months	100% 06/07 outturn	80%	95%	Ongoing assessment and review of clients support needs to ensure effective outcomes.
Number of failed RSL tenancies (reward element)	80 (7.8%) 2005	5% (51)	N/A End of reward period	Publicising service and actively encouraging referrals from housing agencies.
Employment Rate 16-24 (reward element)	48.9 March 05	33.7%	N/A End of reward period	

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Continued development of Extra Care Housing	Pam Twells Hartlepool Borough Council	Steering Group overseeing project delivery	March 2009	Bid to DOH for development of extra care sheltered accommodation. - May 2008 Handover of Hartfields - January 2009
2. Development of shared ownership for Learning Disabilities	Pam Twells Hartlepool Borough Council	Joint working with Learning Disabilities Team and Commissioning Manager	December 2008	Review progress - September 08
3. Second round of floating support service short term funding bids	Pam Twells Hartlepool Borough Council	Steering Group and Adult and Community Services Commissioning Manager Vulnerable Persons Panel	January 2009	Advertising for Expressions of Interest – September - 2008
4. Recruitment and Selection of key staff to deliver minor repairs adaptations service.	Pam Twells Hartlepool Borough Council	Special Needs Housing Team	September 2008	
5. Develop Housing Options Centre to facilitate improved service delivery and the implementation of Choice Based Lettings	Lynda Igoe Hartlepool Borough Council	Joint working with Housing Hartlepool and to encourage participation from other RSL's operating within the borough	March 2009	Sub regional common allocations policy agreed by Cabinet - July.08.

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to provide correct housing advice to the public (RPD R014)	M	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Lynda Igoe	31.3.09

Outcome 26 Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport, and community learning

Owner and Organisation – John Mennear, Hartlepool Borough Council

Key Partners Hartlepool CAN, Tees Valley CSP, Sport England, Environment Agency, Friends Groups and Allotment Associations (*denotes overall lead) -

Focus of Activity for 2008/09

Sport and Recreation

An important element of this all encompassing indicator is to continually seek to improve upon the service delivery and the facilities available to all residents. In this respect, the Quest accreditation scheme has become the recognised industry standard for the management and delivery of both Leisure Centre and Sports Development services.

Building upon the successful accreditation of Mill House Leisure Centre (MHLC) during 2007/2008, it is intended during this year to successfully achieve accreditation for both the Headland Sports Hall as well as the Sports Development service.

Key to the delivery of improvements is to continue to build upon our successful partnership working. During 2007/2008, a Community Sports Network was established (Hartlepool CAN) made up of a variety of partners associated with the delivery of sport & physical activity programmes. This multi-agency approach is part of the Government's agenda for a single delivery system of sport & physical activity. Identifying our gaps in delivery and driving the development of this network will be a main focus of our work for this year. CAN is also responsible for delivering the action plan associated with the physical activity work stream of the Public Health Strategy.

During 2007/2008, an Indoor Sports Facility Strategy for Hartlepool was formally developed and adopted. This also took cognisance of the opportunities offered by the Building Schools for the Future (BSF) programme. The strategy identifies where extended activities are to be provided whilst embedding and endorsing the need to deliver a replacement facility for MHLC. During this year, there will be heavy focus on the planned development of facilities on school sites with the Business Case for funding needing to be made in October 2008.

Working in partnership with the Parks & Countryside service, we will also further develop the Grayfields site in relation to its management, maintenance and delivery of activity programmes. We will continue to invest in the development and delivery of these facilities.

Work will continue in hosting new events and activities of regional significance. Particular emphasis will be placed on those events and activities where opportunities can be used to encourage local residents to become involved. We will continue to focus on our more hard-to-reach target groups and areas raising awareness of our role as a service in the community.

Focus of Activity for 2008/09

Arts

The delivery of the Hartlepool Maritime Festival 2008 (and its dance development aspect) and a contribution to provide a scheduled event in 2009 to ensure momentum continues for the Tall Ships Race 2010 will be a focus for this year.

The section will work to ensure and maximise community artistic engagement with Tall Ships Races 2010 including public arts projects.

A key role of the section is enhancing social cohesion through beneficial and developmental art projects. Projects are developed in association with a wide range of arts organisations. The section aims to seek greater partnerships to facilitate the challenge of arts performance standards whilst improving awareness of the importance of arts in community development.

The section will continue to develop the access and usage of Hartlepool Borough Council stock of performance spaces (Town Hall Theatre and Borough Hall) through performance, programming and promotional activities utilising the strength of Voluntary Sector and complementing with appropriate professional programming.

Parks and Countryside

The achievement of Green Flag Awards for two of our sites will be a major focus for the year. The Green Flag Award is the national standard for parks and green spaces in England and Wales. The award scheme began in 1996 as a means of recognising and rewarding the best green spaces in the country. It was also seen as a way of encouraging others to achieve the same high environmental standards, creating a benchmark of excellence in recreational green areas. The Green Flag Award will supplement

the Blue Flag Award that the department has strived to achieve over the past few years.

Service improvements will be in the forefront of our minds this year with the preparation of a strategic management plan for Rossmere Park to enable a future green flag submission as well as the establishment of a Steering Group to deliver the River Corridor Enhancement Programme in Burn Valley Gardens.

In addition to this we will be implementing some key staffing changes that will focus our resources on significant development areas. The playground inspection service, previously contracted out to Neighbourhood Services, will now be managed and delivered from within the Parks and Countryside section and will increase to a seven day service. We also plan to streamline the staffing structure at Summerhill but recognise the need to include a dedicated Countryside Warden to further develop the site's status as a Local Nature Reserve.

The importance of active allotment associations was identified during the development of the Allotment Strategy. The focus for this year will be supporting the setting up of associations at every site so strengthening the allotment provision across the town.

Finally the safety and well being of beach users will once again feature heavily this year. A beach lifeguard team will be recruited that will patrol the town's beaches over the summer as well as providing guidance and education to our beach users.

Museums and Heritage

The focus for the Museums and Heritage section will be the completion of the redisplay of the Museum of Hartlepool and the Capital Scheme at the Hartlepool Maritime Experience. In addition, the section will further develop an exciting and engaging temporary exhibition programme and outreach activity programme.

Adult Education

The main priority for Adult Education for the coming year is to increase participation in a range of learning activities. In particular to maintain provision of non-accredited learning and learning for its own sake. The main focus will be to:

Increase participation in learning by ensuring access to a range of personal and community development learning and maintain a range of partnerships to enhance provision.

Increase the range of activities provided for intergenerational learning.

Increase the opportunities available to residents to become active Citizens.

Provide access to first step training in vocational areas such as Care, Retail and Administration as identified by local regeneration strategies.

Increase the support and IAG provided to unemployed adults to enable them to gain job search skills and enhance employment opportunities.

Target Areas and Groups

Sport and Recreation

The focus for the section will be on specific target groups and areas of disadvantage in the town. The Sport England Market Segmentation database (based on the Active People survey) allows for information to be broken down into priority areas as well as target groups. The database has highlighted priority groups in Hartlepool to whom we can target specific activity programmes. Whilst recognising the important of the data provided by the database, we continue to aim to provide an inclusive service that suits the needs and aspirations of all the community.

Parks and Countryside

The users of our services are from all areas of the town and from all ages and backgrounds. Whilst in some cases, such as activities at Summerhill, there will be an emphasis on young people, vulnerable groups or people from disadvantaged areas; we will continue to work to provide an inclusive service across the town.

Arts

The focus of the arts section will be on specific target groups such as socially excluded young people, vulnerable adults, elderly people (in relation to community cohesion) and BME Communities. Whilst much of our work will be targeted in disadvantaged areas such as Stranton, Parks, Burbank, Owton and St. Hilda's (Headland), we will continue to work to provide an inclusive service across the town.

Museums and Heritage

Users of Museums and Heritage services are from across the town. However, the service will work to target activities at social groups C2, Ds and Es from areas of disadvantage within Hartlepool. The service will also work to target visitors to Hartlepool.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 8 Adult participation in sport	19.1%	21.1%	23.1%	<p>Working in partnership with organisations such as the PCT, schools, NGB's, the County Sports Partnership, Sports England as well as many local community organisations, we will continue to provide opportunities for adult participation.</p> <p>The conduit for this will be via Hartlepool CAN (Communities Activity Network) and specific reference should be made to the 2008/09 Action Plan. Activities amongst other things will include:-</p> <ul style="list-style-type: none"> • Targeted promotions and initiatives such as Women's Begin To....programme • Exercise on Referral Programme • Hosting and promotion of events such as Race for Life, Marina 5 etc. • Outreach programme of activities within the community • Extensive Outdoor Activities service • Working with sports volunteers and Clubs • Provision of coach education courses

NI 11 Engagement in the arts	N/A	Statistically significant improvement (+3%) on baseline from the Active People Survey by 2010/11		<ul style="list-style-type: none"> • Deliver and attract audiences to the Hartlepool Maritime Festival 2008 • Deliver and attract audiences to the Halls programme 2008/09 • Deliver and attract participants to the Arts Development programme 2008/09 • Develop and deliver the targeted audience development initiative
NI 10 Visits to museums or galleries	28% (2006 Ipsos Mori Household Survey)	29%	31%	<ul style="list-style-type: none"> • Promote exhibitions at Hartlepool Art Gallery and Museum of Hartlepool. • Revise Exhibitions Programme, target Socio-economic Groups - C2s, D and E's. • Deliver and promote Hartlepool's Tourist Information Service • Investigate publicity/promotional avenues specifically for targeting diverse/hard to reach audiences including the production of promotional DVD to promote Hartlepool as a cultural destination. • Deliver Redisplay of Museum of Hartlepool by July 08. • Complete interpretation of Wingfield Castle by July 08. • Promotion of Renaissance Programme

				<ul style="list-style-type: none"> • Complete HMS Trimcomalee exhibition room fit out by July 2008 <p>Exhibitions and Planning</p> <ul style="list-style-type: none"> • Eye of the Long Nose • 100th Anniversary of Hartlepool United FC • Photography • Collections recording at HUFC <p>Develop evening events at Hartlepool Maritime Experience</p> <p>Heritage Open Days at a variety of venues across the Borough.</p>
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Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Engagement in museum outreach activity by under-represented groups	271 (2004/05)	350	390	<p>Deliver on outreach programmes linked to museums across the Tees Valley, which focus on Key MLA audiences (C2DE, BME and people with Disabilities)</p> <ul style="list-style-type: none"> • Photographic festival • Catcote excavation • Culture shock

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				<ul style="list-style-type: none"> • Drama project <p>Projects identified by Tees Valley partners</p> <p>Implement plan to attract under-represented audiences to HAG and MOH</p> <p>Accessible print guidelines adopted by service as part of the MOH re-display</p>
Visits by C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool	39% (2006/07)	41%	43%	<p>Deliver Redisplay of Museum of Hartlepool</p> <p>Implement plan to attract under-represented audiences to HAG and MOH</p>
Number of people from vulnerable groups engaged in culture, leisure activities and sport	n/a	954	1110	<p>All elements of the Sport & Recreation service will work as a collective via its facility provision, Sports Development service and funding support of the voluntary sector in order to engage with these important groups. The service will also work with a host of other partners both internal and external to:-</p> <ul style="list-style-type: none"> • Expand upon opportunities available via sport & physical activity programmes & initiatives • Offer effective, integrated programmes particularly in partnership with Health

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
				agencies and Adult Social Care <ul style="list-style-type: none"> • Deliver the actions of Hartlepool CAN that has a focus on vulnerable groups • Programme of activities at Summerhill and across Nature Reserves and Parks that are actively targeting vulnerable groups. • Work with Arts Development to introduce a dance project, Flex Hartlepool, for people with learning disabilities.
Number of learners participating in Adult Learning Programmes	2830 (2006/07)	3100	3500	There will be numerous opportunities to participate in Adult Learning through a comprehensive programme of provision which will be promoted via partners and Community venues throughout Hartlepool.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Quest service accreditation for the Headland Sports Hall and the Sports Development service	Pat Usher HBC	Re-direction of budgets	March 2009	<ul style="list-style-type: none"> • Completion of self assessment (Nov 08) • Application for external inspection (Feb 09) • Verification (March 09)
2. Establishment of operational management team for the Grayfields recreation ground	Pat Usher/Andrew Pearson HBC	Additional resources agreed for 08/09 to deliver.	July 2008	<ul style="list-style-type: none"> • Approval of restructure • Successful recruitment of management team • Negotiation with NHS over contract contributions towards staffing.
3. Delivery on elements of the Indoor Sports Facility Strategy	John Mennear	Planning and preparation.	March 2009	<ul style="list-style-type: none"> • Review progress on H20 (Sept 08) • Review progress on Seaton Carew

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				community hub progression (Sept 08)
4. Active Green Flag for Ward Jackson Park and Summerhill	Andrew Pearson	Application Fees (£600)	July 2008	<ul style="list-style-type: none"> • Develop and submit management plans (Jan 08) • Mystery Visit and Inspectors planned visit (Jun 08) • Notification (Jul 08)
5. Deliver changing exhibition programme at Museum of Hartlepool and Hartlepool Art Gallery	David Worthington	Existing budget	March 2009	<ul style="list-style-type: none"> • Review progress of exhibitions (September 2008)
6. Increase on-line access to information about Arts and Museums services and collections	David Worthington	Existing budget	March 2009	<ul style="list-style-type: none"> • Review progress on clearing documentation backlog (Sept 08)
7. Install Audio Visuals kiosks in Hartlepool and partner museums, delivering resources created through ICT project. Install Art Collections Audio-visual at Hartlepool Art Gallery	David Worthington	Renaissance Funding	Dec 2008	<ul style="list-style-type: none"> • Identify hardware and software (April 08)

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				<ul style="list-style-type: none"> Procure hardware and software (July 08) Install kiosks (Dec 08)
8. Plan provision of new or rarely repeated arts opportunities in Borough.	Stephen Cashman (HBC)	Operating base and infrastructure provide (and in place) by HBC	September 2008	(i) Programme opportunities as mini-series (e.g. Summer Drama, Cultural diversity series in October) (ii) Raise awareness of these opportunities through targeted marketing campaigns
9. Develop arts development projects focused on community health and wellbeing issues in deprived neighbourhoods.	Stephen Cashman / Clare Irvine (HBC),	Funded through Arts Development and Arts Council England North East RFO budget	October 2008	(i) Identify partners and locations (April 2008) (ii) Deliver arts development projects: e.g. youth smoking reduction programme in Stranton Ward (April – Sept 08).

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				(iii) Deliver confidence and performance skills development programme with Momentum Arts in Burbank Ward (April – Sept 08) (iv) Develop a Hands and Feet project on a community carnival initiative in Owton (May 2008 – October 2008)
11. Develop and deliver arts development strategies for the Borough for the various art forms and disciplines, starting with a 'dance development strategy', to be followed by a 'young people's inclusive drama initiative'	Stephen Cashman, HBC	Budgetary investment (in place)and community interest / support (developing)	March 2009	Develop and deliver dance development strategy initially through Maritime Festival (July 2008) Develop and deliver Youth Drama initiative - (September 2008)

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
12. Increase participation from learners with a disability, ex offenders, learners from ethnic minorities, older learners and those from a disadvantaged area (Note, Academic Year Sept 08 – July 09)	Maggie Heaps HBC	PCDL Budget from the LSC	March 2009	i) Provide additional support for learners to remove barriers to learning (March 2009) ii) Develop partnership projects to enhance opportunities for learning (March 2009) iii) Raise the profile of adult learning and celebrate success (March 2009)

Risks

Risk	Rating	Actions	Who	Date to be completed
Renaissance in the Regions funding ending 2011.	Medium	Lobby to continue with funding.	Mark Simmons/David Worthington	March 2011

Outcome 27 Cultural and leisure services, better meet the needs of the community, especially disadvantaged areas

Owner and Organisation – John Mennear, Hartlepool Borough Council

Key Partners Hartlepool CAN, HBC*, PCT, Voluntary Sector, Learning Disability, Allotment Associations, Friends Groups (*denotes overall lead) -

Focus of Activity for 2008/09

Sport and Recreation

The past 4-5 years has seen a significant growth in the recognition and importance that sport and active recreation plays in the lives of people in our community. The arguments are compelling in respect of how participation can impact on health and well-being and literally transform people's lives in so many ways.

In order to improve the service that we offer, our key partners play a major role in challenging and changing the way that we work. The creation and maintenance of a range of effective partnerships between the public, private and the voluntary sectors have helped us to counter the many social issues that do exist in Hartlepool.

The main focus this year for the delivery of this outcome is to ensure that we increase upon the opportunities available for participation, working with our key partners to provide an ever-increasing range of inclusive opportunities. An important element of this will be the work of Hartlepool Community Action Network (Community Activities Network) where the coordination of key partners and agencies working together will help to increase participation year on year. This group will also be responsible for the delivery of the physical activity action plan of the Public Health Strategy.

