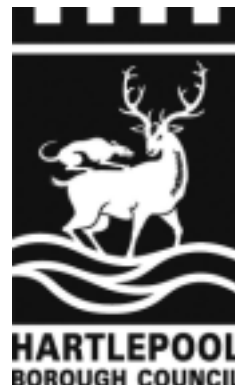


# CABINET AGENDA



**Tuesday, 24 March 2009**

**at 9.00 am**

**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. MINUTES**

- 3.1 To receive the Record of Decision in respect of the meeting held on 9 March 2009 (previously circulated)

**4. BUDGET AND POLICY FRAMEWORK**

None

**5. KEY DECISIONS**

- 5.1 2009 – 2012 Capital Strategy and Asset Management Plan - *Director of Neighbourhood Services / Chief Financial Officer*
- 5.2 Concessionary Local Bus Travel - *Director of Neighbourhood Services*
- 5.3 Local Area Agreement – Annual Refresh Submission 2009 - *Head of Community Strategy*

**6. OTHER ITEMS REQUIRING DECISION**

- 6.1 Cross Government Co-Location Fund - *Director of Adult and Community Services and Director of Children's Services*
- 6.2 Child Poverty Strategy, Action Plan and Pledge – *Director of Children's Services and Director of Regeneration and Planning*
- 6.3 Comprehensive Area Assessment (CAA) - *Assistant Chief Executive*
- 6.4 Application To Cabinet Contingency Fund - *Portfolio Holder for Adult and Public Health Services*
- 6.5 Young People Substance Misuse Plan 2009/10 - *Director of Regeneration and Planning Services and Director of Children's Services*

**7. ITEMS FOR DISCUSSION**

None

**8. ITEMS FOR INFORMATION**

None

**9. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS**

None

# **CABINET REPORT**

**24<sup>th</sup> March 2009**



**Report of:** Director of Neighbourhood Services / Chief Financial Officer

**Subject:** 2009 – 2012 CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

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## **SUMMARY**

### **1. PURPOSE OF REPORT**

To present the updated 2009 - 2012 Capital Strategy and Asset Management Plan for consideration and endorsement.

### **2. SUMMARY OF CONTENTS**

The Capital Strategy sets out the way in which the Council determines and manages the Capital Programme and the linkages between the Capital Programme, the Council's Corporate Objectives and the Community Strategy.

The Asset Management Plan is a tool and working document that highlights the operation, achievements and future objectives of the performance of the Council's land and property portfolio.

### **3. RELEVANCE TO CABINET**

The Capital Strategy and Asset Management Planning form part of the Council's medium term financial strategy and are included in the Comprehensive Area Assessment (CAA) Key Lines of Enquiry under the Use of Resources.

### **4. TYPE OF DECISION**

Key Decision Test (i) and (ii) applies

**5. DECISION MAKING ROUTE**

Cabinet only.

**6. DECISION(S) REQUIRED**

That Cabinet consider and endorse the 2009 - 2012 Capital Strategy and Asset Management Plan.

**Report of:** Director of Neighbourhood Services / Chief Financial Officer

**Subject:** 2009 – 2012 CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

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**1. PURPOSE OF REPORT**

- 1.1 To present the updated 2009 - 2012 Capital Strategy and Asset Management Plan for consideration and endorsement.

**2. BACKGROUND**

- 2.1 The Corporate Asset Management Plan (AMP) was originally produced in 2002 in accordance with the Single Capital Pot requirements and has been used in conjunction with the Capital Strategy in order to secure additional Government funding. Whilst not a requirement for recent years due to the Council's "excellent" status the Asset Management Plan has been revised annually to highlight the importance of strategic asset management planning.
- 2.2 The Asset Management Plan is very much a tool to ensure the Council is approaching asset management in a clear, structured and inclusive way and it continues to develop as a working document moving away from the prescriptive content approach to asset management planning arrangements and processes previously required by Government Office and is produced and written to reflect the "good practice" guidance of the Royal Institution of Chartered Surveyors (RICS) and the Department of Communities and Local Government (DCLG).
- 2.3 The Plan has an important role to play in achieving the Council's objectives, priorities and service needs and highlights the main achievements in terms of the performance of the Council's land and property portfolio. The plan also outlines the asset management priorities for the future, and together with the Capital Strategy forms the basis for the management of the Council's asset base within the following parameters:-
- Better public services through better assets – the right assets in the right place can make the difference.
  - Sustainable Communities – the contribution of land and property to regeneration.
  - Property and investment planning is a key part of the Council's overall budget framework – contributing to the efficiency strategy and effective use of resources.
  - Sharing public sector property assets – in the future integration and alignment of services.

2.4 The Council's property aim is:-

“to optimise the utilisation of assets in terms of service benefits, accessibility and financial return” – to the benefit of the people of Hartlepool.

The aims of the AMP are:-

- To integrate property decision making into the corporate planning process.
- To establish a corporate framework and context within which to address Council property issues.

2.5 The Capital Strategy and AMP also reflects the external influences affecting the Council's use of resources and identifies the relevant Corporate Area Assessment (CAA) linkages, the plan is now a key document in the annual assessment of the Council's Use of Resources.

2.6 The Capital Strategy and AMP document will continue to be aligned more closely with the Capital and Revenue Medium Term Financial Plans reflecting a strategic 3 year rolling timeframe.

2.7 The AMP, in conjunction with the Council's Capital Strategy, provides information on the current condition, planned maintenance requirements and identifies the estimated cost of maintenance, to be addressed via revenue and capital funding of the Council's asset Base.

2.8 A draft of this report was presented to the Scrutiny Coordinating Committee at its meeting on 20<sup>th</sup> March 2009 and comments will be available for Cabinet's consideration at the meeting.

### 3. **CONSIDERATIONS**

3.1 The Council recognises that property is a corporate resource and by doing so it is committed to delivering a strategic approach to Asset Management. This entails that utilisation of property data at a strategic level across the organisation to ensure that service planning and property planning are fully integrated. This helps to ensure a co-ordinated approach to the use of assets and the realisation of corporate benefits that would otherwise have not been identified. This is achieved through a cross directorate approach and the role of the Strategic Capital Resource Asset Programme Team (SCRAPT) to ensure a joined up approach to asset management.

3.2 The Capital Strategy provides the framework which guides investment decisions and maximises the benefits of the use of capital resources, including the use of Council assets. It also helps to influence the decisions of its key partners.

## 5.1

- 3.3 The Asset Management Plan is the implementation document. It is the mechanism by which the Council delivers its Capital Strategy. It is important that both the Capital Strategy and the Asset Management Plan align so that our decision making processes relate directly to our strategic priorities.
- 3.4 The Importance of co-ordinating the managing all the Council's Assets is recognised and the following workstreams and links to other Strategic Plans are identified.