Our partnership working with the PCT continues to be a main focus for our work in tackling the evident health inequalities in Hartlepool. Indeed, the PCT recognise the importance of this network and intend to use it to directly commission specific physical activity interventions in the town.

We will also be continuing to work jointly with Health Development and the Weight Management Team to look at new initiatives aimed at tackling childhood obesity.

We will also continue to work closely with Children's Services Department to improve upon the delivery of PE and Sport for young people supporting the PESSYP Strategy (PE & School Sport for Young People) and the "Five Hour Offer".

Another key area of work is our partnership working with the voluntary sector who we will continue to support through the provision of grant funding and development initiatives in order to raise standards, training and increase upon the number of volunteers working in Hartlepool.

Consultation is obviously a valuable tool in establishing our priorities and service direction and we will continue to use this route to ensure we can respond directly to community needs and expectations.

Focus of Activity for 2008/2009

Parks and Countryside

The development of activities across our services that engage vulnerable people will be a focus of our activity during this year. The work to engage vulnerable groups will also involve the supporting of projects such as the Allotment Project at Waverley Allotments. Now in it's second year the site will host a number of vulnerable groups who hope to realise the benefits of green exercise such as allotment gardening.

The activities that will be available this year through our services will range from traditional outdoor activities, such as guided walks and nature trails to more unusual activities such as wartime heritage walks, environmental story telling and den building. Through two funded programmes we hope to engage a wide range of vulnerable groups from young people from deprived neighbourhoods (Big Lottery Fund Grant) to older people or those people with long term physical or mental disabilities (Heritage Lottery Funded Countryside and Heritage Grant)

Volunteers have been a key target of our service for a number of years and will continue to be so. The reciprocal benefits of working closely with volunteers have been well reported. The benefits to the service include the maintenance of sites through improvements to fencing, access and security but these benefits are equally matched by the benefits to the individual who often are given opportunities to learn new skills, meet new colleagues or even gain the confidence and skills to return to employment.

Libraries

The areas where considerable impact and success have been achieved in recent years will continue to be developed. Areas of focus will include further developing services to Early Years users, services to school-age children, and services to older people and harder to reach groups.

There will be a sustained programme of literature and reading related cultural events within the 2008 National Year of Reading. Some of these events will be targeted at vulnerable groups such as a planned poetry session for people with special needs.

Improvements in service delivery are to be targeted through the submission of the Library Transformational Programme to Cabinet and the introduction of RFID/self issue technology.

The ongoing support of the Library Friends Group will continue to ensure that the development and planning of services through the Transformational Programme Action Plan is informed by community and stakeholder engagement and consultation.

Museums and Heritage

The redisplay of the Museum of Hartlepool and the Capital Scheme at the Hartlepool Maritime Experience will result in displays intended to appeal to a broad audience. In addition, the section will further develop an exciting and engaging temporary exhibition programme and outreach activity programme aimed at engaging with a number of groups and individuals who do not traditionally visit museums.

Arts and Events

Planned Strategic Arts and Events Service's activities and service feature a number of measures intended to address issues facing disadvantaged areas or communities.

Focus of Activity for 2008/2009

Arts and Events activities include:

- 'Across the Sea to New Horizons' – a mini-festival (run in conjunction with Museums and Heritage) of events to celebrate the two hundredth anniversary of the abolition of Transatlantic slavery. The climax of this were the workshops and the performance of 'Liberation of the Urban Tribesman' – the contemporary dance work choreographed and performed by Garner Harris, the Black British artistic director of Hands and Feet CIC.
- The formation of Flex Hartlepool – a dance group for people with learning disabilities (facilitated and choreographed by regional dance artist Martin Wilson).
- The creation of the 'Let's make a Burbank Pantomime' community arts development project being run in partnership with Momentum Arts with the intention of using performing arts skills to enhance confidence in one of the most challenged communities in Hartlepool.
- And also with Momentum Arts, the start of an intergenerational visual arts project 'artpool' intended to bring young and elderly people together thus attempting to address issues relating to the exclusion of the elderly.
- Then among other elements, the Hartlepool Maritime Festival 2008 will mark performances developed in the year before of break dancing by a group of excluded young people who have been working with the dance group Bad Taste Cru.

Target Areas and Groups

Sport and Recreation

New developments from Sport England via their Market Segmentation database (based on the Active People survey) have highlighted priority groups in Hartlepool with whom we can target specific activity programmes. The database breaks the information down into priority areas as well as target groups. Whilst we will draw on this information to target particular groups, we will continue to provide an inclusive service that suits the needs and aspirations of all the community.

Parks and Countryside

The users of Parks and Countryside services are from all areas of the town and from all ages and backgrounds. In some cases, such as activities at Summerhill, there will be an emphasis on targeting services for particular groups such as young people, vulnerable groups or people from disadvantaged areas.

The development of services, including volunteering, to vulnerable groups such as adults with long term mental health problems, deprived background, older people and young people.

Libraries

Whilst the library service provides services to areas of relative deprivation including Neighbourhood Renewal and NDC areas, the emphasis of its focus will be children aged 0-5, their parents and carers, people who are helped to live at home, people with visual impairments and people suffering from mental health difficulties.

Services within Brougham Annexe and Wharton Terrace will pay focus on boys reading to contribute to addressing lower levels of literacy among boys.

The library already provides materials in a number of languages and offer services to BME communities.

Museums and Heritage

Users of Museums and Heritage services are from across the town. However, the service will work to target activities at social groups C2, Ds and Es from areas of disadvantage within Hartlepool. The service will also work to target visitors to Hartlepool.

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 9 Use of public libraries	50% (2006 Ipsos Mori Household Survey)	52%	54%	<ul style="list-style-type: none"> • Early Years Outreach & 'in house' provision • BookStart, BookTime, Play in the Park, Family Learning. • School linkages & pupil literacy support • Summer Reading Challenge, Homework • Support Full programme of Holiday Activities. Youth Service partnership provision. • Provision of the lending and request service. • Literature, Author and cultural Events • Reference and Information Services • Learning support • Local and family History. Local collections of historic records and documents. • Vehicle delivered services, home library, Mobile Library. • Outreach services to special needs clients.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Residents Satisfaction with Sport and Leisure	61% (2006)	N/A	65% (2009 Survey)	<ul style="list-style-type: none"> Continued improvement and development of facilities and programme initiatives, responding to community needs and aspirations Implementation of the Indoor Sports Strategy Extended community provision on school sites through the BSF programme Quest service accreditation
Increase annual Leisure Centre attendances (Including Neighbourhood Renewal narrowing the gap)	372,046 NRA 47% (06/07) 51% (07/08)	365,000 NRA 57%	385,000 NRA 58%	<ul style="list-style-type: none"> Develop new programmes and initiatives to meet the sporting & active recreation needs of specific target groups Specific targeted promotion, particularly making use of the Active People Market Segmentation database Consultation both user and non-user
Increase proportion of residents satisfied with museums/arts (Including Neighbourhood Renewal narrowing the gap)	86% NRA 3% (2006)	86% NRA 2%	87% NRA 2%	<ul style="list-style-type: none"> Market Temporary Exhibition Programme to local residents in NRF Wards Work with community groups in the Outreach Team
Increase residents satisfaction with public parks and open spaces (Including Neighbourhood Renewal narrowing the gap)	73% (2006 Ipsos Mori Household Survey) NRA 8% (2006 Ipsos Mori Household Survey)	74% NRA 7%	76% NRA 5%	<ul style="list-style-type: none"> Green Flag Increase in Playground Inspection Programme Work with volunteers to enhance open spaces Capital improvements to Clavering play area

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Increase residents satisfaction with libraries (Including Neighbourhood Renewal narrowing the gap)	<p>91% IPSOS Mori Household Survey 2006</p> <p>Gap of 1% (IPSOS MORI Household Survey 2006)</p>	<p>91%</p> <p>NRA 1%</p>	<p>92%</p> <p>NRA 0%</p>	<ul style="list-style-type: none"> • Early Years Outreach & 'in house' provision • BookStart, BookTime, Play in the Park, Family Learning. • School linkages & pupil literacy support • Summer Reading Challenge, Homework Support Full programme of Holiday Activities. Youth Service partnership provision. • Provision of the lending and request service. • Literature, Author and cultural Events • Reference and Information Services • Learning support • Local and family History. Local collections of historic records and documents. • Vehicle delivered services, home library, Mobile Library. • Outreach services to special needs clients.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Implement the approved Hartlepool CAN Action Plan delivery	Pat Usher	Sport England	March 2009	<ul style="list-style-type: none"> Establishment of after school activity clubs Specific engagement of the Over 50's
2. Build upon the support and partnership work with the Voluntary Sector	Pat Usher	Sports Budgets	March 2009	<ul style="list-style-type: none"> Club and coach development workshops to be delivered by Tees Valley County Sports Partnership. Dates to be determined. Allocation of the Community Pool Funding. First allocation in July 2008.

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
3. Deliver Year 1 of the Big Lottery Play Grant	Tony Davison	BIG Lottery Funding	March 2009	<ul style="list-style-type: none"> • Organise a programme of free play activities at Summerhill for May half term and the summer holidays – July 08 • Advertise programme targeting groups in Hartlepool – July 08 • Purchase materials and equipment – August 08 • Organise free transport initiative for groups wanting to visit Summerhill for play – August 08 • Operate and

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				monitor programme – Sept 08
4. Deliver Year 1 of the Heritage and Countryside Project in partnership with the Tees Forest	Chris Scaife/Rachel Jackson	HLF Funding	March 09	<ul style="list-style-type: none"> • Establish a project steering group (May 08) • Appoint Officer (April 08) • A programme of four events will be held. The first in August 2008, the second in January 2009 and the remaining two by March 2009.
5. Introduce RFID/self issue technology at Central Library	Graham Jarritt Library Service	£85 K , agreed from library sources and central pot budget pressure funding Further funding for linked	Mar 09	<ul style="list-style-type: none"> • Agree Project Plan (July 2008) • Invite tenders. (Sept 2008)

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
		building improvements sought		<ul style="list-style-type: none"> • Select supplier (Oct 2008) • Install system and carry out building adaptations (Oct 2008 - Mar 2009) • Train staff (Mar 2009) • Tag stock (Oct 08 – Mar 09) • Engage and communicate with public (Mar 2009)
6. Develop Libraries Transformational Programme to Cabinet for approval. (5 years overall plan)	Graham Jarritt Library Service	Capital funding for improvements and remodelling at Central Library	Mar 09 (This is Year One of the overall programme)	<ul style="list-style-type: none"> • Review branch service structure (one branch Dec 2008) • Carry out consultation with stakeholders and public (Jan 09) • Install RFID. (Mar 09)

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
7. Organise a programme of literature and reading promotion within the National Year of Reading Framework	Denise Sparrowhawk Library Service	Support through voluntary sector, Library Friends, Regional partners	Mar 09	<ul style="list-style-type: none"> • Consult with users and construct programme. (May 2008)] • Arrange exhibition space, participating authors, and room hire. (Sept 2008) • Promote events, hold events and evaluate. Mar 2009
8. To promote and encourage the continued development of the Library Friends Group as a vehicle for engaging the public in the planning, development and delivery of library services	Graham Jarritt Library Service	No extra resources required	Mar 09	<ul style="list-style-type: none"> • Maintain regular contact with members on current database. (Sept 08) • Progress local history and literature events groups. (Sept 08) • Held quarterly public/staff Q A

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				and review meetings. (Mar 09) <ul style="list-style-type: none"> • Advertise and promote new membership. (Sept 08)
9. Deliver operational changes and capital works to develop Hartlepool's Maritime Experience as a sustainable visitor attraction	David Worthington	Museum and Heritage Budgets Income generation	Mar 2009	<ul style="list-style-type: none"> • Complete Maritime Experience by August 2008 • Complete Wingfield Castle by July 08 • Complete Museum of Hartlepool by July 2008
10. To support community heritage groups to present a holistic view of the heritage of Hartlepool, for example, the Heugh Gun Battery Trust (HGBT)	David Worthington	Assist independent groups to secure government awards	Mar 09	<ul style="list-style-type: none"> • Work with HGBT to support the opening of the Heugh Gun Battery (August 2008). • Assist in the development of a marketing

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				<p>strategy for St Hilda's church (March 2009).</p> <ul style="list-style-type: none"> Develop a long-term strategy to safeguard Princess Royal Lifeboat in association with the Trust (options paper submitted April 2008)

Risks

Risk	Rating	Actions	Who	Date to be completed
Renaissance in the Regions funding ending 2011.	Medium	Lobby to continue with funding.	Mark Simmons/David Worthington	March 2011

Outcome 28 Empower local people to have a greater voice and influence over local decision making and the delivery of services

Owner and Organisation – Karen Oliver, Hartlepool Borough Council

Key Partners (*denotes overall lead) – HBC* Neighbourhood Managers, Community Networkers (HVDA), Housing Hartlepool, Sure Start

Focus of Activity for 2008/09

Community engagement encompasses a variety of approaches whereby public service bodies empower citizens to consider and express their views on how their particular needs are best met.

The Local Government White Paper – Community Empowerment, outlines a number of proposals in creating responsive services and community empowerment:

- More choice for local people in the way local services are designed and delivered
- A new duty for council's to "inform, consult, involve and devolve"
- Community Call for Action

Hartlepool has a range of settings which allow community engagement and empowerment to take place:

- Neighbourhood Consultative Forums
- Neighbourhood Action Plan Forums
- Police and Community Liaison Forums
- Local Strategic Partnership
- Community Network Forum
-

This year the focus is to encourage wider consultation and empowerment by:

- Linking into existing local groups
- Development of community events
- Working closer with schools and linking into the HBC Participation Strategy
- Development work to look at Participatory Budgeting Strategy
- Review Neighbourhood Consultative Forums

Also being taken forward is the development of young people's involvement in the NAP process across the town, involving voluntary organisations already working with young people, and the Integrated Support Managers (Sure Start)

Target Areas and Groups

- Neighbourhood Action Plan areas
- NDC area
- Young people
- Hard to reach groups
- Resident Representatives – linked to Neighbourhood Consultative Forum

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 4 Percentage of adults who feel they can affect decisions that affect their own area	Hartlepool = 28% (2006 Ipsos Mori Household Survey)	29%	30%	9 NAPs Forums meeting once per month. 3 Neighbourhood Consultative Forums meeting every 6wks. 3 Neighbourhood Police and Community Liaison Forums meeting 4 times per yr. Neighbourhood Consultative Forums
(NI 4) Percentage of adults who feel they can affect decisions that affect their own area (Neighbourhood Renewal Area narrowing the gap)	Neighbourhood Renewal Area = 23% (2006 Ipsos Mori Household Survey)	25%	27%	The Community Network are working on designing an appropriate Impact Assessment tool that will assess participants feelings of being able to affect decisions. This tool will be administered to all CN representatives. Responses will be recorded and depending on findings, appropriate actions will be taken.
Number of individuals participating in local decision making structures who are supported in their roles by the Community Network a)% of CN Theme Partnership Representatives & LSP Representatives attending N/A Partnership Meetings	N/A	65%	75%	Theme Partnership Representatives review and induction sessions. Skills audit which has informed the CN Skills and Learning Plan. LSP representatives Hartlepool Partnership briefing meetings. LSP representatives elections will take place during September 2008, so work is focussed on publicity. Induction packs for newly elected representatives has been agreed by CN Steering Group (June 08). Inductions will take place during October 08 and review sessions occur on a 6 monthly basis. Minutes and attendance records allow monitoring attendance and address any identified issues.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
<p>Number of individuals participating in local decision making structures who are supported in their roles by the Community Network</p> <p>b) % Resident Representatives attending pre Agenda Meetings</p>	68% (2007)	70%	80%	<p>A resident representative review session and induction has taken place with a focus placed on the importance and value of supporting Vice Chairs sitting on the Hartlepool Partnership.</p> <p>The CN would like to see this requirement adding to the roles and responsibilities of Resident Representatives.</p> <p>Newly elected resident representatives will also be fully supported at Pre Agenda meetings and the next meeting will look at the aims of the Pre Agenda meeting.</p> <p>The CN Skills and Learning Plan for 2008/09 is now complete and specific training / development opportunities for resident representatives are highlighted (e.g decision making structures; diversity and equality, Theme Partnership awareness raising etc)</p>
<p>Number of individuals participating in local decision making structures who are supported in their roles by the Community Network</p> <p>c) % Active CEN members attending Community Network Business Meetings</p>	45.35% (2007)	50%	60%	<p>CEN Business meetings now alternate the times of they meet – allowing BME and other members to attend etc.</p> <p>The CEN are gathering information from their members to assess the value and relevance, to them, of Business meetings as they run at the moment.</p> <p>Strengthening Communities is now a standing agenda item – for awareness raising and information.</p> <p>Training / development opportunities are made available to all members.</p>