**Land and Property** - the delivery of the Council's Medium Term Disposal Strategy and the Accommodation Strategy coming out of the Council's Business Transformation Programme. Particular consideration is being given to the need to consider funding required for maintaining and enhancing its unused land and buildings where there is an impact on visual amenity.

**Highways and Transportation** – the preparation of a Highways Asset Management Plan, the Local Transport Plan and maintenance programmes.

**Other Major Infrastructure** – including the Council's responsibility for car parks, coast protection structures and war memorials, Shoreline Management Plan.

**Vehicles, plant and equipment** – procurement and leasing arrangements.

**Housing** - investment within the Council's strategic housing function and promoting the provision of Land for Affordable Housing.

**Regeneration** – investment in schemes through a variety of initiatives across the Borough and linking to the Community Strategy.

**Children's Services to Schools** – linking with the Children's Services Asset Management Plan, the Big Plan and future investment in Building Schools For the Future and Primary Capital Programme.

- 3.5 The Capital Strategy section of the document, appended as **Appendix 1**, sets out the way in which the Council determines and manages the Capital Programme and covers:-
- Links with Community strategy and vision for Hartlepool
  - Our priorities for Capital Expenditure
  - The Council's approach to Funding Capital Investment
  - The Framework for Managing and Monitoring the Capital Programme
  - Capital Spending Proposals
  - Links to Partners
  - Links to Other Strategies and Plans
  - Performance Measurement and Innovation
  - Disposal Strategy and Property rationalisation
- 3.6 The main developments in the Asset Management Plan, appended as **Appendix 1**, include :-

- Asset Management Objectives
- Asset Management Planning
- Our Organisational Framework
- Data Management
- Performance Management
- Stakeholder Views
- Making Asset Decisions
- Maintenance Implementation
- Environmental Sustainability
- Service Delivery and Accommodation Needs – Business Transformation

3.7 The Capital Strategy / Asset Management Plan has relevance to the following asset streams:-

- Land and Property (including School buildings)
- Highways and Transportation
- Other major infrastructure e.g. Coast Protection Structure, Car Parks
- Vehicles, Plant and Equipment
- Strategic housing needs
- Regeneration schemes.
- Use of Natural Resources including Climate Change and Biodiversity

#### **4. CONCLUSIONS**

4.1 The Capital Strategy and Asset Management Plan documents are key elements in demonstrating that the Council:-

- Has a policy led budget
- Link budgets and the capital programme to its priorities
- Effectively manages its asset base
- Has effective arrangements for reporting and monitoring performances against budgets

4.2 The Council has made provision for a capital programme as part of the medium term financial strategy in line with the principles of the Capital Strategy/ AMP.

#### **5. RECOMMENDATIONS**

5.1 That Cabinet consider and endorse the 2009 - 2012 Capital Strategy and Asset Management Plan.



# **Capital Strategy and Asset Management Plan**

**2009 to 2012**



**A Four Star Authority – Improving Strongly**

# **Capital Strategy**

**2009 to 2012**



**A Four Star Authority - improving strongly**

## APPENDIX 1

### HARTLEPOOL BOROUGH COUNCIL CAPITAL STRATEGY

#### 1 Introduction

The Council has a pivotal role in the future development of the town. We recognise the importance of working in partnership with a wide range of public, private and voluntary sector organisations to achieve this objective. A Local Strategic Partnership (the Hartlepool Partnership) has been created to bring the major partners together. The Partnership has agreed a long-term vision for Hartlepool, which is:

**“a prosperous, caring, confident and outward looking community, realising its potential in an attractive environment”.**

This vision is underpinned by seven Community Strategy themes, which the partners, including the Council, have adopted to forward plan and prioritise their actions, as follows:

- Jobs and the Economy

Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people.

- Lifelong Learning and Skills

Help all individuals, groups and organisations realise their full potential, ensure the highest quality opportunities in education, lifelong learning and training and raise standards of attainment.

- Health and Care

Ensure access to the highest quality health, social care and support services and improve the health, life expectancy and wellbeing of the community.

- Community Safety

Make Hartlepool a safer place by reducing crime, disorder and fear of crime.

- Environment

Secure and enhance an attractive environment that is clean, green and safe, managed to enhance biodiversity, and is readily accessible and valued by the community.

## APPENDIX 1

- Housing

Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live

- Culture and Leisure

Ensure a wide range of good quality, affordable and accessible leisure and cultural opportunities.

- Strengthening Communities

Empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives.

The Council has adopted these Community Strategy themes as our own priorities, to help us develop detailed strategies and achieve our overall Council aim, which is:

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

The Capital Strategy Plan outlines how our capital investment will contribute towards the achievement of this objective. In addition the Council has capital spending needs in relation to the condition of its assets. These requirements are set out in the Asset Management Plan which when linked to the Capital Strategy forms an integrated tool for investment and management of the Council's assets.

The effective management of capital assets is key to the delivery of the Council's priorities and this document sets out how capital resources are allocated to meet Council priorities.

## 2 History – Where have we started from?

The Capital Strategy outlines the Council's vision for the future, which needs to build upon the work which has already been completed. During the 1990's the Council, together with its various partners, implemented major capital investment to improve the quality of life for Hartlepool residents, to create a sustainable economic base for Hartlepool and to transform the image of Hartlepool. This investment included:

- The development of Hartlepool Marina
- the refurbishment of the Town Centre, including the redevelopment of the main Shopping Centre following its sale by the Council to a private developer;
- major private sector housing development, following the sale of surplus Council land and within a phased programme of housing market renewal;
- the refurbishment of residential homes for older people following their transfer to a not for profit organisation.

## APPENDIX 1

Hartlepool has been successfully revitalised as a result of this significant investment via the public and private sector. It now has a vibrant environment which is attractive to those who live, work and visit the town.

The transfer of the Council's housing stock to Housing Hartlepool, in April 2004, has continued the revitalisation of the housing stock available for rent. Over a ten year period Housing Hartlepool will have invested £98 million in the housing stock it took over from the Council.

This strategy outlines how the Council, in conjunction with its partners, will continue the development of the town.

### 3 Vision – Our Priorities for Capital Expenditure

There are a number of key priorities for capital expenditure within the Authority, namely:

**School and college facilities** – Education is acknowledged as a high priority for the Council. The Council has successfully replaced one of its six secondary schools through a partnership with the Church of England. The Council has secured funding of £104 million from the Government's Building Schools for the Future Programme which will be used to improve and address the suitability, sufficiency and sustainability of the secondary school estate. This investment will cover the replacement, or refurbishment, of five secondary schools and our pupil referral unit to provide modern facilities which will facilitate the "education transformation". In addition, the programme will include investment of around £9M in school's IT facilities and infrastructure to provide state of the art facilities. The Council will close one of its existing secondary schools as the town's future secondary education needs can be met from a reduced number of schools. These works are scheduled to begin in Summer of 2010 and to be completed by the end of 2015.

The Council has also secured funding from the Government's Primary Capital Programme initiative to address the capital investments needs of its Primary Schools. The Council has secured an initial allocation of £8.4 million for 2009/10 and 2010/11 which will enable the Council to begin to address the highest priority capital investment needs in its primary schools. In discussion with Government we will draw down early on the second years funding to accelerate the programme and stimulate the economy. Further funding will be required to complete this programme and it is anticipated that additional funding of £27 million will be provided through the Primary Capital Programme from 2011/12 onwards.

The Council is also working in partnership with Hartlepool College of Further Education to secure the development of new college facilities in the town centre. The College are seeking funding in excess of £50m from the Learning and Skills Council to fund this development. To facilitate this development the Council is selling the car park site adjacent to the existing college. This will enable the college to remain within the town centre and thereby benefit from existing transport links and the improvements in

**APPENDIX 1**

transport links which will flow from the completion of the “Transport Interchange”. The central location of the college will also play a key role in the sustainability of the town centre and the shopping centre, as it will help secure the continued use of these facilities by students.

**Adult Social Services** – The Council has entered into long-term service agreements with the private and voluntary sectors for the provision of Adult Social Services. Under these arrangements the Council’s Social Services property portfolio has transferred to the private or voluntary sector that have then funded investment to improve existing facilities.

The Council recognises that demand for Adult Social Services will continue to increase. Therefore, we entered into an innovative partnership with the Joseph Rowntree Housing Trust, Hartlepool Primary Care Trust and North Tees and Hartlepool NHS Trust to develop a retirement village. The scheme will provide supported living for approximately 400 residents, which will provide people with a better quality of life and avoid more expensive residential placements. The £34m scheme will feature 240 apartments and bungalows that will be for rent, shared ownership and sale. The development will also include a Healthy Living suite, shop, activity room, hairdressing salon and lounges for residents. This first phase was opened in August 2008 and construction of the final phase took place in March 2009.

**Environment** – The Council has a key role in improving and maintaining the local environment to ensure the town is an attractive place to live, work and visit. The proposed improvements to schools, housing, transport and leisure will make a key contribution to improving the town’s environment. The Council will also pursue other initiatives, such as securing grant funding to address land contamination issues and the provision of additional ongoing revenue funding to maintain coast protection structures and public access to the towns promenades and beaches. The new Comprehensive Area Assessment will consider use of ‘natural’ resources in more depth and we will be responding to this as part of our Climate Change Strategy.

**Housing** – The Council has facilitated the diversification of private sector housing within the town and addressed the demand for more ‘executive’ type housing. These developments are helping to stabilise the town’s population and economic sustainability. The Council recognises that these benefits have not been shared by all of the town’s residents and there are significant housing problems in relation to affordability and the limited ability of much of the older terraced housing to meet modern expectations. The Council is targeting its available housing resources to address these issues to ensure that intervention is effective in dealing with housing needs, poor housing conditions and the regeneration of deprived communities. This intervention will involve a package of measures including improvements of existing houses, the development of community/neighbourhood parks, the demolition of existing houses and the development of new private sector housing; where necessary the Council is using compulsory purchase powers in this regard. To achieve these objectives the Council is

## APPENDIX 1

working with key partners, including Tees Valley Living, the other Tees Valley Authorities, the Regional Housing Board and the Homes And Communities Agency

The Council previously completed a detailed appraisal of the options for improving the Authority's own housing stock. As a result of this review the Council determined to transfer its housing stock in April, 2004 to Housing Hartlepool, a new Registered Social Landlord.

Housing Hartlepool is part way through a major capital investment programme, which will invest around £98 million to improve former Council houses to ensure the Government's decent home standards are achieved. The Council will continue to work closely with Housing Hartlepool to help regenerate communities and to ensure that intervention in specific neighbourhoods, where there is a mixture of private and Housing Hartlepool properties is co-ordinated.

The Council will also use its available land to help Registered Social Landlords and where appropriate private housebuilders undertake housing developments which addressed specific housing needs.

**Transport** – The Council submitted its second Local Transport Plan in 2006 and has recently completed and submitted its Progress Report. The Plan describes how it and its partners intend to build a high quality, integrated and safe transport system that supports Hartlepool's continued economic growth and regeneration over the next five years. During this period the Council will work in partnership with other organisations and agencies to deliver a wide range of local transport schemes and policy measures to address the identified problems. These improvements represent a step-change in the delivery of a long-term transport strategy that will contribute towards delivering the shared central-local government priorities and achieving the long-term vision for Hartlepool. In delivering our first LTP a wide range of schemes and initiatives have been delivered to achieve targets, contribute towards the aims and objectives and address the identified problems. These successes have built a strong foundation on which the Council's new long term transport strategy and second LTP have been built.

The Council are currently in the process of developing a Highway Asset Management Plan (HAMP) which will set out how we will maintain the highway network to satisfy the demands placed on it. The plan will be used to develop long-term programmes of preventative maintenance and replacement and to determine the correct levels of budget required for each highway asset each year, ensuring that the network asset is maintained in the best condition that the available funding allows.

**Leisure** – The Council recognise that the provision of good quality, affordable and accessible leisure facilities has an important part to play in achieving a number of Community Strategy themes, including Culture and Leisure, Lifelong Learning and Skills and Health and Care. The town's main swimming pool is nearing the end of its operational life. The Council has previously set aside £3m towards the development of an "H2O centre, within the Victoria Harbour development and has been exploring options

**APPENDIX 1**

for working with private developers to take this project forward. Owing to the impact of the recession this development is not expected to be feasible in the medium term. Therefore, the Council has re-allocated this allocation to support investment in the Mill House Leisure Centre and is exploring options for the development of this site with partners, including Hartlepool United Football Club.

**Jobs and the Economy** – Hartlepool's largest-ever physical regeneration project is the remodelling of Victoria Harbour, a 133 ha dockland site. The Council is working with the landowners, PD Ports and with Tees Valley Regeneration, the Homes and Communities Agency and One North East to bring forward proposals for a mixed use development, including 57,000 sq. m. office/industrial floor space, 3,500 dwellings, shops, leisure and community facilities, expected to extend over the next 20 years. The proposals, which have been granted outline planning permission subject to a legal agreement, include private and rented housing, primary school and a pedestrian/cycle bridge over the harbour entrance linking the site to the Headland.

The Council works with the local voluntary and community sector and local businesses to promote the local economy and we are currently combining with the North East Chamber of Commerce on a "Buy local Campaign".