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Review the approach to Participatory Budgeting in Hartlepool once the National Strategy for Participatory Budgeting and Quality Assurance Framework have been produced	Karen Oliver Neighbourhood Manager HBC	HBC's Regeneration Team, staff support in administration and development work relating to NAPs. HVDA Community Network continue work relating to resident capacity building	March 2009	Establish the parameters of the review (Dec 08)
2. Identify community groups across the town and encourage resident involvement in Neighbourhood Action Plans and the Neighbourhood Consultative Forum'	Karen Oliver Neighbourhood Manager HBC	Community Network Officers Neighbourhood Development Officers Integrated Support Management Team (Sure Start)	March 2009	Utilise Community Network database to identify groups within the North, South and Centre (Sep 08).
3. Map the community development / engagement services currently operating in the town with a view to develop and agree roles / responsibilities.	Sue McBride Neighbourhood Development Officers	Support form Hartlepool Community Network and Housing Hartlepool	October 2008	Survey of residents involved in NAPs undertaken (Aug 2008)
4. Explore the development of NAP youth Forums in the North and Central Areas	Tracey Herrington Community Network Officer	Neighbourhood Development Officers (Central and North) Youth workers VCS organisations – West View Project, Headland Future, Manor West, Rossmere etc	March 2009	Set up meetings in North and Central areas with relevant VCS groups and partners working with young people. Continue to support meetings and provide regular training sessions

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				with South youth NAP (Sept 08)
5. Ensure training opportunities are made available for NAP; Consultative Forum, Resident and CN representatives.	Community Network - Tracey Herrington	Need individuals to take up opportunities for training Identified training providers to deliver courses	March 2009	Review progress on training events and associated publicity (Sep 08)
6. Improve attendance at a range of decision making forums – Theme Partnerships, NAP's etc	Community Network – Tracey Herrington, Lesley Hall Neighbourhood Development Officers	Theme Partnerships need to ensure the CN have dates and times of meetings, minutes and attendance sheets Representatives and individual residents need to show support and ensure they attend relevant meetings	March 2009	Review progress in publicising and providing training in relation to improving attendance (Sep 08)

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to adequately consult residents and other stakeholders on relevant issues	Amber (Extreme-Unlikely)	Ensure programme of NAP revisions	Derek Gouldburn	March 2009

Outcome 29 Make a positive contribution

Owner and Organisation – Keith Bailey, Hartlepool Voluntary Development Agency and John Robinson, Hartlepool Borough Council

Key Partners (*denotes overall lead) – Hartlepool Voluntary Development Agency*, Hartlepool Borough Council, Hartlepool PCT, NDC, All Voluntary and Community Organisations operating in Hartlepool

Focus of Activity for 2008/09

The voluntary and community sector (VCS) spans a huge range of interests, usually centred on groups of local people who are aiming to meet specific needs. Although attempts have been made to define the VCS, there is no single agreed definition. There are 550 groups represented on the HVDA database.

There is considerable activity concerning health and disability issues, including many self-help groups and there are many groups serving the needs of children and young people and sports and including many self-help groups and there are many groups serving the needs of children and young people. Community and residents groups provide an important focus for neighbourhood activity and also with there being many groups which are leisure based.

It is clear that there is a core network of organisations aiming to meet a diversity of community needs in Hartlepool. Much of this effort is sustained through the effort of volunteers. Research shows that most of Hartlepool's population will benefit from the services of at least one VCS group in any one year.

Volunteering and the involvement of volunteers in local VCS groups play an important role in service delivery, but also in building community cohesion. Volunteering builds self-confidence, improves the skill and experience of those involved and for many it can have the added value of being the pathway to further training, education and employment. A range of factors impact upon the number of people who volunteer. It is directly linked to the level of activity and services being undertaken by the VCS. This in turn is influenced by the level of funding being allocated to the VCS. Much funding is in place for the VCS for 2008/9. Future investments in relation to continuation funding from WNF and the PCT for 2009/10 have yet to be agreed.

HVDA's Volunteer Centre plays an important role in placing volunteers locally. This is a particularly important service for those who wish to volunteer but who are unaware of available opportunities and/or how their skills and interests could be matched against available opportunities. This service is currently only available to people who live in the WNF wards.

HVDA did secure funding to work with young people who wish to volunteer, but this service is at a reduced level to that which was available last year, when there were two full time members of staff doing this work.

Access to small amounts of funding is particularly important to small groups to achieve their mission. The importance of Community Chest funding for such groups cannot be overestimated.

Positive Activities for Young People is central to our work around several major challenges including, substance misuse, teenage pregnancy, crime and antisocial behaviour reduction. We continue to develop our integrated working processes in partnership with the Safer Hartlepool Partnership and in particular with the Youth Offending Service.

The prevention agenda continues to be a main focus of services working with Children and Young people and we intend to consolidate our work currently commissioned through the voluntary sector to work with those young people who are vulnerable to social isolation.

The focus on the positive contribution of young people and in particular ensuring that their views are heard and acted upon already has a sound foundation in the town and partners will be supported to continue this work across their services.

Target Areas and Groups

Area

WNF projects such as the Volunteering into Employment and the WNF Community Chest are focussed on the relevant wards.
NRF and NDC areas

Groups

VCS Groups

Many VCS groups particularly those supported by the PCT focus on the needs of marginalized and difficult to reach groups.
Looked after Children

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 6 Participation in regular volunteering	To be set when National Indicator has been determined through Place Survey			See activity on Proxy Local Indicator
NI 110 Young people's participation in positive activities	To be set when National Indicator has been determined			See activity on Proxy Local Indicator

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Participation in regular volunteering	14% (2006 Ipsos Mori Household Survey)	15%	16%	WNF and PCT Community Chest and volunteering into employment scheme, 'v' youth volunteering programme all in place.
Participation in regular volunteering (NRA Narrowing the Gap)	1% (2006 Ipsos Mori Household Survey)	Gap of 0%	Gap of 0%	WNF and PCT Community Chests and volunteering into employment scheme 'v' youth volunteering programme all in place.
Young people's participation in positive activities	Local Authority Youth Service reach only 2068 = 23% of young people in 13-19 age range, figures submitted for NYA audit	30% of target age range	50% of target age range	It is expected that the Development of Integrated Youth Process will enhance reach and outcomes for young people.
Percentage of people who have been helped by others (unpaid and not relatives) i) over the past years and ii) once a month over the past year	i) 49% ii) 28% (2006 Ipsos Mori Household Survey)	i) 49% ii) 28%	i) 49% ii) 28%	WNF and PCT Community Chests and volunteering into employment scheme 'v' youth volunteering programme all in place.
Percentage of people who have been helped by others (unpaid and	i) 42% ii) 35%	i) 42% ii) 35%	i) 42% ii) 35%	WNF and PCT Community Chests and volunteering into employment scheme 'v'

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
not relatives) i) over the past years and ii) once a month over the past year (Neighbourhood Renewal Area narrowing the gap)	(2006 Ipsos Mori Household Survey)			youth volunteering programme all in place.
Access to the Youth Opportunity/Capital Funds	<p>2007/08</p> <p>1. Number of applications 134, of which 73 were approved. Number of YP involved in application process was 190.</p> <p>2. Number of YP (grant givers), trained and involved in allocating funds 24.</p> <p>3. Total number of beneficiaries resulting from successful applications 6,575.</p>	<p>1. 250 & 200</p> <p>2. 45</p> <p>3. 12,000</p>	To be determined	<p>Grant Givers Group in place and working effectively. New Grant sum in place and advertised to all groups in Hartlepool. Help and advice available for all groups pre application.</p> <p>Recruitment on going using youth service and other provider links. Participation network are partners in the recruitment process.</p>
Improve the participation of young people with learning disabilities in their Section 140 assessments	80.5% (2006/07) 100%(2007/08)	100%	100%	100% of current year 11's have participated in their Section 140 Assessments in preparation for their transition to post 16 learning.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Secure funding from a range of sources.	Keith Bayley HVDA	Officer time and co-operation from partner organisations	March 2009	PCT Panel to meet to agree process July 08 Agreement of Economic Forum Sept 08 WNF Sub Group Update meeting with HBC regarding WNF – Sept 2008
2. Apply to the National Lottery for a member of staff to work in non WNF areas	Keith Bayley HVDA	Officer time	March 2009	Complete first stage bid to the Big Lottery - July 08
3. Agree process with Tees Valley Community Foundation to secure Grass Roots Community Chest	Keith Bayley HVDA	Officer time	September 2008	Arrange sub regional meeting to achieve process - August 08
4. Development of Targeted Youth Process to enhance overall outcomes for young people. Including integration of response into the broader IWIS agenda.	Peter Davies HBC	Group already in place, based on PSA 14 model, and looking to collectively produce better outcomes. Schools and front line practitioners to be targeted for development initiatives.	April 2009	Review progress – Sept 08

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
5. Develop integrated working including new commissioning processes to enhance accessibility of services for young people.	John Robinson HBC	Group already in place, based on PSA 14 model, and looking to collectively produce better outcomes. Schools and front line practitioners to be targeted for development initiatives.	April 2009	Review progress – Sept 08
6. Ensure that the 7 vision statements for participation are adopted by all partners and used as a basis for developing the role of young people in the identification, design and monitoring of services aimed at them.	John Robinson HBC	Participation Network will continue to provide a strategic lead in supporting partners develop this area of work with agencies and the young people who they work with.	April 2009	Review progress – Sept 08

Risks

Risk	Rating	Actions/Control Measures	Who	Date to be completed
Failure to secure adequate funding from external to support voluntary and community sector organisations	Red	Regular meetings and liaison with funding providers Ensure VCS organisations are fully aware of existing and new funding opportunities	Keith Bayley HVDA	March 2009

Outcome 30 Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas

Owner and Organisation – Catherine Frank, Hartlepool Borough Council

Key Partners (*denotes overall lead) - Police, Council*, Fire Service, Residents Groups, Community Network, Community/Voluntary Sector, PCT, Housing Hartlepool

Focus of Activity for 2008/09

During 2008/9 there will be a continuing focus on the development and implementation of Neighbourhood Action Plans (NAPs). A discussion paper on the NAP process and how it should be taken forward was prepared in December 2007 and following that a NAP Way Forward Action Plan has been prepared. The implementation of that action plan will see changes to the NAP development process, improved feedback on progress, development of the role that residents play and improved ownership of NAP actions.

The main focus for development of NAPs will be the preparation of a NAP for the Throston neighbourhood. As this will be the first NAP for this neighbourhood the opportunity will be taken to pilot new methods of consultation to enable a greater number of residents to get involved in the development process. Theme based assessments will also be introduced to encourage greater involvement from service providers and theme partnerships.

NAP Forums will further develop their commissioning role through the allocation of Resident's Priorities Budgets and Neighbourhood Element resources. This approach will enable

residents to take forward their NAP priorities for the year and allow them to monitor and review what is being achieved through their resources.

During 2008 a review will be undertaken on the Neighbourhood Consultative Forums (NCFs). This review will be used to inform the future development of the 3 NCFs in the Borough.

The Hartlepool Partnership will be seeking to assess the resources that are being channelled into the Neighbourhood Renewal Area (NRA) by partners. This assessment will be used to inform future work to take forward the Neighbourhood Renewal Strategy.

Target Areas and Groups

The outcome relates to the satisfaction of the whole Hartlepool population, but there is a focus on improving on this outcome in the Neighbourhood Renewal Area and therefore on narrowing the gap between the Neighbourhood Renewal Area and wider Hartlepool.

There are 8 neighbourhoods within the Neighbourhood Renewal Area (NRA) which are targets for this outcome:

- Burbank
- Dyke House/Stranton/Grange
- Owton
- NDC
- North Hartlepool
- Rift House/Burn Valley
- Rossmere
- Throston

Improvement Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
NI 5 Overall/general satisfaction with local area	Targets to be set following results of Place Survey			See activity on Local Priority Targets.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Proportion of people satisfied with their local area as a place to live	83% (2006 Ipsos Mori Household Survey)	84%	85%	Neighbourhood Action Plans (NAPs), NAP Forums, Neighbourhood Consultative Forums, Neighbourhood Management, Neighbourhood Policing, Connected Care, Housing Market Renewal & NDC initiatives.
Proportion of people satisfied with their local area as a place to live (Neighbourhood Renewal Area)	78% (2006 Ipsos Mori Household Survey)	80%	82%	Neighbourhood Action Plans (NAPs), NAP Forums, Resident's Priorities Budgets & Neighbourhood Element, Neighbourhood Consultative Forums, Neighbourhood Management, Neighbourhood Policing, Connected Care, Housing Market Renewal & NDC initiatives.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Coordinate key regeneration programmes.	Derek Gouldburn, HBC	Single Programme & European Interreg programmes	March 2009	<p>Coordinate the development, management & delivery of the Single Programme – March 09.</p> <p>Investigate opportunities for investment in future European Interreg programmes – December 08</p>
2. Implement the NAP Way Forward Action Plan	Catherine Frank, HBC	HBC Neighbourhood Management, HBC Regeneration Team, Community Network & Housing Hartlepool Resident Participation Team. Working Neighbourhoods Fund & Neighbourhood Element through the Area Based Grant.	March 2009	Investigate the current feedback mechanisms for residents involved in NAPs and develop opportunities to promote the work of NAP Forums to more residents – October 08

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
3. Operate a strategic Working Neighbourhoods Fund programme	Catherine Frank, HBC	WNF	March 2009	Input to ABG Review to secure resources for 2009/10 – July 08
4. Continue a programme of Neighbourhood Action Plan (NAP) preparation, implementation, monitoring and review in the context of the NRS.	Catherine Frank, HBC	HBC Regeneration Team, HBC Neighbourhood Management, Community Network & Housing Hartlepool Resident Participation Team. Working Neighbourhoods Fund through the Area Based Grant.	March 2009	Throston NAP agreed by LSP - March 09 Develop the role of the Hartlepool Partnership Performance Management Group in the monitoring of NAPs – October 08

Risks

Risk	Rating	Actions	Who	Date to be completed
Failure of service providers to focus resources on neighbourhood renewal areas	Amber (Impact-High, Likelihood-Possible)		Derek Gouldburn	March 2009

Outcome 31 Improving financial inclusion

Owner and Organisation – Martin Booth, Hartlepool New Deal for Communities

Key Partners (*denotes overall lead) – Hartlepool Financial Inclusion Partnership*, NDC, HBC, Credit Union

Focus of Activity for 2008/09

Hartlepool Financial Inclusion Partnership (HFIP) Terms of Reference provide the framework of activities to be undertaken by the group to shape services to meet resident needs. The HFIP Action Plan 2008-09 provides the focus for partner collaboration to ensure sustainability of the partnership, increase awareness of barriers to financial inclusion and continue to influence local, regional and national policy.

A major development at the Credit Union will see the introduction of electronic banking with the launch of the new Current Account for members in October 2008. This will provide access to a number of new services for members including ATM LINK, direct debit arrangements etc.

Target Areas and Groups

Vulnerable adults and the elderly

People with Disabilities

Target community representative groups Alzheimer's, Age Concern, Hartlepool Carers, Multiple Sclerosis, Mental Health Matters, Special Needs Support Group, Autism Group, Epilepsy Outlook.

Engagement with Hartlepool Financial Inclusion Partnership, Health Sector Hospices / Psychiatric services, Community Centres / Libraries.

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Take up of Council Tax Benefits a. Disabled Reliefs	a. 177 (2005)	a. 268 (at end of reward period)	N/A end of Reward	Develop links with external organisations as financial support champions and information messengers.
Take up of Council Tax Benefits b. Carer Reductions	b. 32 (2005)	b. 157 (at end of reward period)	N/A end of Reward	Develop leaflets format to maximise impact and incorporate application forms.
Take up of Council Tax Benefits c. Severely Mentally Impaired Reductions	c. 83 (2005)	c. 112 (at end of reward period)	N/A end of Reward	Utilise Mozaic socio/economic/demographic database data to target take up campaigns. Review Housing Hartlepool tenancy listings on adapted properties to identify potential entitlements. Integration of Promotional work programme with community events.