The Council also continued to develop its business incubation and support system, including addressing premises needs for small businesses. Investment in previous years in enhancing the Council's Hartlepool Enterprise Centre and supporting UK Steel Enterprise in developing the Innovation Centre at Queens Meadow has seen both of these centres fully occupied and with waiting lists. The Council is now working with UKSE to secure Single Programme funding for an expansion of the Innovation Centre. Improvements to existing business premises in the Central Area and Longhill have been supported by grant aid funded by a continuation of New Deal for Communities grant and the Council's own capital programme. More generally the Council is providing match funding from its own resources where necessary to lower external funding for further regeneration projects at Victoria Harbour, the Central Area, the Southern Business Zone and Seaton Carew.

**Transformational Services and New Ways of Working** – We understand the national and local context of efficient integrated and shared service provision across the public sector and increased neighbourhood working. We are transforming our own services to provide an effective and efficient framework to meet these demands. The Council is committed to improving customer services and has invested resources to develop a corporate contact centre. The Council has invested in mobile technology to enable services to be delivered in people's own homes or other locations away from the main administrative offices. The Council has invested in a new Financial Management System which has enabled ongoing revenue efficiencies to be achieved through invoice centralisation and facilitated the introduction of revised procurement arrangements, which have also achieved ongoing revenue efficiencies. The Council is also investing in a new HR/Payroll system and is working in partnership with another Council to maximise the benefits of this investment. The Council recognises that further



**APPENDIX 1**

investment will be needed over the next two years to achieve further efficiencies from Business Process Re-engineering and a Business Transformation Programme.

**Property Portfolio** – The Council has produced a “vision” for future accommodation requirements taking into account new ways of working and this forms part of the Asset Management Plan and Business Transformation Programme. These initiatives aim to rationalise and reduce the number and cost of administrative buildings, to generate capital receipts from the sale of surplus assets and to develop an invest-to save programme for energy efficiency projects.

The Council is developing a “working from home” strategy which will be a further driver to rationalise office accommodation and achieve efficiencies.

This approach links into our maintenance strategy and the Council has allocated £3.7 million to address backlog of repairs and maintenance within the Civic Centre funded from prudential borrowing. A further £1.2 million has been provided within the 2009/10 budget to address a range of property related health and safety issues and property improvements. Detailed proposals for allocating these resources will be developed in 2009/10 to address these issues and the requirements identified through the asset management plan.

**Strategic Land and Property Acquisitions** – In response to the credit crunch and economic downturn the Council has approved the principle of strategic land and property acquisitions during the recession. The strategy will require a multi agency approach with the Council’s partners to ensure an appropriate strategy is in place for developing such land and property. The aim of this strategy will be to release future benefits for the community when the economy recovers from the current recession, which may include the availability of land for social or private housing and/or the generation of resources for capital investment from future increases in land values.

The Council is in the unique position of being able to facilitate this strategy by using its Prudential Borrowing powers to provide bridging funding for such developments, subject a detailed business case being prepared for each proposal and revenue affordability. The latter factor benefits from the current historically low interest rates. The Council is exploring a range of potential developments and detailed business cases will be referred to Cabinet and Council if this initial work confirms these potential developments are viable.

#### **4 The Council’s Approach to Funding Capital Investment**

The Council will fund its capital investment from a variety of sources.

The availability of funding from these different sources has a major impact on which projects are implemented as a very large proportion of funding is provided for specific schemes. In the majority of cases these resources fund projects which are high Council priorities. However, this means that local projects are given a lower priority as funding is

## APPENDIX 1

not available for such items, although innovative approaches are used e.g. £156,000 is allocated to Neighbourhood Forums each year to address local priorities and £150,000 for Community Safety Initiatives. These allocations have now been confirmed for the three years 2009/10 to 2011/12

**External Grants and Contributions** – a significant number of capital projects are financed from external grants and contributions which are provided for the specific project and cannot be used for other purposes. For example, grants from Central Government, National Lottery funds and the European Union.

This is a valuable source of funding and has enabled the Council to undertake a number of developments that would not otherwise have been progressed. Carnegie Building – the revitalisation of a former library. Grayfields Sports Pavilion – new build facilities. Brougham Enterprise Centre – accommodation for small businesses. Coast protection Works – via DEFRA funding. Upgrading of 8/9 Church Street via Home Office Funding. The Council has previously been very active in pursuing such funding. However, given the increasing pressure on the revenue budget the Council is becoming more selective in the capital grant regimes it pursues. This will ensure developments are affordable in the medium term and make a specific contribution to the achievement of the Community Strategy themes.

**Borrowing** – a large proportion of the Council's capital investment is funded from Government supported borrowing. This funding is provided by Government departments on the basis of services bids submitted by the Council, for example Housing Bids, Local Transport Plan and Education Asset Management Plan. Where a Government department agree to provide supported borrowing for the Council's bid this will usually be provided as a Single Capital Pot allocation. In theory the Council is free to use this allocation to support its own priorities. However, the individual Government departments expect the Council to achieve relevant targets and priorities for which the resources are provided. Therefore, it is the Council's practice to pass on these resources to meet the needs identified in the relevant service bids and to hopefully ensure future bids are successful.

The Council can also take on unsupported borrowing, that is borrowing which does not attract Government support. This borrowing needs to be prudent and affordable as the repayment costs must be funded from the Council's revenue budget. This freedom gives the Council an opportunity to use borrowing to fund local priorities which are not eligible for national support. The Council has taken a prudent approach to using this freedom.

A business case approach for each proposal to use this source of funding has been adopted. This source of funding has therefore been restricted to fund investments which will either:-

- lever in significant external grant funding, for example the development of Grayfields sports facility and redevelopment of Headland Town Square; or

**APPENDIX 1**

- produce a revenue saving greater than the loan repayment costs, for example investment in IT, or the scheme to improve Public Conveniences across the town, which will be funded from the existing revenue budget for this service by rationalising operational arrangements; or
- address a backlog of repairs and maintenance, for example, this over a three year period to 2009/10 funding has been provided for repairs to the Civic Centre. In the 2009/10 budget a provision of £1.2 million has been provided to address a range of property related health and safety issues and property improvements ; or
- address minor local priorities which address Community Strategy themes and could not otherwise be funded, for example, Community Safety initiatives and Disabled Access adaptations; or
- enable the Council to address a particular policy priority, for example the extension of recycling initiatives through the implementation of new refuse collection arrangements.

The Council also determined to use of unsupported borrowing to address priorities which cannot be funded from other sources, or where existing funding allocations are insufficient to meet local needs. Annual provisions have been made within the Council's Medium Term Financial Strategy to meet the resulting repayment costs associated with this unsupported borrowing. This will provide annual capital allocations of £1.2 million for the three years 2009/10 to 2011/12 and proposals for using these resources will be recommended by the Council's Strategic Capital Resources and Asset Programme Team (SCRAPT) on the basis of robust project appraisal procedures. The continuation of this policy until at least 2011/12 will mean that a total of £6 million has been invested in this way since this initiative started in 2006/07. Council will consider whether this programme continues beyond 2011/12 when the Medium Term Financial Strategy is rolled forward. Projects which have been funded from this resource include building asset, Coast Protection works, Highways maintenance schemes, Disabled Facilities grants, Economic Development schemes and Regeneration match funding.