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Gain funds for a Financial Inclusion Partnership Co-ordinator (£35-45k per annum)	Carol Jones – HFIP	Budget – NDC officer time	December 2008	Review progress (September 2008)
2. Implement the Action Plan & HFIP Secretariat	Carol Jones – HFIP	NDC officer time and partner in kind contribution	March 2009	Review Progress (September 2008)
3. Extend membership Credit Union	Anne McGrath - Hartlepool Credit Union	Budget – Hartlepool Credit Union Date for completion	March 2009	Review Progress (September 2008)
4. Successfully implement Credit Union Banking Project	Anne McGrath - Hartlepool Credit Union	Budget – Hartlepool Credit Union Date for completion	March 2009	Review Progress (September 2008)

Risks

Risk	Rating	Actions	Who	Date to be completed
1. HFIP Co-ordinator – funding applications may be unsuccessful, thus preventing further development of the HFIP.	Medium	Funding applications	Carol Jones - HFIP	March 09
2. Credit Union Membership may not increase due to economic 'credit crunch' and rising cost of living - impacts on ability to 'save' for most financially vulnerable citizens.	Low	Extend membership of Credit union	Carol Jones - HFIP	March 09

Outcome 32 Freedom from discrimination or harassment

Owner and Organisation – Martin Booth, Hartlepool New Deal for Communities

Key Partners Hartlepool NDC*, Hartlepool Community Network, All Theme Partnerships, The Salaam Community Centre CIC, BME Reference Group, Learning Disabilities Partnership, Critical Challenge Group, Hartlepool Police

Focus of Activity for 2008/09

The population of Hartlepool is predominantly white British. Nevertheless there has been a small BME population settled in the town for the past 40 years and this population is growing. In 2006 a report to the Finance and Performance Management Portfolio holder of Hartlepool Council indicated that, of the population of 88,611 in Hartlepool, there were around 1,420 (1.6%) from a black and minority ethnic backgrounds (BME). These figures are based on the last census (2001) and since then this population has grown both in its size and in the degree of diversity. It is concentrated within the town centre. The Ipsos/MORI household survey conducted during the summer of 2006 indicated that, within the town centre area, 3% of the population are from BME backgrounds. This amounts to around 350 people, but as these communities are growing quickly, both in size and ethnic/cultural diversity it is very difficult to be precise about numbers and this is probably a considerable underestimate.

Over the last 20 months, for example there appears to have been a significant migration into the area of people from Poland and other eastern European countries. There is no census or household survey data to confirm our own understandings, from work conducted by the Polish community themselves, that this amounts to around 400 Polish residents in the Hartlepool. Apart from the recent influx of Polish people, the BME population in the town area is largely Asian and is split in broadly equal proportions between those from Pakistani and Bangladeshi backgrounds. Other minority

groups including Indians, Philipinos and Chinese, Iraqis and Kurds are also represented in much smaller numbers. To what extent this population suffer from discrimination or harassment is not known, but anecdotal evidence indicates that this is an issue for some. Of course other sections of the community suffer from discrimination and or harassment as a result of their age, sexual orientations, disability or religious belief.

The Race Relations Act 2000 requires public authorities to promote race equality across its organisation and throughout its policies. Under this general duty Local Authorities have to:

- Eliminate unlawful discrimination
- Promote equality of opportunity
- Promote good relations between people of different racial groups

The Local Government White Paper (Strong and Prosperous Communities) published in October 2006 lays a greater emphasis on the need for local authorities and other agencies to actively promote 'community cohesion' and to tackle all forms of extremism.

Hartlepool Borough Council is committed to this agenda and has published an Equality and Diversity Scheme Race Equality Scheme and an annual diversity report detailing progress to date.

Specific achievements include:

- Talking with Communities has been set up to consult with Ethnic minorities bi-monthly.
- Consultation with LGBT communities through Hartgables every quarter.
- Consult with disabled people through Hartlepool Life Chances Partnership Board.
- A BME subgroup has been set up under the Mental Health Local Implementation Team
- Hartlepool Borough Council have achieved level 3 of the Local Government's Equality Standard
- Corporate harassment and bullying procedures have been reviewed.

Recent developments that will provide a focus for activity include:

- The Black and Minority Ethnic (BME) Reference Group has been established by Hartlepool Voluntary Development Agency and the Community Network
- The establishment of the "Talking with Communities" group, which acts as a consultation body for the local BME community on local services
- An Interagency Group of professionals who are involved in working with or providing services to diverse communities has also been established. The aim of this group is to ensure that the delivery of services to Hartlepool's diverse communities is carried out in an appropriate and accessible way.
- The Salaam Resource and Information Centre has operated for the last four years providing training, advice, information and activities aimed at meeting the needs of the BME communities in the town.
- The Critical Challenge initiative was launched in September 2008. This seeks to make Council Services accountable for ensuring that they are more aware of the diverse needs of the communities they serve. Council services presented their plans for improving their services to that they take more account of the needs of the town's diverse communities to a representative

group of town residents. The feedback provided led to changes in these services

- HVDA provides capacity building support to the following groups: the Salaam Centre, Hartlepool Pinoy (Filipino group), Hartlepool Asian Association, Muslim Welfare Association, Bangladeshi Cultural Association, The Multi Cultural Centre Steering Group, HYPE (young people), Hart Gables (gay/lesbian group), the All Ability Forum (disability forum), Hartlepool MIND, Hartlepool Access Group and Hartlepool Carers. Hartlepool NDC funds the Salaam Centre and has funds set aside for the proposed Multi Cultural Centre.

All of these activities aim to give ethnic minority groups, people with different abilities, of all ages, both genders and both sexual orientations a stronger voice in local decision-making and encourage agencies to take account of their particular needs.

Target Areas and Groups

The targets groups are those who may be subjected to discrimination or harassment. As identified above

Local Priority Target	Baseline and Year	Target 2008/09	End of LAA Target (2010/11)	Current activity to meet target
Percentage of people who feel that their local area is a place where people from different backgrounds get on well together	Hartlepool: 61% (2006 Ipsos Mori Household Survey)	61%	62%	HVDA capacity building, resourcing and support to BME groups Salam Resource and Information Centre
Percentage of people who feel that their local area is a place where people from different backgrounds get on well together (Neighbourhood Renewal Area narrowing the gap)	Neighbourhood Renewal Area: 60% (2006 Ipsos Mori Household Survey)	61%	62%	Talking with Communities Initiative Interagency group meetings Critical Challenge Initiative

Key Actions for Improvement 2008/09

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
1. Scrutiny of Council activity through the Critical Challenge initiative	Vijaya Kotur HBC	Funding has been secured from HBC	March 09	Review progress September 08
2. Development of the Multi Cultural Centre	Martin Booth Hartlepool NDC	£460,000 from Hartlepool NDC	March 09	Community Interest Company Set up with Board of Directors established September 08
3. Community Cohesion event	Commander Andy Summerbell Cleveland Police	Community Cohesion Budget	November 08	Review progress September 08
4. Continue with the current consultation events with ethnic minorities and LGBT forums.	Vijaya Kotur /HBC	Officer time	March 09	Review progress September 08

Risks

Risk	Rating	Actions	Who	Date to be completed
Insufficient funding to complete Multi Cultural Centre	Medium	Project board meetings and regular liaison with builders and architect	Martin Booth - NDC	Match 09



Local Area Agreement Delivery and Improvement Plan 2008/09

Part 2 – Partnership Working

SECOND DRAFT
Subject to approval by the HBC Cabinet
on 18 August 2008

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Partnership Working

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PART 2

Hartlepool Partnership Self-Assessment 2007/08 Hartlepool Partnership Improvement Plan 2008/09

Hartlepool Partnership Self-Assessment

This section reviews the progress the Hartlepool Partnership made in 2007/08 against six criteria:

- 1) Strategic
- 2) Inclusive
- 3) Action-Focused
- 4) Performance Managed
- 5) Efficient
- 6) Learning and Development

Scoring

- a score of 5 indicates there is strong evidence to prove the statement
- a score of 3 indicates there is some evidence to prove that the Partnership is well on the way to meeting this criteria
- a score of 1 indicates there is little or no evidence to support the statement.

Hartlepool Partnership Improvement Plan

The improvement plan is derived from the self-assessment and presents the following information:

- Action for Improvement
- Key contact and organisation
- Support requirements and resources required (what, by who and the main funding sources)
- Date to be completed
- Milestones (if the date to be completed is after September 2008)

Reviewing Partnership Working

Strategic Criteria

<div>1.1</div> <div>Vision</div>	<div>The Community Strategy sets out a long-term vision for the economic, social and environmental well-being of the local area. This vision is clear, ambitious and achievable. It is owned and agreed by partner agencies and the Community Network.</div> <div><div>What Evidence do we have to demonstrate this standard?</div><div><ul style="list-style-type: none">Initial visions from partnersCommunity Strategy Review 2006Household questionnairesViewpoint 1000 resultsHartlepool's Ambition, 3rd draft of new Community StrategyHartlepool in 2020</div></div> <div><div>What key progress have we made?</div><div>The Partnership's vision is set out in the 2002 Community Strategy. The Community Strategy Review was launched in May 2006 and, following extensive consultation, the vision has been revised. The preparation of Hartlepool's new Local Area Agreement (LAA) has translated this vision into outcomes and provided a renewed focus for delivering the vision.</div></div>	<div>Score</div> <div>4</div>
<div>1.2</div> <div>Strategy</div>	<div>The Community Strategy provides overall strategic direction and is the overarching plan for promoting and improving the well-being of the area. The Neighbourhood Renewal Strategy identifies priority neighbourhoods. The Local Area Agreement provides a three year delivery agreement for the long term objectives outlined in the Community Strategy. Sound methodologies have been used to establish priorities.</div> <div><div>What Evidence do we have to demonstrate this standard?</div><div><ul style="list-style-type: none">LAA 2006 overall Green ratingHBC Corporate Assessment March 2007LAA Delivery & Improvement PlansNeighbourhood Action Plans have been prepared and updated for all priority areasHartlepool's Community Strategy – the first 5 years review of progressProvision to include new areas in the revised Neighbourhood Renewal StrategyAudit Commission validationLSP 05/06 Green rating</div></div> <div><div>What key progress have we made?</div><div><div>The Community Strategy and Neighbourhood Renewal Strategy were agreed by the Partnership in April 2002. Both documents are currently being reviewed, and are scheduled for adoption in summer 08. The agreement of the new LAA in May 2008 led to the preparation of a LAA delivery & improvement plan for 2008/09 effectively establishing the LAA as the delivery plan for the Community Strategy and the Neighbourhood Renewal Strategy.</div><div>Neighbourhood Action Plans have been prepared for all priority neighbourhoods with strong resident and service provider input. A review of their preparation has taken place and the resulting action plan is being implemented.</div></div></div>	<div>Score</div> <div>4</div>

Reviewing Partnership Working

Strategic Criteria

1.3 Leadership	The Partnership operates as a strong team with a clear identity and shared sense of purpose. Strategic leadership is provided to make sure that its own strategies are reflected in partners' business strategies and are cascaded down to team and individual work objectives.		Score 3
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">July 05 Alignment reportLAAHartlepool Borough Council Corporate PlanChildren & Young People's PlanMinutes of Hartlepool Partnership's Performance Management Group	What key progress have we made? <p>The Partnership is chaired by the town's elected mayor and this provides clear democratic leadership and a commitment to address the issues that are of paramount importance to local residents.</p> <p>The need to embed the Community Strategy firmly into partners' plans and strategies has been acknowledged, and despite success in 2006/7, progress on this area of work slowed in 2007/08 due to progression of the Community Strategy Review and the LAA. The development of the new LAA provides an additional opportunity to strengthen the delivery of the Partnership's strategies.</p>	
1.4 Structure & accountability	The Partnership organises itself in a systematic, clear and accountable way. The LSP board is effective with members having the authority to speak for their organisation and there is genuine community involvement through the Community Network. The partnership's communications allow community and stakeholders to give feedback on and challenge LSP activity.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">Hartlepool Partnership Terms of ReferenceProtocol with CENMinutes of meetings and papers all available electronicallyAttendance lists for meetings kept and publishedGovernance review underwayCEN PMF	What key progress have we made? <p>Terms of Reference for the operation of the Hartlepool Partnership are regularly updated. Membership of the Board is at a senior level with the ability to take and make decisions on behalf of their organisation</p> <p>Community involvement in the Hartlepool Partnership board takes the form of representatives elected from the Community Network and the vice-chairs of the Neighbourhood Consultative Forums.</p> <p>A Partnership Governance Standard was brought in in 2006/07 and Theme Partnerships and NAP Forums have reviewed their Terms of Reference in line with this.</p>	

Reviewing Partnership Working

Strategic Criteria

1.5 Sustainable Development	The Partnership provides an integrated approach to decision-making that brings together social, environmental and economic considerations, safeguarding the interests of future generations and creating a fairer world.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • SEA compliant Sustainability Appraisal of 2nd draft Community Strategy • Sustainability is established as a key principle of the Community Strategy. • A Sustainable Development checklist was included as part of detailed NRF project proposals. • Local Area Agreement • Signing of Nottingham Declaration - Hartlepool Partnership Meeting (October 2004) • Fairtrade tea & coffee served at Partnership meetings and events • Hartlepool gained Fair Trade Town status in July 2005 	What key progress have we made? <p>During 2007 a SEA compliant Sustainability Appraisal was carried out on the draft Community Strategy. The aim is to strengthen the contribution of the Community Strategy to the sustainable development of Hartlepool.</p> <p>The Environment Partnership has led work on Climate Change leading to the preparation of a Climate Change Strategy, agreed in October 2007.</p> <p>The LAA has a framework to report progress towards sustainable development and two Improvement Targets relate to Climate Change.</p>	
	Total Score		19

Barriers to Progress and Priorities for Action

Total Score for
this section

19/25

Criteria: Strategic

Date of Review June 2008

Barriers

- Following the resignation of the MP as Partnership Chair in Sept 07, the Partnership's governance structure needs updating to reflect new arrangements
- The introduction of the Local Government White Paper, the new Duty to Cooperate and new performance frameworks across public sector bodies e.g. PCT, Strategic Health Authorities, Local Authority, Police, makes it particularly challenging to align business planning.
- The Community Strategy and Neighbourhood Renewal Strategy were agreed in 2002 and are both in the process of being reviewed.

Possible Solutions

- Finalise revise governance arrangements for the Partnership
- Complete review of Community Strategy and Neighbourhood Renewal Strategy and promote as an overarching plan for promoting and improving the well-being of the area
- Use the opportunity provided by the new LAA to further strengthen buy in to shared strategic framework

Action for Improvement

1. **Adoption of final Community Strategy by Council and the Hartlepool Partnership Board**
2. **Publish the new Community Strategy & Neighbourhood Renewal Strategy**
3. **Review alignment of partners' business plans to the 2008/09 Local Area Agreement Delivery & Improvement Plan**
4. **Review and update Partnership's Terms of Reference**
5. **Review compliance of Theme Partnerships to Partnership Governance Standard**

Reviewing Partnership Working

Inclusive Criteria

2.1 Processes	The processes through which the LSP operate are sound, efficient and transparent. The Partnership has stated standards of behaviour to which everyone is genuinely committed to.		Score 3
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">• Terms of reference• Protocol• Published minutes of meetings/decisions• Declarations of Interest• Partnership Board Governance Report (Dec 06)• Partnership meetings are open to the public and the press regularly attend• Hartlepool Mail & Hartbeat articles	What key progress have we made? <p>The Partnership revised its Terms of Reference in November 2006 and the Community Network has reviewed the Hartlepool Partnership/Community Network Protocol.</p> <p>The Partnership has agreed a governance standard and Theme Partnerships and NAP forums have revised their terms of reference in response to this. New arrangements for a Children's Trust and a Skills Partnership have been put in place.</p> <p>Induction arrangements for new members have been introduced and the Board Members Handbook revised and reissued. Declaration of interest forms have been completed by Board Members and officers delivering Partnership initiatives.</p>	
2.2 Community Impact	Local strategies are monitored and evaluated as appropriate, to make sure they reflect the views of all sections of the community and findings fed back to LSP members. Partners actively promote the principles of equality and diversity.		Score 4
	What evidence do we have to demonstrate this standard? <ul style="list-style-type: none">• Hartlepool Partnership minutes and agendas• Resident representatives have support from CEN and have established a track record of commenting on strategies.• NAP implementation progress monitored through Theme Partnerships	What key progress have we made? <p>The Hartlepool Partnership Board is seen by its members as an essential body to involve in strategy development and consultation.</p> <p>A range of key strategies have been presented for debate at the Hartlepool Partnership including Building Schools for the Future, Pathways to Healthcare, Regional Spatial Strategy, Housing needs Assessment, Climate Change, the COMPACT and the Crime, Disorder and Substance misuse Strategy. Neighbourhood Action Plans are endorsed by the Board following local agreement.</p>	

Reviewing Partnership Working

Inclusive Criteria

2.3 Engagement	The LSP engages all key sectors in its work (community & voluntary, private and public) and the diversity of its communities is reflected within the Partnership and by those acting/speaking on its behalf. LSP decision making processes include Voluntary and Community Sector representatives in a way that allows them to contribute and have real influence		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> Hartlepool Partnership Board Membership Strong representation from senior public sector partners Private business representation through the Economic Forum CN involvement in decision-making e.g. NRF, PCT Core Funding Hartlepool Partnership Board Meetings 	What key progress have we made? <p>The Partnership's BME Representative continues to receive support from the Community Network particularly in the facilitation of a BME reference group. There is a strong community and voluntary sector input into preparation of Neighbourhood Action Plans. The constituencies of the two Young Peoples reps on the Board have been revised to provide a place for Hartlepool's representative on the UK Youth Parliament.</p> <p>The Hartlepool Partnership has agreed a Communications Strategy and is implementing a two year action plan. The Board has received a series of reports from the Community and Voluntary sector including a report on the work of All Ability Forum, and on defining and measuring wellbeing.</p>	
2.4 Community Cohesion	The LSP is working to ensure Hartlepool is a cohesive community where there is a sense of belonging for all. The diversity of people's different background and circumstances are appreciated & positively valued and those from different backgrounds have similar life opportunities. Strong positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods		Score 3
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> Community Network support for BME Reference Group HBC work on "Talking with Communities" HBC Statement of Community Involvement 	What key progress have we made? <p>The introduction of BME monitoring into the NRF 2006-2008 programme has provide additional management information.</p> <p>Neighbourhood Action Plan development focuses on community needs and aspirations and seeks to engage a range of people from different backgrounds in their preparation and implementation.</p>	
Total Score			14

Reviewing Partnership Working

Inclusive Criteria

Barriers to Progress and Priorities for Action

Total Score for
this section

14/20

Criteria: Inclusive

Date of Review June 2008

Barriers

- There are tensions between retaining inclusively and a Board of 42 people and ensuring the Hartlepool Partnership can operate as strategically.
- The Partnership's Terms of Reference do not set out agreed standards of behaviour to which everyone is committed

Possible Solutions

- Ensure that the Terms of Reference and the Protocol are regularly reviewed and updated.
- Provide training and development opportunities for those working with Partnerships that make up the Hartlepool Partnership on governance.