**Leasing Arrangements**

The Council continues, where appropriate, to use leasing arrangements to acquire vehicles and equipment for the provision of key services such as refuse collection and grounds maintenance. The decision to use leasing arrangements is based on a detailed financial appraisal to determine the most cost effective option for financing the replacement of operational equipment. The Council uses an external consultant to assist with this financial evaluation and to provide market intelligence on available leasing options.

**Capital Receipts and Revenue Funding Sources** – The Council now has limited surplus assets which can be disposed of. Therefore, this source of funding is limited. In some instances it may be more beneficial for the Council to use its land as the Council's contribution to developments with Housing Association where this levers in significant housing investment from other sources. The Council will therefore consider each

**APPENDIX 1**

disposal on a case by case basis to maximise contribution to the Council's overall objectives.

Future capital receipts will be dependent upon the rationalisation of the Council's property portfolio. This area is being pursued as part of the Council's Business Transformation Programme. It is planned to rationalise the use of assets and reduce the number of administrative buildings used and owned by the Council.

The Council undertook a study into the potential latent value of its property in 2004. This was undertaken by Consultant DTZ. One of The Council's remaining valuable assets is its minority interest in the Shopping Centre, which currently provides a significant income stream for the Council. The Council has considered disposing of this interest; however, the capital receipt would not be sufficient to replace the existing income stream. The recession has also reduced capacity within the private sector to buy such assets. Therefore, it is not currently in the Council's interest to pursue this option. A similar exercise was previously undertaken on the Council's interest in the Victoria Park Football Ground with a similar result, but current potential development of the Mill House site in conjunction with the Football Club could lead to a sale of the ground.

It is anticipated that £1.5M of capital receipts will be achieved in 2008/09 as the Council continues to drive out efficiencies in its land and property holdings.

The Council has determined that capital receipts from the sale of income generating assets should in the first instance be earmarked to either replace the assets, or to repay debt, to ensure the sale does not have an adverse impact on the revenue budget. In accordance with this policy any uncommitted capital receipts will be available to support new capital investment.

The Council can also use revenue resources to fund capital projects e.g. use of car parking income. However, as revenue budgets are under increasing pressure the Council's ability to make revenue contributions to capital is restricted. There are no proposals to make significant revenue contributions in the corporate budget strategy, although individual service departments may make small contribution for specific priorities.

"The Future of Transport" White Paper (July 2004) sets out the Government's intention to establish a Transport Innovation Fund (TIF) to give incentives to develop and deploy smarter, innovative, local and regional transport strategies. The fund will support the costs of smarter, innovative local transport packages that combine demand management measures such as road pricing with modal shift and better bus services. It will also support innovative mechanisms which raise new funds locally and the funding of regional and local schemes that are beneficial to national productivity. The paper sets out the approach to taking forward the first of the objectives, including the criteria intended to be used to provide pump-priming funding in support of scheme

**APPENDIX 1**

development. The Council are working with their partners in the Tees Valley region, through the Joint Strategy Unit, towards developing a bid for this funding.

As part of the Medium Term Financial Strategy for 2008/2009 to 2011/12 the Council determined to make provision within the revenue budget for unsupported borrowing of £3.6 million to address local priorities over this period. Proposals for using these resources are recommended by the Council's SCRAPT team on the basis of robust project appraisal procedures. The Council will consider whether this programme continues beyond 2011/12 when the Medium Term Financial Strategy is rolled forward.

**Other Sources of Capital Funding** – The Council recognises that the above sources of funding are not suitable for all capital projects. Therefore, the Council will continue to examine the potential for resolving the shortfall in available capital funding through the use of alternative funding sources. Initiatives already taken include the transfer of the Council's housing stock to a registered social landlord and outsourcing of services to enable the private sector to fund capital investment.

The Council has worked in partnership with the Hartlepool Primary Care Trust on the relocation of Health and Social Services into accommodation to be provided under the NHS LIFT partnership and works have now begun on site. In relation to Housing the Council will continue to work with a range of partners, including English Partnerships, Housing Associations and the private sector to secure affordable housing and to tackle housing market failure.

## **5 The Framework for Managing and Monitoring the Capital Programme**

### **Project Prioritisation and Option Appraisals**

It is inevitable that demands for capital investment will exceed resources available to the Council. It is therefore essential that the Council has robust criteria for allocating resources. These procedures need to reflect the Council's overall priorities, recognise the requirements of external funders and maximise the sustainability of Government funding allocated through the Single Capital Pot. The Council has determined that the best way to achieve these objectives is to passport Single Capital Pot resources to meet the relevant service bids. The downside to this policy is that it reduces the resources which the Council can allocate to its own local priorities. However, the policy does ensure resources are targeted at issues which have a high priority to both the Government and the Council. The policy also maximises the resources which the Council will secure for future capital investment.

In practice, the above policy and the limited level of capital receipts and revenue contributions to capital, means the Council has limited uncommitted resources. Therefore, existing project prioritisation and option appraisal arrangements concentrate on the revenue implications of proposed capital projects.

**APPENDIX 1**

The Council, like most local authorities, faces a challenging revenue budget position in the next few years as the Council will need to achieve annual efficiencies of 3% and address increasing demands on services. The Council's Cabinet has therefore implemented procedures for evaluating potential capital bids which include the establishment of the lifetime revenue implication of capital projects.

As part of the procedures projects will only be approved if it can be demonstrated that these costs can be funded, either:

- from savings which will arise from the investment; or
- the sponsoring department can identify alternative revenue savings/income, which do not have an adverse impact on the delivery of the Council's corporate priorities; or
- the Council's Cabinet determine to identify corporate savings as part of the overall revenue budget process.

**Managing the Capital Programme**

The Council will continue to maintain robust and comprehensive procedures to ensure the delivery of capital projects on time and to budget. These procedures are particularly critical given the dependency of the Capital Programme on external grants as the Council needs to ensure grant conditions are met. Regular capital monitoring reports are considered by the Corporate Management Team and Cabinet. The Council's Strategic Capital Resources and Asset Programme Team will co-ordinate the development of the Capital Programme.

Grant funded schemes, such as the New Deal for Communities Programme, are subject to the funders Specific Performance Monitoring regimes. In most cases these monitoring arrangements review progress on a quarterly and annual basis against agreed financial and non financial targets. Failure to deliver against these targets can result in the loss of future grant allocations, or in extreme cases the claw back of monies already provided. The Council has an excellent track record of delivering against these milestones.