Action for Improvement

6. **Hold an Annual Event to promote the activity of the partnership and launch the revised Community Strategy**
7. **Work with the Community Network to ensure the implementation of their Delivery and Improvement Plan for 2008/09**
8. **Implement Communications Strategy Action Plan**
9. **Review the Hartlepool Partnership – Hartlepool Community Network Protocol**
10. **Deliver a Governance Workshop**

Reviewing Partnership Working

Action Focused Criteria

<div>3.1</div> <div>Affecting Mainstream Services</div>	<div>Robust plans for achieving progress towards targets in the LAA are based on plausible actions. Neighbourhood Renewal objectives and NAP priorities are incorporated into mainstream services. This is demonstrated by changes in use of mainstream funds, re-shaping of service delivery and joining-up with other services to deliver agreed outcomes.</div> <div><div>What Evidence do we have to demonstrate this standard?</div><div><ul style="list-style-type: none">LAA Delivery & Improvement PlansMainstreaming ReviewNeighbourhood Action Plans & implementation of annual NAP prioritiesPCT targeted approach to reconfiguration of primary care facilitiesLocal funding for schools takes into account of the number of pupils living in the NRS areaNeighbourhood PolicingNeighbourhood Element Programme</div></div> <div><div>What key progress have we made?</div><div><div>The preparation of LAA Delivery & Improvement Plan has been embedded across the Partnership. This clearly identifies current activity to meet targets and planned improvements. Actions are plausible and resourced.</div><div>The WNF programme for 2008-2009 has been reshaped taking into account a number of projects that have been mainstreamed and to provide an increased focus on worklessness and enterprise.</div><div>Neighbourhood Action Plans are being used to shape service delivery in localities.</div></div></div>	<div>Score</div> <div>4</div>
<div>3.2</div> <div>Joint working & Partners changing in response to the LSP</div>	<div>Partners willingly commit time and resources into achieving the priorities of the Partnership. Local service providers are committed to changing local service delivery as a result of their participation in the LSP.</div> <div><div>What Evidence do we have to demonstrate these standards?</div><div><ul style="list-style-type: none">LAA Delivery & Improvement PlanMainstreaming reviewHousing Market Renewal ProgrammeConnected CareNeighbourhood PolicingIntegrated Health & Social Care TeamsNDC NAP preparationMembership of Board and Theme Partnerships</div></div> <div><div>What key progress have we made?</div><div><div>The development of the new role of Integrated Support Managers within Children’s Centres has been closely aligned with the work of Neighbourhood Managers</div><div>The Community Network, Skills Share, Neighbourhood Development Officers and Housing Hartlepool staff have worked to establish joint arrangements for supporting resident’s participation in local decision making. Shared training needs have been identified and courses to meet these needs jointly delivered</div></div></div>	<div>Score</div> <div>3</div>

Reviewing Partnership Working

Action Focused Criteria

3.3 Clear decision making	Decision making processes are clear and understood by all those involved. Meetings resolve issues and make good decisions that are in line with strategy. Community groups across the partnership have been actively involved in shaping priorities.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> Hartlepool Partnership Terms of Reference Negotiation and adoption of protocol Reports and minutes of meetings clearly identify decisions. Quarterly meetings of Hartlepool Partnership Performance Management Group to discuss key issues and performance data. Community Network self-assessment scores the LSP as 4/5 for inclusion in decision making process 	What key progress have we made? <p>Decision making at the Hartlepool Partnership Board is participative and clear with strong chairing of meetings that allows discussion to flow and a range of members to engage in debate. Where conflict occurs, steps are taken to provide additional opportunities for discussion.</p> <p>A Risk management approach has been developed and key risk assessments carried out, however this will need to be reviewed following the signing of the new LAA.</p>	
3.4 Capacity Building in Neighbourhoods	The LSP has taken steps to strengthen the capacity of the community to participate in the delivery of neighbourhood renewal.		Score 5
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> Successful preparation and implementation of Neighbourhood Action Plans Partnership work with HBC Neighbourhood Consultative Forums NRF programme includes allocation of funds for Capacity Building MORI survey 2006 Connected Care & Health Trainers Neighbourhood Policing NAP review and clarification of roles and responsibilities 	What key progress have we made? <p>A wide range of programmes and partnerships support extensive community participation in the delivery of neighbourhood renewal. The process of drawing up Neighbourhood Action Plans secures community participation and close working with the Community Network strengthens capacity.</p> <p>Commissioning training events have taken place with NAP Forums.</p> <p>A review of Neighbourhood Action Plans took place in 2006 and the resulting Action Plan is being implemented.</p>	
Total Score			16

Reviewing Partnership Working

Action Focused Criteria

Barriers to Progress and Priorities for Action

Total Score for
this section

16/20

Criteria: Action Focused

Date of Review June 2008

Barriers

- Current Neighbourhood Action Plans do not clearly set out long term strategic aspiration, an analysis of need and a clear set of annual actions
- Preparation of NAPs can raise residents' expectations and there is a lack of capacity in key service providers to meet all priorities in the short term
- The introduction of the new LAA for 2008/11 will take time to develop and for new arrangements to take shape.
- Mainstreaming Action plan agreed in April 06 is now out of date

Possible Solutions

- Review NAP preparation to be clearer about long term aspirations and short / medium term deliverables
- Provide clear guidance notes for the preparation of the LAA Delivery and improvement Plan
- Review Partnership mainstreaming activity

Action for Improvement

11. Implement the NAP review Action Plan
12. Oversee the development of a new NAP for Throston
13. Ensure systems are in place to monitor the implementation of 2008/09 NAP priorities
14. Prepare LAA Delivery & Improvement Plan for 2008/09
15. Review mainstreaming activity

Reviewing Partnership Working

Performance Managed Criteria

4.1 Monitoring, Review & Evaluation	Local strategies are monitored and evaluated as appropriate, operational planning takes account of feedback and findings and a performance management culture is embedded across the partnership. The LSP tracks progress and acts as necessary to address delays and barriers.		Score 4
	What evidence do we have to demonstrate this standard? <ul style="list-style-type: none">• Reports and Minutes of Hartlepool Partnership• Independent evaluation of NRF programme and NAP review• Monitoring of NAP implementation through Theme Partnerships• Establishment of Partnership's Performance Management Group• LAA workshops• MORI 2006 survey• HBC Corporate Assessment 2007	What key progress have we made? <p>Quarterly LAA performance reports are reviewed through the Partnership's Performance Management Group that was established in 2006.</p> <p>The recent NRF programme evaluation found strong monitoring arrangements to be in place.</p> <p>Theme Partnerships and NAP Forum work to the Partnership's agreed Governance Standard.</p> <p>Annual reports that set out how NAP priorities have progressed are prepared and presented to Theme Partnerships.</p>	
4.2 Links to Partners performance management systems	Where possible partners of the LSP have aligned their performance management arrangements to meet the LSP Business Planning cycle		Score 3
	What Evidence do we have to demonstrate these standards? <ul style="list-style-type: none">• Local Area Agreement• Alignment review• Quarterly meetings between Partnership Support Team and key partners	What key progress have we made? <p>The Local Area Agreement has provided further opportunities for alignment in performance management arrangements, though the decision by government to delay sign-off until June 08 has made progress in this area this year difficult.</p> <p>Clearer links have been established between the Partnership's delivery and the Council's Corporate Plans.</p> <p>The Council's new performance management system is web based and will be used by the Hartlepool Partnership to performance manage the LAA.</p>	

Reviewing Partnership Working

Performance Managed Criteria

4.3 Risk Management	The Partnership has developed an approach to risk management that identifies the key threats that can adversely affect the ability of the LSP to achieve its objectives & to successfully execute its strategies and has identified mitigating actions		Score
	What Evidence do we have to demonstrate these standards? <ul style="list-style-type: none"> • Strategic risks considered and detailed risk assessments carried out • Inclusion of risk assessment in preparation of 2006-2008 programme • Introduction of risk rating to inform verification visit schedule • Declaration of interest forms for Board Members and officers 	What key progress have we made? <p>Key strategic risks for the partnership have been identified and risk assessments carried out. Progress on managing these risks is reported quarterly to the Partnership's Performance Management Group</p> <p>A Risk section was incorporated in NRF application proforma and is reviewed during verification visits</p> <p>Following the adoption of the new LAA in June 08, risk arrangements for the LAA will be reviewed.</p>	3
Total Score			10

Reviewing Partnership Working

Performance Managed Criteria

Barriers to Progress and Priorities for Action

Total Score for
this section

10/15

Criteria: Performance Managed

Date of Review June 2008

Barriers

- The June 08 timetable for LAA sign off and the delay in feedback on early LAA drafts has made alignment between partners business planning cycles and the LAA problematic.
- Reorganisations and high turn over within public sector bodies e.g. PCT, Learning & Skills Council, Police, Jobcentre Plus, makes it difficult to maintain relationships and build a shared understanding
- The lack of clarity of performance requirements from GONE and CLG on the LAA and from the Audit Commission on CAA makes establishing new performance arrangements particularly challenging

Possible Solutions

- Use the opportunity provided by negotiation of new LAA to further strengthen buy in to shared strategic framework
- The development of a new Performance Management IT solution for the Council should ensure greater alignment of performance arrangements and ease the burden of reporting for partners

Action for Improvement

16. Ensure the effective operation of the Partnership's Performance Management Group
17. Prepare for GONE/CLG LAA 6 month Review
18. Operate a Strategic Working Neighbourhood Fund programme
19. Carry out a programme of Working Neighbourhood Fund verification visits
20. Develop the role of the Partnership's Performance Management Group in the monitoring of NAPs
21. Introduce Annual Reports for NAPs

Reviewing Partnership Working

Efficient Criteria

5.1 Straight forward partnership working & adding value	The LSP is working to streamline partnerships and to clarify links between the LSP and other partnerships. The LSP adds value and seeks value for money across its activity.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • PCT /HBC collaborative commissioning report • NRF independent programme evaluation • Governance review • New Performance Management System 	What key progress have we made? <p>Joint work on MORI household survey with NDC enables a wider town comparison and value for money.</p> <p>Joint work and collaborative commissioning between the PCT and Adult Services has reengineering intermediate care provision and creating additional outputs. Joint appointments have been made to take forward work on Mental Health.</p> <p>Shared use of technology to drive Hartlepool Borough Council, Hartlepool Partnership, Hartlepool PCT and Housing Hartlepool websites.</p>	
5.2 Context & Evidence Base	LSP strategies are based on a) accurate information about the nature of specific problems and b) evidence of what works in determining responses.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • Hartlepool's Community Strategy – the first 5 years report • Neighbourhood Action Plans (NAPs) • Household surveys • NRF evaluations • Information from the Tees Valley JSU • NE Public Health Observatory work on life expectancy 	What key progress have we made? <p>The new Community Strategy reaffirms the Partnership's priorities.</p> <p>The Neighbourhood Renewal Strategy provides a clear assessment of the needs of priority areas. This is drawn from quantitative statistical information and qualitative data from household surveys.</p> <p>The Partnership has worked with other LSPs in the sub-region and the Tees Valley JSU to develop local data.</p> <p>The NRF/WNF programme is subject to evaluation</p>	

Reviewing Partnership Working

Efficient Criteria

5.3 Funding	The LSP has developed sound financial management systems.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • Printouts from Council's financial system by LAA outcome and funding stream • HBC Internal Audit review • Audit Commission LAA review • Six month statement of Grant Usage and Feb 08 CLG financial submission 	What key progress have we made? <p>The Partnership has ensured a high level of spend of NRF with carry forwards within target for the last four years. The carry forward for 2007/8 was less than 4%.</p> <p>Spend is monitored on a monthly basis through the Council's financial system by the Partnership Support team.</p> <p>In March 2008, the Council's internal audit team carried out a review of the Partnership's work on financial management of the NRF programme.</p>	
5.4 Information management and technology	The LSP is making the best use of the latest technologies as appropriate to enhance their information, accessibility and communications.		Score 3
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • www.hartlepoolpartnership.co.uk • JSU website: www.teesvalley-jsu.gov.uk • Hartlepool Partnership Communications Strategy 	What key progress have we made? <p>The Partnership's website has been re-branded and updated.</p> <p>The Partnership works closely with the Tees Valley Joint Strategy Unit to review their service and appropriateness of data supplied.</p> <p>Plans are in place to deliver a Community & Voluntary Sector grants database to more effectively monitor elements of the LAA funding and HBC funding.</p>	
Total Score			15

Reviewing Partnership Working

Efficient Criteria

Barriers to Progress and Priorities for Action

Total Score for
this section

15/20

Criteria: Efficient

Date of Review June 2008

Barriers

- Changing requirements relating to partnership working (i.e. the introduction of new standards for Crime and Disorder Reduction Partnerships) can complicate locality working
- The non-statutory nature of the LSP requires additional decision making routes for joint commissioning
- Despite the introduction of a new performance framework for local government, central government departments have retained their own systems (i.e. Home Office, Department of Health)
- Resource mapping carried out for the original Neighbourhood Renewal Strategy is now out of date

Possible Solutions

- Carry out further resource mapping to support the delivery of the Neighbourhood Renewal Strategy.

Action for Improvement

- 22. Review and update the Hartlepool Partnership website**
- 23. Develop and deliver a Neighbourhood Database to enable service providers and residents more easily determine their locality**
- 24. Carry out resource mapping to support the delivery of the Neighbourhood Renewal Strategy**
- 25. Coordinate the undertaking of the MORI household survey 2008**

Reviewing Partnership Working

Learning Criteria

6.1 Developing local learning, skills and knowledge	The LSP is aware of its skills and knowledge needs to prepare and deliver plausible and achievable Community Strategy and LAA. Partners value and respect the skills, experience and contribution of their partner colleagues.		Score 3
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">NRF Programme evaluation best practice workshops 2007MORI 2007 EventCharles Leadbeater eventHartlepool Partnership skills and knowledge for Neighbourhood Renewal report2006 Annual Event	What key progress have we made? <p>To disseminate the findings of the recent NRF evaluation a series of best practice workshops took place for Board Members, Elected Members, Theme Partnerships, service users and providers.</p> <p>During 2004 the Partnership Board commissioned a skills and knowledge review. The findings of this work established a skills and knowledge competencies framework for board members. Areas for future development were also established.</p>	
6.2 Improving the knowledge base	Partners are enthusiastic and open about sharing their own learning and learning from their partner colleagues. Good practice is identified & disseminated and examples of Hartlepool's good practice is contributed to regional and national bodies		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">NRF narrativeCase studies written upRegional GONE good practice eventsPresentations at Hartlepool Partnership Board MeetingsHartbeat articles	What key progress have we made? <p>The Partnership annually prepares a narrative report that outlines its NRF programme and highlights examples of good practice.</p> <p>Hartlepool has worked with SELD to prepare case studies on its NRF education programme. This in turn contributes to the NRU best practice database</p> <p>The Partnership Support Team hosted a series of workshops on Performance Management and Neighbourhood Renewal as part of a GONE learning event.</p>	

Reviewing Partnership Working

Learning Criteria

6.3 Developing new approaches to learning	The Local Strategic Partnership encourages a learning culture, providing opportunities for partner organisations and their staff to obtain the skills and knowledge they need to contribute effectively to neighbourhood renewal. Training and development opportunities are identified and a range of learning methods are used to cater for different needs.		Score 3
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • Support for capacity building and training opportunities within Community Network • Hartlepool Partnership skills and knowledge for Neighbourhood renewal report • Reports to Hartlepool Partnership (July & December 2004) • Commissioning Training for NAP Forums 	What key progress have we made? <p>A range of opportunities for learning for the community and voluntary sector have been funded through Neighbourhood Element and Neighbourhood Renewal Fund.</p> <p>Many of the partner organisations hold Investors in People awards</p>	
Total Score			10

Reviewing Partnership Working

Learning Criteria

Barriers to Progress and Priorities for Action

Total Score for
this section

10/15

Criteria: Learning

Date of Review June 2008

Barriers

- Withdrawal of Community Network learning fund
- Lack of capacity in Partnership Support Team
- Skills and knowledge work is now out of date

Possible Solutions


- Use Neighbourhood Element and NRF to resource this activity
- Use of consultants as in previous year to progress

Action for Improvement

- 26. Review skills and knowledge needs of Board Members
- 27. Make available a programme of learning for Partnership Members
- 28. Share examples of Hartlepool's good practice across the partnership and to regional and national bodies as appropriate
- 29. Produce an NRF narrative report
- 30. Provide a programme of inductions for new Board Members
- 31. Utilise the Hartlepool Partnership page in Hartbeat and establish a forward plan of articles to be included

Carried out in: June 2008 by:

Considered by Hartlepool Partnership on 4th July



Joanne Smithson
Head of Community Strategy

Next scheduled review date: March 2009

Improvement Plan for Hartlepool Partnership 2008/09

Strategic					
Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
1 (CST A02-3)	Adoption of final Community Strategy by Council and the Hartlepool Partnership Board	Joanne Smithson Catherine Frank (PST)	Engagement of Board Members and Elected Members in final stages of the review	September 08	
2	Publish the new Community Strategy & Neighbourhood Renewal Strategy	Joanne Smithson (PST)	Funding for printing of full Strategy £5,300.	September 08	
3	Review alignment of partners' business plans to the 2008/09 Local Area Agreement	Joanne Smithson (PST)	Partners to provide business plans for 2008/09; Partnership Support Team to co-ordinate review	December 08	Partners to submit business plans to Partnership Support Team by September 08
4 (CST A01-4)	Review and update Partnership's Terms of Reference	Joanne Smithson Dawn Clennett (PST)	Engagement of Board Members and Elected Members to comment on proposals	September 08	Prepare and agree a procedure for handling complaints by May 08 (ref. CST A01-6)
5	Review compliance of Theme Partnerships to Partnership Governance Standard	Joanne Smithson (PST)	Engagement in process from Theme Partnerships; co-ordination of activity by Partnership Support Team	December 08	Receive copies of Terms of Reference by Sept 08

Inclusive					
Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
6	Hold an Annual Event to promote the activity of the partnership and launch the revised Community Strategy	Dawn Clennett (PST)	Contribution of Board Members to discussions on format. Contributions will be sought from partners in funding for this event.	September 08	
7	Work with the Community Network to ensure the implementation of their Delivery and Improvement Plan for 2008/09	Joanne Smithson (PST)	CEN core funding £136,624 NRF Community Chest £90,000	March 09	Receive quarterly reports from the Community Network (June 08, September 08, December 08, March 09)
8	Implement Communications Strategy Action Plan	Joanne Smithson (PST)	Partners to provide business plans for 2008/09; Partnership Support Team to co-ordinate review	March 09	Partners to submit business plans to Partnership Support Team by September 08
9	Review the Hartlepool Partnership - Hartlepool Community Network Protocol	Joanne Smithson Dawn Clennett (PST)	Engagement in activity by partners; Partnership Support Team to coordinate activity	March 09	Review progress to date at end of September 08
10	Deliver a Governance Workshop	Joanne Smithson (PST)	Participation in workshop by partners; coordination of event by Partnership Support Team	September 08	

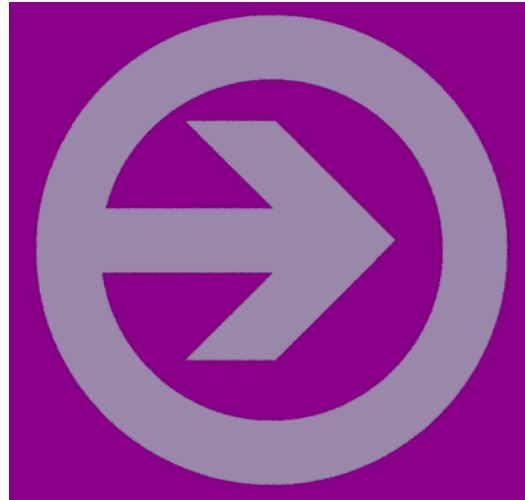
Action Focused					
Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
11	Implement the NAP review Action Plan	Catherine Frank (PST)	Implementation by Regeneration, Neighbourhood Management, Community Network and Housing Hartlepool Teams and NAP Champions; coordination of implementation by PST	October 08	Review progress against actions in NAP Way Forward Action Plan – September 08
12	Oversee the development of a new NAP for Throston	Catherine Frank (PST)	Support from Regeneration, Neighbourhood Management, Community Network & Housing Hartlepool Teams NAP Development budget £40,000	March 09	Develop a theme based assessment process for NAP preparation and trial in the development of the Throston NAP – October 08 Develop an extensive range of consultation methods to enable a greater number of residents to feed their views into the NAP development process – July 08
13	Ensure systems are in place to monitor the implementation of 2008/09 NAP priorities	Richard Starrs (PST)	Support from Regeneration & Neighbourhood Management Teams Utilise the HBC Performance Management Database	March 09	Investigate the opportunity to use the HBC Performance Management Database to monitor progress on NAP action plans – Sept 08
14 (CST A03-3)	Prepare LAA Delivery & Improvement Plan for 2008/09	John Potts (PST)	Outcome owners to supply required information; PST to coordinate activity	June 08	
15	Review mainstreaming activity	Catherine Frank Richard Starrs (PST)	Participation in review by Board Members and duty to cooperate partners; activity coordinated by PST	March 09	Agree scope of review - September 08

Performance Managed					
Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
16 (CST A01-1)	Ensure the effective operation of the Partnership's Performance Management Group	John Potts (PST)	Engagement in review by NAP Champions; coordination of implementation by PST	March 09	Prepare LAA Partnership Monitoring for Q1 by July 08 (CST A03-4) Q2 by Oct 08 (CST A03-5) Q3 by Jan 09 (CST A03-6)
17 (CST A03-2)	Prepare for GONE/CLG LAA 6 month Review	John Potts (PST)	Supply of review information by GONE; participation in review by Board Members and Duty to Cooperate Partners	November 08	Agree timetable and scope of review with GONE by Sept 08
18 (CST A04-3)	Operate a Strategic WNF programme	Catherine Frank (PST)	Project monitoring by Theme Lead Officers	March 09	Input into Area Based Grant Review to secure resources for 2009-11 – July 08 Quarterly monitoring of projects – July 08, October 08, January 09 and April 09.
19 (CST A04-4)	Carry out a programme of WNF verification visits	Catherine Frank Richard Starrs (PST)	Regeneration Team to undertake verification visits for NAP funded schemes. Support from theme lead officers.	March 09	Projects risk rated and establish timetable of verification visits – August 08
20	Develop the role of the Partnership's Performance Management Group in the monitoring of NAPs	Richard Starrs John Potts (PST)	Support from Theme Chairs & Theme Lead Officers	October 08	Discuss NAP monitoring with PMG – September 08

Performance Managed (cont.)					
21	Introduce Annual Reports for NAPs	Richard Starrs (PST)	Support from Regeneration, Neighbourhood Management, Community Network & Housing Hartlepool Teams	June 08	<p>Annual reports taken to NAP Forums – June 08</p> <p>Reports to include information on the progress made on priorities for the previous year and how NAP resources (RPB & NE) were used</p>

Efficient					
Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
22	Review and update the Hartlepool Partnership website	Dawn Clennett John Potts (PST)	PST provide training update sessions; up to date information provided by partners	March 09	Agree SLA with HBC for 2008/09 by June 08 Undertake review of website structure (September 2008)
23	Develop and deliver a Neighbourhood Database to enable service providers and residents more easily determine their locality	Richard Starrs (PST)	Support from HCFE to develop database. Production of CDs for project host organisations - £WNF	Sept 08	Database prepared – August 08
24	Carry out resource mapping to support the delivery of the Neighbourhood Renewal Strategy	Catherine Frank Richard Starrs (PST)	Resource information provided by key partners/service delivery agents.	March 09	Parameters of mapping exercise agreed by Partnership – July 08
25 (CST A04-6)	Coordinate the undertaking of the MORI household survey 2008	John Potts (PST)	£70K - WNF	January 09	Update report form MORI (September 2008)

Learning					
Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
26	Review skills and knowledge needs of Board Members	John Potts (PST)	Participation in review by Board Members	March 09	Finalise brief and identify suitable consultants - September 08
27	Make available a programme of learning for Partnership Members	John Potts (PST)	Support from key partners to identify joint training opportunities	March 09	Review progress – September 08
28	Share examples of Hartlepool's good practice across the partnership and to regional and national bodies as appropriate	John Potts (PST)	Support in identifying examples of good practice from Board Members, Theme Partnerships and NRF lead officers	March 09	Review progress – September 08
29 (CST A04-2)	Produce an NRF narrative report	Richard Starrs (PST)	Input to narrative from NRF programme deliverers	Dec 08	1 st draft produced – October 08
30 (CST A01-5)	Provide a programme of inductions for new Board Members	Dawn Clennett (PST)	None additional	March 09	Review progress in September 08
31	Utilise the Hartlepool Partnership page in Hartbeat and establish a forward plan of articles to be included	Dawn Clennett Catherine Frank (PST)	Theme Lead Officers to provide information	March 09	Hartbeat pages prepared for June, September by 30 th September 08



Community Networks
Performance Management Framework
**A Framework for Assessing
Progress and Development**
April 2007 - March 2008

Hartlepool Community Network Self-Assessment 2007/08 Hartlepool Community Network Improvement Plan 2008/09

Community Network Self-Assessment

This section reviews the progress the Community Network made in 2007/08 against six criteria:

1. Communication and Information
2. Organisational capacity and learning
3. Inclusivity
4. Representation and accountability
5. Neighbourhood Level development
6. LSP context
7. Influence and impacts

Scoring

- a score of 5 indicates there is strong evidence to prove the statement
- a score of 3 indicates there is some evidence to prove that the Partnership is well on the way to meeting this criteria
- a score of 1 indicates there is little or no evidence to support the statement.

Improvement Plan

The improvement plan is derived from the self-assessment and presents the following information:

- Action for Improvement
- Key contact and organisation
- Support requirements and resources required (what, by who and the main funding sources)
- Date to be completed
- Milestones (if the date to be completed is after September 2008)

Performance Management Framework for Community Networks

1. Communication and information – scoring sheet

All Community Network (CN) members need to be well informed about what is happening locally and in the LSP. The CN needs to ensure that it is adequately informed about different community needs and aspirations. It also needs to facilitate communication between communities and between them and the LSP representatives.

Question	Comments on progress / issues	Score (circle your score)
Does the CEN have up-to-date information about the VCS, especially local activity in deprived neighbourhoods?	<ul style="list-style-type: none"> The CEN Database was updated in November 2007 and is reviewed regularly. The CEN have access to HVDA database which is updated and reviewed on a regular basis. Good links with principal groups in NR areas Involved in NAPs and NCF. Evaluation of NR Community Chests is achieved through ongoing monitoring. 	0 1 2 3 4 5
Is appropriate information effectively disseminated to the VCS and local groups about the CEN, its role and opportunities for involvement?	<ul style="list-style-type: none"> Web-site is updated regularly Significant coverage in local media, via news releases and articles CEN Bulletin (bi monthly) and other mailings provide items of information. The role of the CEN Support Officer has been developed to fulfil a communications role. CEN general leaflet completed and distributed to all members. 	0 1 2 3 4 5
How is effective communication ensured within the CEN?	<ul style="list-style-type: none"> Quarterly CEN Steering Group meetings Quarterly business meetings now are more focussed and structured with clear guidelines for feedback from Theme Partnership and LSP Representatives. Thematic and Neighbourhood meetings Reports to LSP on the work of the CEN. Staff team meetings (monthly) Annual Report produced by CEN for inclusion in HVDA Annual Report and for separate distribution. LSP Representatives are linked to Thematic and Neighbourhood Forum meetings CEN Bulletin and 4 Community Pool Bulletins were completed, highlighting the work of 7 voluntary groups funded by the council. 	0 1 2 3 4 5

1. Communication and information – recording sheet

Total score for this section: ____14____ out of 15 Date of review ____18/01/08____

Strengths/achievements – weaknesses/issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <ul style="list-style-type: none"> • Up to date Database • CEN Bulletins go to all Representatives and CEN members • Business meetings and Steering Group meetings discuss all relevant issues • Networking takes place between groups • Developed role of CN Support Officer to fulfil a communications role. • Good Needs assessment of VCS through various surveys • Community Pool Bulletin has promoted the work of VCS groups 	<p>Evidence</p> <ul style="list-style-type: none"> • Newspaper cuttings • Bulletins – CN and Community Pool • Minutes of meetings and record of attendances • Level of understanding by LSP Representatives and Steering Group • Web-site updated regularly
<p><u>Key weaknesses/issues</u></p> <ul style="list-style-type: none"> • Raise the profile and identity of the CEN and Strengthening Community Theme 	<p>Evidence</p> <ul style="list-style-type: none"> • Limited awareness of relationship between CEN and Strengthening Communities theme
<p><u>Possible ways forward</u></p> <ul style="list-style-type: none"> • Continue to develop the role of the CEN Support Officer to fulfil a communications role – training opportunities and development of a Faith Groups Directory / Database • Review Resident Representatives Pre Agenda meetings. • Focus on support for LSP Representatives • CEN to give presentations at all NAP Foras • Review support given to Theme Partnership Representatives and ensure opportunities for support are offered. • Annual report to be presented at CEN Business Meetings. 	

2. Organisational capacity and learning – scoring sheet

The CEN needs to be able to organise effectively and to ensure that network members have the skills and knowledge they need to get the views of the VCS heard by the LSP. It needs to have a clear purpose, to be active and to be forward thinking.

Question	Comments on progress/issues	Score (circle your score)
How far has the CEN developed its organisational structures and processes?	<ul style="list-style-type: none"> • CN Terms of Reference reviewed in 2007. • The Protocol was presented to the Steering Group for comment in 2007. • CN Business meetings are more structured ensuring Strengthening Communities Theme is discussed at each meeting. • Improvement Plan will incorporate recommendations from PMF. • Elections held, every two years for Steering Group, Grants Panel (2007) and the LSP (2008), Thematic Partnerships (2007) and NCF Representatives (2008). • Support to NAP Fora through minute-taking. 	0 1 2 3 4 5
What opportunities are provided for CEN members to develop the skills and knowledge to operate and engage with the network and potentially the LSP?	<ul style="list-style-type: none"> • Information sessions • Training programme for 2007/08 completed. • Work has begun on skills and learning plan for 2008/09. • Joint training opportunities are on the agenda. • Attendance at conferences • One-to-one support to Representatives • Informal networking meetings for all Representatives 	0 1 2 3 4 5
How is the CEN relating to the LSP, including the individual partners?	<ul style="list-style-type: none"> • Regular contact with Community Strategy Team • CEN Staff involvement with NCF and Thematic Partnerships • Regular reports to LSP and Representatives regularly contribute their views at LSP meetings • A Thematic Partnership Awareness raising event was held in 2007 • Report presented on role of VCS/CEN to LSP 	0 1 2 3 4 5

2. Organisational capacity and learning – recording sheet

Total score for this section: _____13_____ out of 15 Date of review_____18/01/08_____

Strengths/achievements – weaknesses/issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <ul style="list-style-type: none"> • Comprehensive CEN Improvement Plan • Skills and Learning Plan completed and implemented • Quarterly reporting of CEN against the Local Area Agreement outcomes • Links and accountability between LSP, Thematic Partnership Representatives, the Network and NCF • Role of Steering Group and accountable body reviewed in 2007 by Steering Group • Information and induction sessions carried out for new Representatives • Skillshare course and formal training programme promoted • Capacity Building with specific groups and individuals • Elections of Thematic Representatives and substitutes took place in November 2007, followed by several induction sessions. 	<p>Evidence</p> <p>Documents, Reports, Minutes, Attendance</p> <p>Skills and Learning Plan</p> <p>Review of Training delivered plus a collation of feedback from attendees.</p>
<p><u>Key weaknesses/issues</u></p> <ul style="list-style-type: none"> • Non attendance at training events by some NAP representatives • Limited evidence to demonstrate acquisition / implementation of skills 	<p>Evidence</p> <p>Records of attendance</p>
<p><u>Possible ways forward</u></p> <ul style="list-style-type: none"> • Ensure training for NAP members is delivered at NAP meetings • Personal Development Plans for Representatives • Pilot Impact Assessments on core group who attend training events (3 month / 6 month intervals) • Inductions for any new Steering Group members • Full review of Protocol • Training Plan for CEN staff (led by Partnership Support Team) • Skills and Training Plan for 2008 and beyond. 	

3. Inclusivity – scoring sheet

The CEN needs to ensure that it reaches out to all communities and encourages the active involvement of marginalised communities and groups from the most deprived communities. The CEN must reflect the diversity of the local population, including under-represented groups.