**Procurement**

The Council has strengthened its approach to procurement over recent years by the formation of a Corporate Procurement Team to coordinate activity and to develop a procurement strategy in line with local regional and national strategies. The Council's Contract Procedure Rules have been amended to reflect a variety of options such as best price and quality / price tenders in addition to partnering arrangements. This allows capital projects to be delivered on a flexible manner to meet individual requirements.

The Council is an active participant in the Regional Improvement and Efficiency Partnership and its procurement projects e.g. the production of a collaborative sourcing strategy and harmonised contract documents. Sub regionally collaboration between the

**APPENDIX 1**

Tees Valley Authorities has increased in the sharing of the commission role for procurement exercises to achieve efficiencies e.g. Waste Management initiatives, potential for shared service provision, commodities etc. We are also part of a purchasing consortium (NEPO) across all North East Council's where our flexible energy purchase arrangement has proved successful.

We have a strategic partnership in place to deliver corporate projects (including LEA funded schoolwork) up to a value of £100k. This commenced in 2002 and has proven successful in speedy delivery of schemes. It was renewed in 2005 and is currently under review.

Significant savings have been realised by the procurement of Home to School transport and ancillary services.

The further development of a "Centre of Excellence" for procurement will take place within the Council's Business Transformation Programme.

**6 Capital Spending Proposals**

The Council's Capital Programme for the three years 2009/2010 to 2011/2012 was approved in February, 2009 having gone through Scrutiny, Cabinet and Council via the budget process. Over this period the Council will invest over £83.1m, which includes Building Schools for the future investment in 2010/11 and 2011/12. A breakdown of the 2009/2010 Capital Programme is detailed below:

	<b><u>£'000</u></b>
Children's Services – Education	8,905
Local Transport Plan	1,871
Housing	4,523
New Deal for Communities	800
Asset Management	2,400
Other	3,695
	<b><u>22,194</u></b>

**7 Links to Partners**

The Council has a strong track record of partnership working to maximise the impact of the Council's own capital resources and the investment undertaken by partners. Recent examples of partnership working include:

- the Council is working in partnership with Hartlepool New Deal for Communities (NDC) on a range of regeneration projects within the NDC area. One of the key projects is the Housing Renewal programme, which aims to tackle significant housing market failures and associated social problems. Over the 10 year life on Hartlepool NDC the Council will contribute £7.5m towards this initiative;

## APPENDIX 1

- the creation of a Church of England School in conjunction with Durham diocese to replace one of the town's six secondary schools;
- partnership between the Council, the Governors of another secondary school, the Sports Lottery and SRB to establish a specialist sports college;
- Partnership between the Council and the Governors of the town's secondary schools on the development of the Building Schools for the Future programme;
- Partnership between the Council and the Governors of the town's primary schools on the development of the Primary Capital programme.
- Working with the PCT, Housing Associations and other organisations in delivering supported housing.
- Working with Hartlepool People in the Community Asset Transfer and development of a key building providing services to the local community.
- Working with the Headland Development Trust to develop the St Hild's New Life Centre for Performing Arts.

As part of the Local Strategic Partnership the Council will continue to be involved in partnership projects across a range of service areas directly linked to the achievement of our corporate priorities, including:

**Health** – The Council worked with Hartlepool Primary Care Trust to develop new facilities which incorporate Health and Social Care services on the same site. The main project is the development of a new Health and Care Centre in the town centre. The Council was heavily involved in site assembly and has now sold the site to LIFT. Works on the development of this facility have now commenced.

**Education** – The Council will continue to work with Secondary Headteachers, Governing Bodies, parents and other Education stakeholders to ensure the development vision for the Secondary Schools estate is delivered through the Building Schools for the Future Programme. There will be a similar collaborative approach for the redevelopment of Primary Schools.

**Transport** – The Council will continue to work in partnership with the other four Tees Valley authorities on the development of a sustainable transport strategy for the Tees Valley. This includes an "in principal" commitment to the development of a Tees Valley metro system. At a local level the Council's own Local Transport Plan will continue to be developed in consultation with the appropriate transport bodies. The Tees Valley Authorities have submitted a combined bid to DfT for a major bus corridor network, which will include "super core" and "Core" routing.

Feedback to date has been positive and an announcement is expected April 09.

The bid will promote synergy of transportation needs capital expenditure and control mechanisms.

**Housing** – The Council is no longer a direct provider of rented housing. However, the Council still has strategic housing responsibilities and will work in partnership with others



## APPENDIX 1

to ensure everyone has access to good quality and affordable housing. Over the next few years the major housing issue facing the Council is to address housing market failure within the traditional town centre terraced market. To address these issues the Council will continue to work in partnership with a range of public sector organisations, including the New Deal for Communities partnership, the Homes and Communities Agency (HCA), Housing Hartlepool and other registered social landlords, as well as private sector developers. This broad coalition will seek to regenerate these areas through a combination of refurbishing and demolishing existing houses, the development of new housing by the private sector and the development of new public open spaces.

As indicated previously, the Council will also continue to use its limited land resources as part of its ongoing liaison with the HCA, RSL's and private housebuilders to address affordability issues.

**Community Safety** – The council works in partnership with Cleveland Police and other members of the Safer Hartlepool Partnership in the delivery of the town's crime, disorder and substance misuse strategy 2008 -2011. Over the next 3 years the council will provide a further £0.45m of capital funding for community safety initiatives which contribute to the delivery of this strategy and its annual priorities.

### 8 Links to Other Strategies and Plans

The Council is a key member of Hartlepool Partnership and we have adopted the Partnership's long-term vision for Hartlepool as expressed in the Community Strategy. The Council's Corporate Plan sets out how the Authority intends to deliver its part of this strategy. The Corporate Plan provides the overall focus for the Council's activities and is supported by a variety of service specific plans, including the Capital Strategy and Asset Management Plan.

### 9 Performance Measurement and Innovation

As recommended by the ODPM the property performance indicators published by the COPROP Performance Management Initiative will now be used in preference to the former ODPM Indicators as it is recognised that these definitions will improve reliability of data and the validity of inter-authority comparisons through the Institute of Public Finance Asset Management Network

Property Performance is reported to the Finance and Efficiency Portfolio Holder annually and reported quarterly as a requirement of Corporate and Departmental Service Plans.

### Egan Report – Rethinking Construction

The Council has successfully implemented the Principles of Egan's "Rethinking Construction" by building "quality" into tender consideration. More significantly the extensive use of partnering arrangements to deliver key projects is well embedded in the

**APPENDIX 1**

procurement approach of the Council. There is also a strategic partnering arrangement in place for the provision of maintenance and other works up to a value of £100k. The partners include 2 private sector contractors and the Council's in-house team. Benefits include value engineering gained from early involvement of contractors e.g. Carlton Outdoor Centre and LEA Condition Works, Planned Maintenance Works and Minor Building Works and the realisation of savings being re-invested in projects.