Question	Comments on progress / issues	Score (circle your score)
Is there an Action Plan that seeks to involve marginalised groups and is it implemented consistently?	<ul style="list-style-type: none"> Review of the Protocol in 2007. A number of difficult to reach groups are identified in the Improvement Plan, either to work with or to maintain contact. Young people are involved and supported in the following NAP areas: North; Burbank; Rossmere and Manor. Concentrated support is given to Hart Gables (GLBT) community; young people's involvement in NAPs and BME Reference Group. 	0 1 2 3 4 5
How far is the diversity of communities reflected within the CEN and by those acting/speaking on its behalf?	<ul style="list-style-type: none"> There is a BME Representative attending The Hartlepool Partnership, The Housing Partnership, The C&YP Strategic Partnership and Culture and Leisure Partnership. A BME Reference Group meets regularly allowing representatives to feed back information raised at Partnership meetings and take forward concerns from the BME population. There is one young person Representative who attends the LSP. This young person now accesses the Hartlepool Young Voices reference group to seek ideas, raise issues and gain other young peoples support. Young people are involved and supported in the following NAP areas: North; Burbank; Owton and Rossmere. (Training to develop their skills to engage is also now ongoing). <p>(Continued over)</p>	0 1 2 3 4 5

Performance Management Framework for Community Networks

<p>How far is the diversity of communities reflected within the CEN and by those acting/speaking on its behalf? (cont.)</p>	<ul style="list-style-type: none"> • Researching the needs of GBLT community is ongoing – support from the CEN is given at GLBT awareness raising events. Representation from the GLBT Community is now regular at Neighbourhood Watch Executive Committee Meeting, raising specific issues relating to the GLBT community and ensuring lines of communication are open. • The 50+ Forum work is now being supported by NRF for 2006/2008. • Joint training delivered to HBC employers on GLBT issues. • The CEN has maintained links with the All Ability Forum 	
<p>What resources are available to help neighbourhood-based and other community groups (e.g. those based around identity or special interest) take part in the CEN?</p>	<ul style="list-style-type: none"> • One-to-one and group support to NCF Representatives • One-to-one and group support to NAP Fora Residents • Thematic issue based meetings arranged • Some PCT Core funding maintained through NRF for difficult to reach groups e.g. Blind community 2007/2008. • Support to GBLT Project • Support for the administration of NAPs Fora through minute-taking • NRF Community Chest established • NDC Community Chest in place • Capacity building training fund in place • A one off Health Community Chest was established. 	<p>0 1 2 3 4 5</p>

3. Inclusivity – recording sheet

Total score for this section: 13 out of 15 Date of review 18/01/08

Strengths/achievements – weaknesses/issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <p>Work with LSP, Thematic Partnerships and NCF and NAP Fora Representatives. Work or links with the following difficult to reach groups: Young people (NAP Foras); people with disabilities; older people; gay; lesbian; bisexual and transgender communities; BME community. PCT Core funding has been maintained to support some difficult to reach communities for 2007/08. Links with the 50+ Forum and the All Ability Forum. Attendance at NAP Fora by CEN staff. Ensuring difficult to reach groups are represented and accessing Neighbourhood Element Funding and Resident Priorities Budgets.</p>	<p>Evidence</p> <ul style="list-style-type: none"> • Minutes, groups involvement • Reports • NRF funding in place for some groups • Progress reflected on CEN Improvement Plan
<p><u>Key weaknesses/issues</u></p> <ul style="list-style-type: none"> • Training of and increased opportunities for involvement for difficult to engage groups (specifically BME) • There is an issue with regards the lack of overall responsibility and accountability of involving young people in NAP's. • Provide suitable support for Young person's LSP Representative 	<p>Evidence</p> <p>N/A</p>
<p>Possible ways forward</p> <ul style="list-style-type: none"> • Delivery of Capacity Building Plan which needs to encourage attendance from difficult to engage groups. • Further strengthen links with key groups including faith community (database and directory), young people and BME Community. • Work with other partners (eg NDC, Participation Team / Children's Trust)) to ensure training opportunities are widely publicised and good practise is shared • Liaise with V to establish support for young person's LSP representative. 	

4. Representation and accountability – scoring sheet

The CEN needs to ensure that representatives are properly selected. It then needs to ensure that they are equipped to feed VCS views into the LSP, to make an impact and to be accountable back to local communities.

Question	Comments on progress/issues	Score (circle your score)
How are representatives selected from across the range of groups in the VCS?	<ul style="list-style-type: none"> • Vacancies and 'end of term' positions of Representatives are advertised throughout the full CEN database. Nominations are sought and elections are held at CEN meetings. • A comprehensive Protocol outlining roles and responsibilities has been agreed and was reviewed in October 2005. • Roles and Responsibilities of Representatives updated October 2005 and implemented in 2006. • CEN Database has 1022 contacts. (includes statutory sector contacts) 	0 1 2 3 4 5
How are people being trained and empowered to play an active role in CEN leadership and to act on its behalf?	<ul style="list-style-type: none"> • Members are encouraged to attend conferences and individual training (depending on perceived need). • These are advertised through the CEN bulletin and can be in response to changing policies and strategies. (e.g. training session on LAA's). • A Capacity Building Training Programme began in Jan 2007, CEN Representatives were invited and encouraged to attend. • Members attend as observers at LSP meetings. • The Steering Group and wider CEN are sent LSP reports upon request. 	0 1 2 3 4 5
How are representatives briefed and supported to feed information to the LSP and back to the CEN and wider community?	<ul style="list-style-type: none"> • Pre-meetings before LSP meetings of LSP Representatives and NCF Representatives • Reporting back session at quarterly CEN meetings • Resident Representatives attend NCF meetings • Report back in CEN Bulletin • Reporting back proforma now in use 	0 1 2 3 4 5

4. Representation and accountability – recording sheet

Total score for this section: _____14_____ out of 15 Date of review _____18/01/08_____

Strengths/achievements – weaknesses / issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <ul style="list-style-type: none"> • Advertisement and election process for CEN Representatives is well established. • LSP, Thematic Partnership and NCF representatives regularly attend CEN meetings. • CEN meetings are now structured to allow for feedback from Representatives. • Clear mechanism for engagement i.e. Resident Representatives meet with their relevant Vice Chair to provide their views. • Representatives feed back at quarterly CEN meetings either verbally or via a written report if they are unable to attend. • LSP agenda items are widely circulated and copies of reports are available upon request. 	<p>Evidence</p> <p>Minutes / Attendance sheets / Bulletins Elections at CEN meetings Feed back sheets Request slips for Partnership papers / reports</p>
<p><u>Key weaknesses/issues</u></p> <ul style="list-style-type: none"> • There is always a steady supply of newcomers coming onto VCS, therefore low-level training and information sessions need to be provided. • Representations do not always clearly evidence contributions taken to pre-partnership meetings which are reflective of CEN wider views. 	<p>Evidence</p> <p>Minutes / attendance sheets / database increasing</p>
<p><u>Possible ways forward</u></p> <ul style="list-style-type: none"> • Further work is required with LSP, Thematic Representatives and Thematic Partnerships to ensure wider CEN views are reflected. • CEN quarterly meeting to continue to be well structured to allow feedback from Representatives. • To discuss monitoring of 'issues' raised and decisions affected at Partnership meetings. • 'Issue request' slips to be handed out at CEN meetings, for members to raise points with relevant representatives, CEN Administer to co-ordinate and monitor this. • Further work on Resident Representatives Pre Agenda meetings. • Develop an Induction Pack for new residents attending NAP Foras – to include Terms of Reference. • Develop an evaluation tool to assess the influence of representatives and the variety of Partnerships in which they are engaged, including the influence they have on each other. 	

5. Neighbourhood-level development – scoring sheet

It is at the neighbourhood level that most people use and experience services, build links, get involved in activities, and develop the understanding and impetus to engage in wider networks or more formal participative arrangements. The CEN has a significant role in supporting this progressive participation and in enabling local communities to influence change and development.

Question	Comments on progress/issues	Score (circle your score)
1. Is the CEN using its small grants and development work to support voluntary effort and stimulate activity in neighbourhoods?	<ul style="list-style-type: none"> • NRF Community Chest established but less funds available than previously available. • NRF and NDC grant applicants are given support in completing forms and information on CEN. • Database updated in 2006 with information regarding NRF/NDC grants, Residents Priority funding, Neighbourhood Element funding distributed, has been sent out to all on the CEN database. • Attendance by CEN staff at residents associations and neighbourhood meetings, grants have also been promoted. 	0 1 2 3 4 5
2. Is the CEN supporting the development of skills and capacity in VCOs so that they can engage at neighbourhood level?	<ul style="list-style-type: none"> • The CEN has contact with all NR areas (residents meetings, NAP Fora's, etc) – Action Plans with residents groups are completed, training needs identified and signposting to relevant/appropriate training bodies are done. • The CEN has a learning strategy which is being implemented. • The results of a skills audit were collated and informed the Capacity Building Training Plan which was delivered from Jan 2007. 	0 1 2 3 4 5

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Question	Comments on progress/issues	Score (circle your score)
3. Is the CEN supporting the VCS so that it can contribute to the delivery of local services?	<ul style="list-style-type: none"> The CEN is actively involved in the process on NRF allocation through representation on the various panels. The CEN is involved on other sub-groups of the LSP – ensuring relevant partners are aware of VCS services delivered. The CEN or HVDA staff support resident groups in the NDC and Neighbourhood Renewal areas, building capacity and raising awareness of their role in relation to the work of other agencies. PCT funding enabled Capacity Building support for some difficult to reach groups in 2007/08. Training events included: commissioning of services, personal development training; monitoring and evaluation skills. 	0 1 2 3 4 5
4. Is the CEN helping to ensure that the voice of people in neighbourhoods is being heard where it matters?	<ul style="list-style-type: none"> Support given at NAP Fora where new residents groups members are informed and invited to appropriate local NAP Fora. Support to NCF Representatives – joint training of new representatives with the Council has been delivered. Links between NCF, NAP Fora, LSP and Thematic Partnerships, all are invited to CEN meetings and encouraged to feed back and contribute. Support is given to groups such as the Neighbourhood Watch Executive Committee, ensuring links are maintained with relevant agencies. Various coverage in CEN Bulletin and media articles. 	0 1 2 3 4 5

5. Neighbourhood-level development - recording sheet

Total score for this section: 17 out of 20 Date of review 18/01/08

Strengths/achievements – weaknesses/issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <ul style="list-style-type: none"> • Links between LSP, NCF NAP Fora and CEN well established. • Capacity Building and training support in place. • The Grants Administrator is very helpful and efficient, forms are easy to understand. Applications are turned around quickly. • Monitoring of grants allocated is in place as well as promotion of Neighbourhood Element and Residents Priority Funding. • Support is given to groups accessing resident priorities and neighbourhood element. • Funding was secured for the CEN for the period 2006-08 and for a NRF Community Chest for 2006/2008. • Work programme with other partners has been agreed. • PCT funding supports some neighbourhood based groups. • Terms of reference agreed for NAP Forums 	<p>Evidence</p> <ul style="list-style-type: none"> • Meetings, minutes, attendance • Database • Community Chest grants – monitoring forms • CEN funding in place • Skills and Learning Plan • Building Links progress reports in relation to capacity building
<p><u>Key weaknesses/issues</u></p> <ul style="list-style-type: none"> • Although not a weakness, the issue regarding the employment of Neighbourhood Development Officers has had an impact on the role of CN officers at NAP meetings. • Lack of awareness of correct / appropriate decision making arenas impact on involvement at NAP Foras. 	<p>Evidence</p>
<p><u>Possible ways forward</u></p> <ul style="list-style-type: none"> • Agree the role of CN Officers within the NAP Foras – lead on capacity building and the Strengthening Community Theme. • Complete a mapping exercise for 'decision making' arenas and disseminate to NAP Forum members. • Develop an Induction pack for all new residents attending NAP Foras – to include Terms of Reference. 	

6. The LSP context – scoring sheet

Question	Comments on progress/issues	Score (circle your score)
Is there a sufficiently influential level and range of VCS representation on the LSP?	<ul style="list-style-type: none"> The level of CEN and resident representation averages around 25% on the LSP and Thematic Partnerships except for the Lifelong Learning Partnership, The Housing Partnership and the Children and Young People's Partnership. The CYP Partnership has recently agreed to increase representation from 2 places to 4. 	0 1 2 3 4 5
Is effective induction, training and information provided for all VCS representatives on the LSP?	<ul style="list-style-type: none"> All new Representatives were invited to several Induction Sessions and given the CEN Jargon Buster. Training and one-to-one support is offered to all Representatives. 	0 1 2 3 4 5
Do LSP decision-making processes include VCS representatives in a way that allows them to contribute and have real influence?	<ul style="list-style-type: none"> This has improved in that there has been some opportunities for real CEN involvement in decision-making e.g. NRF before decisions come to the LSP. LSP Representatives often participate in sub-groups. Fewer reports come to the LSP without prior CEN involvement. 	0 1 2 3 4 5
Are LSP Partners supporting CEN work at neighbourhood level?	<ul style="list-style-type: none"> Neighbourhood Managers work with CEN on NCF. Regeneration Department work with CEN on NAPs. LSP Team work with CEN on strategic issues and potential training / development opportunities. 	0 1 2 3 4 5
Is the CEN fully involved in LSP accreditation and performance management?	<ul style="list-style-type: none"> The CEN reviewed and set targets for the Strengthening Communities part of the Community Strategy. The CEN were fully involved in the PMF workshops in Jan 2008. The CEN was involved in the LAA and in particular the Statement of Community and VCS involvement. CEN members were invited to a review of the COMPACT event. 	0 1 2 3 4 5

6. LSP context – recording sheet

Total score for this section: _____21_____ out of 25 Date of review _____18/01/08_____

Strengths/opportunities – weaknesses/challenges – possible ways forward

<p><u>Key strengths/opportunities</u></p> <ul style="list-style-type: none"> • Good links with LSP and at Neighbourhood level • Representatives contribute at meetings • Representatives and CEN have been involved in some important decision-making • Induction sessions are carried out, with follow up sessions, so that no representative misses out. 	<p>Evidence</p> <ul style="list-style-type: none"> • Minutes, Reports to LSP
<p><u>Key weaknesses/challenges</u></p> <ul style="list-style-type: none"> • PMF workshops were held the same week as the Mayors meeting and the Compact meeting. 	<p>Evidence</p>
<p><u>Possible ways forward</u></p> <p>For action by the CEN</p> <ul style="list-style-type: none"> • Continue training and induction for newly elected Representatives • Review the Resident Representatives Pre Agenda meetings – have a clear statement of purpose for this meeting. • Ensure reports are presented to the Hartlepool Partnership. <p>For action by the LSP</p> <p>Agree future role of CEN post 2008</p>	

7. Influence and impacts – scoring sheet

This is about communities exercising greater influence, control and responsibility over the decisions made by LSPs and other partnerships, in ways that improve their quality of life.

Question	Comments on progress / issues	Score (circle your score)
Has the CEN affected the ability of local communities to organise effectively?	<ul style="list-style-type: none"> The NRF and NDC Community Chests assist with the viability and aspirations of many local groups. This is on a reduced base from the NR and Health Community Chests. Support for the Capacity Building of groups has been available by CEN staff, HVDA staff and other agencies. CEN supporting facilitating NAP Fora – ensuring relevant service providers are in attendance and helping address identified needs / gaps. CEN meetings offer information and guidance to representatives and CEN members. 	0 1 2 3 4 5
Is the CEN contributing effectively to the LSP?	<ul style="list-style-type: none"> A contribution is made both by Representatives and reports are presented, this has happened at nearly all LSP meetings. Good representation on NRF decision-making panels. CEN involved in many cases prior to representation of reports to LSP. Pre agenda meetings are regularly held and facilitated by CEN staff. 	0 1 2 3 4 5
Is the CEN helping the LSP to have a positive effect in deprived neighbourhoods?	<ul style="list-style-type: none"> NRF and NDC Community Chests in place. The CEN has promoted how to access Neighbourhood Element and residents priority funding. Community involvement in NAPs, NRF and NCF. Support given to residents in the spending of Residents Priority Budget and Neighbourhood Element Funding. 	0 1 2 3 4 5

7. Influence and impacts – recording sheet

Total score for this section: 12 out of 15 Date of review 18/01/08

Strengths/achievements – weaknesses/issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <ul style="list-style-type: none"> • NRF – CEN involvement in most sub-groups allocating NRF monies and highlighting the need for under spends to stay within themes. • CEN role well established and recognised by partners. • Joint work plan agreed with LSP, Neighbourhood Services Regeneration Team. • Good level of awareness of how to get involved in the CEN. • Current Database has over a 1000 contacts. • CEN involvement in Local Area Agreement and its monitoring. 	<p>Evidence</p> <ul style="list-style-type: none"> • Minutes • Funding available • CEN Improvement / Action Plan • CEN information leaflet distributed. • Attendance at events / meetings
<p><u>Key weaknesses/issues</u></p> <ul style="list-style-type: none"> • Ensuring CEN representation on the LSP if it has an Executive. • Role of Executive not to undermine the role of the LSP. • National Indicator seven, will come into place in October 2008. This will seek the views of local registered charities. 	<p>Evidence</p> <ul style="list-style-type: none"> • Views of those involved
<p><u>Possible ways forward</u></p> <ul style="list-style-type: none"> • CEN Representation on Executive. • Presentation of findings associated with the National Indicator. 	

Section 4 – Action for improvement

The results of this performance review have been used to inform the Network's future strategy. This section includes some recording forms have been used to structure and record the outcomes of the review and assessment (Sections 1, 2 and 3). They have also been used to address key areas identified for improvement in the forward action plan.

Summary sheet

Question areas	Total score	Average score	Any comments you wish to make e.g. assessment of 'distance travelled' since last assessment
1. Communication and information	14/15	4.67	Previous average score of 4.33. Following the loss of the Communications Officer, the CEN support Officer role has developed, ensuring a communications role is fulfilled. The Community Pool Bulletins were completed (x3), which highlighted the work of 7 voluntary groups. Bi-monthly bulletins ensured appropriate information was disseminated to the VCS and local community groups. The CEN will begin to present annual summary reports to the wider network and ensure the Strengthening Communities Theme is an agenda item at all business meetings.
2. Organisational capacity and learning	13/15	4.33	Previous average score of 4. The Skills and Learning Plan was updated for 2007/08. Greater attention is now giving to increasing attendance at specific training/ awareness raising events and delivering training at NAP Foras. Roles and Responsibilities are signed and representatives are reminded of their responsibilities. Work with HBC and the Partnership Support Team will ensure a combined, effective approach to development and learning will take place in the future. The CEN will work on impact assessments and a personal development plans during 2008.
3. Inclusivity	13/15	4.33	Previous average score of 4. Some of the targeted work has now been achieved, the BME Reference Group is now meeting on a regular basis and there is BME representation on the following Partnerships: Housing, Culture and Leisure, Children and Young People and Hartlepool Partnership. Attendance from difficult to reach groups is encouraged at NAP Fora and Capacity Training events. Concentrated work has continued with the LGBT Community. NRF has supported difficult to reach groups, 50+ Forum, Core Costs Groups. A review of the Protocol will ensure we have a clear action plan that seeks to involve marginalised groups.
4. Representation and accountability	14/15	4.67	Previous average score of 4.33. Strategies are in place to ensure representatives have a clear understanding of their roles and responsibilities. Feedback to the wider CEN is well structured, evidenced and monitored – 'Issue Request' slips are to be introduced from January, ensuring issues taken forward to Partnerships are reflective of a wider range of views. The CEN are now in the process of reviewing pre agenda meetings.

Performance Management Framework for Community Networks

Question areas	Total score	Average score	Any comments you wish to make e.g. assessment of 'distance travelled' since last assessment
5. Neighbourhood Level Development	17/20	4.25	<p>Previous average score 4. This work has been extremely well supported by CEN Staff. Working in partnership with the Partnership Support Team and HBC to deliver Capacity Building Plan.</p> <p>Building up a data base of training providers and training opportunities to co-ordinate and not duplicate any training events. With the appointment of Neighbourhood Development Officers, the role of the CEN is to be reviewed, with an emphasis on capacity building and the Strengthening Communities Theme. The CEN will look to putting together an induction pack for all new residents attending NAP Foras and map out decision making arenas, ensuring residents are aware of avenues to have their voice heard.</p>
6. LSP context	21/25	4.2	<p>Previous average score of 4. A wider range of involvement across the LSP has been taken forward with effective induction sessions and support. This enables representatives to contribute more effectively to meetings. Work will continue to focus on developing skills and ensuring relevant support mechanisms are in place.</p>
7. Influence and impact	12/15	4	<p>Previous average score of 4. Influence has been achieved in specific areas as identified as being important by the Network at a neighbourhood level through involvement with NAP Fora. The CEN will maintain its role beyond 2008 but it is not clear at this point in time how long for.</p>

Priorities for future action - 2008-2009

PMF sub-section	Agreed priorities	How these are addressed in the action/development plan	Key targets
1 Communication and information	Continue to develop the role of the CEN Support Officer Work with all CEN and Res reps to enable and ensure effective feedback. Present an annual report to CEN business meetings. CN to give presentations at all NAP Foras and other relevant partnership meetings.	CEN support Officer to put together a Faith Directory and take up any training opportunities to enhance this role. Clear targets within the Improvement Plan to monitor progress.	March 2009
2 Organisational capacity and learning	Continue to implement Learning Strategy. Ensure role of CEN within NAP Foras is agreed and delivery of specific training takes place at NAP meetings. Pilot Impact Assessments to ensure training events are effective and skills / knowledge is implemented. Strengthen role of CN Steering Group	Implement training programme. Attendance at NAP Review meetings – contributing to discussions on Roles and Responsibilities within NAPs. Use the NRF and NDC Community Chests as and when appropriate. Induction of newly elected Steering group members. Roles and Responsibilities of Steering Group members training session.	March 2009
3 Inclusivity	Build capacity and maintain involvement of BME Reference Group, LGBT Community, Faith Community and Young People (NAPs)	Sustain BME Reference Group through HVDA's Project Development Officer and links to the Young Person's Partnership on youth participation issues through Fora such as Young Voices etc. Complete Faith Directory. Review the Protocol to ensure appropriate and effective mechanisms are in place to engage marginalised groups.	March 2009

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PMF sub-section	Agreed priorities	How these are addressed in the action/development plan	Key targets
4 Representation and accountability	Review involvement of Representatives in the Network.	Identify which Representatives are not actively involved in the Network and actively seek their involvement or replacement. Specific work on roles and responsibilities of all representatives. Monitor impact of involvement.	Ongoing
5 Neighbourhood Level Development	Review the role of the CEN in NAP Foras	Clear targets relating to capacity building and strengthening community theme. Complete a mapping exercise of decision making arenas and disseminate to NAP Foras etc. Presentations of role of CEN to be delivered.	March 2009
6 LSP context	Maintain involvement in LAA and comply with monitoring requirements supplied by HVDA.	Continue training and induction of newly elected representatives. Review Resident Representatives Pre Agenda meetings Ensure reports are presented to Hartlepool Partnership.	March 2009
7 Influence and impact	Continue to present reports to the LSP and to monitor CEN involvement in decision-making.		December 2008

Please Note

An Improvement Plan has been prepared for 2008-09 that sets out detailed actions to address these priorities. This is shown in the following section.

Improvement Plan for Community Empowerment Network (CEN) 2008/2009

The Improvement Plan is presented in 7 Sections:

1. Communication and Information
2. Organisational capacity and learning
3. Inclusivity
4. Representation and accountability
5. Neighbourhood level development
6. The LSP context
7. Influence and Impacts

Throughout the Improvement Plan the following abbreviations are used:

KB – Keith Bayley
TH – Tracey Herrington
LH – Lesley Hall
JT – Julie Turner
LA – Liz Ashton

1 Communication and information (LAA Outcome 28)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	milestones
1.1	Develop the communications role of the CEN Support Officer	JT	Training providers	March 2009	JT to identify relevant training opportunities and book a place on a course by June 08
1.2	Complete 6 Community Network Bulletins during the year	JT	CN Staff	March 2009	Complete and distribute 2 Community Network Bulletins by July 08
1.3	Contribute to the implementation of the Communications Strategy	JT	Hartlepool Partnership Support KB	March 2009	KB to investigate the role and ascertain the requirements of the CN support worker to fulfil this role by May 08
1.4	To work on enhancing the Community Network website	JT LH	Technical support officer - tbc	March 2009	JT to contact and arrange a meeting with a technical support officer by July 08

1 Communication and information (LAA Outcome 28 &29)

1.5	Raise the profile of the CEN / Strengthening Communities Theme:	TH LH JT KB	Hartlepool Partnership Support Theme Partnerships Any other identified partner	March 2009	Presentation to the LSP in May 08 To contact Theme Partnerships and arrange presentations by July 08 TH and LH to ensure the CN are on 4 NAP Foras by Sept 08 . Update CN members about the LAA Strengthening Communities Outcomes at the June meeting CN first quarterly report to be presented to the Steering Group and HVDA Board in June 08
1.6	Arrange an event to look at the Empowerment Bill	LH	Government Office Community Development Exchange Community Development Foundation	September 2008	LH to contact Government Office by June 08 to start preparing the event
1.7	Ensure effective communication is evidenced within the CEN: <ul style="list-style-type: none"> Review CN Business meetings, with specific focus on sharing information with relevant representatives and groups. 	TH KB		May 08	

2 Organisational capacity and learning (LAA Outcome 28 & 29)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
2.1	Present the Terms of Reference to the CN Business Meeting as part of reviewing it's procedures	TH		June 2008	
2.2	Strengthen the role of the CN Steering Group	TH LH KB	Support from CN Steering Group members	March 09	Look at roles and responsibilities of Steering Group during April's meeting. Election of vacancies on Steering group to be carried out in June 08 Complete a skills audit and induction of new members by July 08 Facilitate a workshop by September 08
2.3	Review the Protocol	TH KB	Hartlepool Partnership Support Team	Sept 08	TH to arrange a meeting with KB and Joanne Smithson to plan how to progress this – May 08
2.4	Complete a skills audit of CN Representatives	TH	CN Representatives	May 08	
2.5	Support the development of skills and knowledge of Hartlepool Partnership VCS Board members	TH	John Potts Joanne Smithson	Sept 08	
2.6	Complete CN Skills and Learning Plan for 2008/09	TH	Non additional	May 08	

2 Organisational capacity and learning (LAA Outcome 28 & 29)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
2.7	Hold Bi-monthly training / development events for CN members	TH LH	Training Providers	March 09	Commissioning of services to be delivered to NAP Foras by May 08 Chairing of meetings to be offered to all NAP Chairs by June 08 Principles of Representation to be offered to all CN Representatives by September 08 Review future training needs by October 08
2.8	Report on effectiveness of training and evaluate acquisition of skills, with particular reference to influencing decision making processes (impact assessments on core group)	TH	CN Representatives	February 09	Collate the findings from feedback sheets following initial training events by September 08 Design a follow up questionnaire to assess acquisition of skills and influencing decision making processes by June 08
2.9	Identify and promote the Working Neighbourhood Community Chest, with the view to ensuring 70% of allocated funding aides improving worklessness / enterprise and enhancing skills.	LA	Monitoring information from grant beneficiaries CN staff CN Bulletin	March 09	Article to be put in Community Network bulletin by May 08 1 st quarterly monitoring to identify numbers of beneficiaries accessing grants for training/ improving worklessness / skills building etc by July 08

3 Inclusivity (LAA Outcome 32)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Progress
3.1	Review the Protocol, with a specific focus on involving marginalised groups	TH KB	Identified marginalised groups (BME, GLBT, Older People, The Faith Community, Women, Young People and people with disabilities) and their support workers.	September 2008	See 2.3 Commence work on mapping out women's involvement in decision making processes – July 08
3.2	Map out the diversity of CN members. Ensure the diversity of the community is reflected and supported by the CN	TH LH	As above	July 08	
3.3	Ensure the BME community have the opportunity to engage in decision making processes	TH	Peter Gowland	March 09	Map out decision making processes and feed back these opportunities to the BME Reference Group – Sept 08 Publicise vacancies on Theme Partnerships(Housing, CYP) – June 08
3.4	Support Hart Gables (GLBT Community)	TH		March 09	Contact Theme Partnerships to ensure research findings are put on their agendas – May 08 Attend monthly Committee meetings and support AGM – June 08 Facilitate strategy day – October 08

3 Inclusivity cont. (LAA Outcome 32)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Progress
3.5	Ensure Working Neighbourhood, NDC grants and the PCT Health Grants etc are widely publicised to marginalised groups	LA JT	Non additional	March 09	To be publicised in CN Bulletin – May 08 To be presented to Hart Gables – May 08 , BME reference group – June 08 VCS groups – May 08 NAP Foras – June 08
3.6	Complete and distribute Faith Group directory and information pack	JT LH	Faith Groups throughout Hartlepool	May 08	
3.7	Liaise with V to look at recruiting and supporting young person on the LSP and Housing Partnership	TH		May 08	

4 Representation and accountability (LAA Outcomes 28 &29)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Progress
4.1	Organise the following elections: <ul style="list-style-type: none"> • CN Steering Group vacancies • Grants Panel • LSP Older person (sub) • Public Health Strategy Group • LSP Representatives 	JT TH	Interest is needed from members of the VCS	<ul style="list-style-type: none"> • June 08 • June 08 • June 08 • June 08 • Sept 08 	
4.2	To organise inductions for all newly elected Representatives	TH	Non additional	July 08 and October 08	
4.3	Support Resident Representatives: <ul style="list-style-type: none"> • Arrange joint pre Hartlepool Partnership Meetings • Work with HBC to deliver an induction session for newly elected Representatives • Work on personal development plans • Arrange training / development opportunities 	JT LH TH	HBC Development workers Resident Representatives co-operation Training providers	<ul style="list-style-type: none"> • Ongoing • May/Jun 08 • June 08 • March 08 	See 2.7

4 Representation and accountability (LAA Outcomes 28 &29)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Progress
4.4	Support Theme Partnership Representatives: <ul style="list-style-type: none"> • Ensure all Theme Partnerships have correct names and are sending relevant paperwork to representatives • Ensure CN Support Officer is added to Theme Partnerships correspondence • Investigate more effective methods of ensuring Representatives are feeding back to relevant and appropriate bodies. • Arrange training / development sessions for Representatives. • 6 monthly review session to be arranged 	TH JT	Theme Partnerships Representatives co-operation Training providers	<ul style="list-style-type: none"> • May 08 • May 08 • September 08 • March 08 • October 08 	See 2.7
4.4	Introduce impact assessment tool for a core group of Representatives, to start evidencing influences in decision making processes (see 2.7)	TH LH	tbc	February 09	See 2.7 / 2.8

5 Neighbourhood level development (LAA Outcomes 28, 29, 30 & 32)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Progress
5.1	Monitor the allocation of the Working Neighbourhood Fund, NDC Grants and the PCT Health Chest (and any other grant e.g Global Grants, PCT Grants) ensuring it supports voluntary activity in neighbourhoods	LA	Publicity by CN staff	March 09	See 2.9 / 3.5
5.2	Provide training / development opportunities for VCS and NAP members (see 2.6)	TH	Partnership Support to help with any funding Training providers Work closely with Neighbourhood Development Officers	March 09	See 2.6
5.3	To assist NAP Foras in relation to the Strengthening Community Theme.	TH LH	Neighbourhood Managers and Chairs of NAP Foras to ensure Strengthening Communities is on NAP For a agendas	March 09	Presentations to be delivered to 4 NAP Foras by Sept 08 Work on Strengthening Communities priorities in NAP Foras that have allocated NE funding to this theme (Headland / Manor) – Community Event planned on Headland – July 08 Develop processes for involving young people in NAPs – training to be delivered by June 08 Arrange planning meetings for celebration event for NAP Forum members – Sept 08

5 Neighbourhood level development (LAA Outcomes 28, 29, 30 & 32)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Progress
5.4	Publicise all vacancies for CN Representatives at Neighbourhood Foras.	TH LH	Non additional	May 08 and August 08	
5.5	Support neighbourhood and interest groups / panels as and when required	TH LH	Relevant partners	March 09	

6 The LSP context (LAA Outcomes 28, 29, 30 & 32)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Progress
6.1	Ensure elections take place for LSP representatives (see 4.1)	JT	VCS and CN members to show an interest	September 08	
6.2	Ensure inductions and training opportunities are made available for all LSP Representatives	TH	Partnership Support Team	October 08 March 08	
6.3	Present a report on the key areas of work and achievements of the CN to the Hartlepool Partnership	TH LH	Non additional	September 08	
6.4	Support and encourage Voluntary organisations to prepare and present reports to the Hartlepool Partnership and related Theme Partnerships	TH	Voluntary organisations Partnership Support Team	March 09	See 3.4
6.5	Revisit and update the Protocol (see 2.2)	TH KB	Partnership Support Team	September 08	
6.6	Promote and support CN involvement in events organised by Theme Partnerships.	JT	Theme Partnerships to notify CN of any forthcoming events	March 09	Awaiting information from Theme Partnerships regarding any events
6.7	Ensure CN members are involved in LSP performance review	JT	Partnership Support team to notify CN of any related events	March 09	

7 Influence and Impacts (LAA Outcome 28, 29, 30 & 32)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Progress
7.1	Ensure there is CEN Representation on LSP if it has an Executive	KB JT	Hartlepool Partnership to agree how CN will feed into any debate	March 09	
7.2	Highlight the role of the VCS and identify any issues that impact on their role	KB			
7.3	To organise a meeting to report back the findings associated with NI 7 (seeking the views of local registered charities)	KB JT		September 08	