**10 Disposal Strategy**

As indicated earlier, the Council has previously generated significant capital resources from the sale of land and buildings. These resources have been used to fund new capital projects and to provide building land for private sector development. Over the past five years the Council generated usable capital receipts of £12.1m. However, owing to the success of previous capital receipt programmes, the Council has limited potential to generate capital receipts. The remaining disposals will be difficult to achieve and will therefore not be included in the Council's Capital Programme until the receipts are certain to be received. This prudent approach will ensure the Council does not over commit itself.

To encourage service departments to manage their land and property assets effectively, they are entitled to retain 25% of the capital receipt generated from the sale of operational assets. This money can then be invested in their remaining property assets. The remaining 75% is allocated on a corporate basis.

**Efficiency Strategy**

Asset Management is an important strand of the Council's Efficiency Strategy and Business Transformation Programme. The key ingredients will be:-

- Development of the accommodation strategy
- Rationalisation of property
- Minimising running costs e.g. energy efficiency
- Improving procurement arrangements e.g. vehicles
- Addressing environmental issues and climate change e.g. green energy.

**11 Summary**

The Council will continue to prioritise its capital resources in line with its corporate objectives and seek additional funding sources to achieve these objectives. It is recognised that bids for external funding need to be closely aligned to these objectives and take account of "full life cost" implications.

It is also recognised that the continued regeneration and revitalisation of Hartlepool will only be achieved through existing and new partnerships with other public sector organisations and the private and voluntary sectors. The Council has a good track record in working with such bodies and has already achieved significant improvements. These developments will continue to be a major influence in the coming years including

## APPENDIX 1

the development of the retirement village and the major regeneration opportunity provided by Victoria Harbour.

It is envisaged that the Council will need to provide greater community leadership in the coming years to address the impacts of the recession. This may need to include greater involvement in the development of the town as the private sector is unlikely to be able to fulfil this role in the short to medium term. The Council is currently assessing a range of potential interventions, which will involve working with partners and the development of detailed business cases.

The Council will review its capital expenditure plans on a regular basis to reflect changing circumstances, including:

- The results of Service Reviews and Inspections (including service specific inspections and the Comprehensive Performance Assessment);
- The level and type of Central Government support for the Council's capital investment;
- Pressures and priorities set out in the Council's Medium Term Budget Strategy (including the level of Council Tax increases).

# **Asset Management Plan**

## **2009 to 2012**



**A Four Star Authority – Improving Strongly**

**APPENDIX 1****1 Introduction**

This document give an overview of the progress being made upon delivery of the Asset Management Plan 2008/09 to 2010/11 providing summary details of progress to date on key topics and developments.

This is a forerunner to the preparation of the detailed works programmes that will ensure that the strategic investment decisions that have been made are implemented and so ensure continuing management of land and property assets. The objective is to secure efficiency gains, ensure business continuity and support service delivery.

The Council recognises that property is a corporate resource and by doing so it is committed to delivering a strategic approach to Asset Management. This entails the utilisation of property data at a strategic level across the organisation to ensure that service planning and property planning are fully integrated. This helps to ensure a co-ordinated approach to the use of assets and the realisation of corporate benefits that would otherwise have not been identified. This is achieved through a cross directorate approach and the role of the Strategic Capital Resource Programme Team to ensure a joined up approach to asset management.

The Capital Strategy provides the framework which guides investment decisions and maximises the benefits of the use of capital resources, including the use of Council assets.

The Asset Management Plan is the implementation document. It is the mechanism by which the Council delivers it's Capital Strategy. It is important that both the Capital Strategy and the Asset Management Plan align so that our decision making processes relate directly to our strategic priorities.

The Importance of co-ordinating the managing all the Council's Assets is recognised and the following workstreams and links to other Strategic Plans are identified:

**Land and Property** - the delivery of the Council's Medium Term Disposal Strategy and the Accommodation Strategy coming out of the Council's Business Transformation Programme. Particular consideration is being given to the need to consider funding required for maintaining and enhancing its unused land and buildings where there is an impact on visual amenity.

**Highways and Transportation** – the preparation of a Highways Asset Management Plan, the Local Transport Plan and maintenance programmes.

**Other Major Infrastructure** – including the Council's responsibility for car parks, coast protection structures and war memorials, Shoreline Management Plan.

**Vehicles, plant and equipment** – procurement and leasing arrangements.

## APPENDIX 1

**Housing** - investment within the Council's strategic housing function and promoting the provision of Land for Affordable Housing.

**Regeneration** – investment in schemes through a variety of initiatives across the Borough and linking to the Community Strategy.

**Children's Services to Schools** – linking with the Children's Services Asset Management Plan, the Big Plan and future investment in Building Schools For the Future and Primary Capital Programme.

### 2 Corporate Asset Objectives

The Council has five corporate property objectives and these are as follows

- Contribute to achieving the Council's core objectives resulting from the Community Strategy and other strategic plans and/or initiatives
- Ensure property solutions appropriate to service needs
- Maximise financial returns from property
- Minimise cost in use of property
- Enhance quality, sustainability and accessibility

### 3 Key Asset Objectives

- Optimise the contribution of property to meet Key Corporate Objectives and the Vision of the Community Plan.
- Generate capital receipts to support the Medium Term Financial Strategy.
- Deliver Gershon efficiency gains.
- Maximise the contribution of property to the continuing regeneration of Hartlepool.
- Ensure our property meets the Disability Discrimination Act.
- Facilitate alternative ways of working.
- Maximise the benefits of information and communication technology.

### 4 Asset Management

Asset Management is about optimising the assets of the Council in terms of service benefits and financial return. It is an important part of resource planning. There are two interacting components:

- **Strategic Asset Management**

This focuses on the medium to longer term and involves decisions on asset investment linked to customer and end user needs and service delivery

**APPENDIX 1**

requirements. It involves a challenge to the holding of assets. There is an assumption that assets should only be retained where they provide greater value for money than the alternatives. New methods of service delivery, flexible working arrangements, shared services and developments in information technology are likely to make the Council less dependant on fixed assets in future years.

- **Operational Asset Management**

Once the strategic investment decisions have been made this is the continuing management of the fixed assets on a short to medium term basis. The objective is to secure efficiency gains, ensure business continuity and support service delivery

#### **4.1 Asset Management Planning**

The aim of Asset Management Planning is to raise awareness of the resources invested in the Council's assets and to develop strategies and programmes to ensure that they are deployed in the way that best meets corporate and service objectives.

This is a business process with the underlying purpose of achieving the better use of public assets, and of minimising the opportunity cost of resources tied up in land, buildings and fixed assets.

A number of management principles support effective strategic asset management:

- There needs to be an integrated departmental and corporate approach to fixed assets
- Explicit responsibility for, and corporate leadership of the strategic asset management function is required
- The correct balance has to be taken between central control and devolved responsibility for land, buildings and fixed assets
- A synergy is needed between the strategy for fixed assets and the service objectives linked to the use of those assets
- Clear authority-wide property objectives have to be fed into the service planning process. These need to be communicated to elected members and managers with specific service delivery responsibilities
- Any change in the strategic role or management of fixed assets needs to be planned, co-ordinated, and prioritised within the Corporate Plan.
- Asset management needs to be backed by a simple and robust system of performance management which relates directly to Corporate or service objectives
- Effective data systems have to be in place to support the management of fixed assets
- Robust techniques are needed to justify decisions. These need to balance service benefits against financial returns and expenditure.

## APPENDIX 1

### 4.2 Asset Management Objectives

The objectives for Corporate Asset Management are:

- To ensure the Council's service requirements are linked to an effective asset management solution.
- To raise awareness of the Council's assets and provide a clear decision making structure for their management and use.
- To manage asset management delivery to demonstrate continuous performance improvement.
- To release value from assets by minimising running costs, structured investment, through partnerships or through disposal.

The authority has adopted an overall aim in respect of its property:

- To optimise the utilisation of assets in terms of service benefits, accessibility and financial return'.

Flowing from this aim and developed from the key themes identified in the Corporate Plan, the authority has established five corporate property objectives, together with strategies to achieve these objectives:

- Contribute to achieving the Council's core objectives
- Ensure property solutions appropriate to service needs.
- Maximise financial return from property.
- Minimise cost in use of property.
- Enhance quality, sustainability and accessibility.

Asset Management therefore has an important role to play in achieving the Council's and the Community Strategy objectives:

- Better public services through better assets – the right assets in the right place can make the difference.
- Sustainable Communities – the contribution of land and property to regeneration.
- Property and investment planning is a key part of the Council's overall budget framework – contributing to the efficiency strategy and effective use of resources.
- Sharing public sector property assets – in the future integration and alignment of services.

## 5 Organisational Framework

Corporate priorities and objectives are reflected in the Council's Capital Strategy and form the basis for decisions on the acquisition, investment or disposal of fixed assets.



## APPENDIX 1

Corporate Asset Management falls under the remit of the Executive Member for Finance and Efficiency who is the lead member for asset management.

The Head of Procurement, Property Services and Public Protection, is the designated Corporate Property Officer and has responsibility for Asset Management and reports directly to the Executive Member for Finance and Efficiency and to the Cabinet as appropriate.

The framework in essence comprises:

- Strategic Capital Resource and Asset Programme Team
- Corporate Asset Management Group
- Procurement and Property Services Division
- Departmental Service Asset Management Planning

### **5.1 Strategic Capital Resource and Asset Programme Team**

- Assistant Director Level chaired by the Director of Neighbourhood Services
- Visioning of AMP
- Identify and prioritise use of resources
- Agree the Capital Programme based upon option appraisal/business case

Steering group that formulates, monitors, reviews the Capital Programme.

The team provides the focus for long term planning and strategy for the Council's assets to ensure the needs of services are integrated into an efficient and effective approach.

### **5.2 Corporate Asset Management Group**

- Senior Officer level covering capital and asset management streams
- Operational management
- Preparation of options
- Delivery of AMP/Capital Strategy priorities

This Group comprising officers at senior level covering capital and asset management streams supports the work of the Strategic Capital Resource and Asset Team on a day to day basis within Service Departments but with a Corporate focus.

The remit of the Group includes:

- Operational management issues
- Preparation of option appraisals
- Delivery of AMP/Capital Strategy priorities

**APPENDIX 1****5.3 Procurement, Property Services and Public Protection Division**

Incorporating the key asset management functions within the Council. The Division includes the Asset and Property Management Section which includes Estates Management, Building Surveying and Energy Management. The Section aims to deliver a seamless one-stop asset management service across the Council, by:

- Writing and implementing the Council's Asset Management Plan
- Providing a wide range of expertise on asset management and property issues and providing advice to departments
- Undertaking a rolling programme of Condition surveys of Council properties
- Supporting the delivery of capital schemes through best practice in project management
- Managing of the Council's investment properties.

**5.4 Departmental Service Asset Management Plans**

- Departmental Asset Management Plans provide the basis for challenging and reviewing the asset holdings of individual service areas.
- Main property owning departments are being asked to produce their own Service Asset Management Plans as part of an on going Accommodation Review and these will cover such items as :
  - Background to the Department including its aims and links between these aims and the Corporate Plan Objectives
  - A summary of the departments property holdings and their condition, which identifies the key areas for investment
  - An assessment of future pressures and opportunities that the department will face and the fit of existing properties to future need. This includes aspirations for growth to meet corporate objectives
  - An overview of the options that are available to the department to resolve its asset management issues, including shared use of property with partners
  - A statement of the preferred options that the department has identified
  - The key milestones and timetables for change

Based upon the outcomes of Departmental Asset Management Plans the Asset and Property Management Group will be able to consider asset management on a corporate basis, identify cross cutting opportunities where appropriate and account for any resource implications.

The Asset and Property Management Group optimise the utilisation of assets in terms of service benefits, accessibility and financial return by:-

- Contributing to the Council's core objectives based on the Community Strategy themes.
- Ensuring property solutions appropriate to service needs.

## APPENDIX 1

- Maximising financial return from property.
- Minimising cost in use of property.
- Enhancing quality, sustainability and accessibility.
- Being commercially successful and promote local employment.
- Providing a cost effective, quality service which meets all contractual, statutory and customer requirements.
- Providing integrated and responsive services for the commercial success of the Department.

Departmental Service Asset Management Planning is being embedded with the Corporate initiative being included in the Service Planning process

### 5.5 Corporate Property Officer responsibilities are as follows:

- Integrate property as a key resource with the business processes of the Council and address property implications of both corporate and service objectives and through effective asset management planning, help deliver these aims and objectives in a sustainable manner at the right time and within budget.
- Through the Strategic Capital Resource and Asset Programme Team and the Corporate Asset Management Group, identify the drivers for change and their impact on property and accommodation needs.
- Review Best Value plans and other corporate plans and determine the property implications.
- Through the Strategic Capital Resource and Asset Programme Team Corporate Asset Management Group, develop and report on national and local performance measures that are relevant to the Council's own requirements and priorities.
- In conjunction with the Chief Financial Officer and the Corporate Asset Management Group develop the Capital Programme management, monitoring and review process.
- Manage and develop the Corporate Property Database

The schools Asset Management Plan is dealt with by the Children's Services Asset Management Team as part of the DfES reporting procedures. The Head and Procurement and Property Services (aka Corporate Property Officer) and the Asset and Property Management Group are members of the Education Asset Management Group and also collect, process and input the information that informs that plan and its outcomes.

## 6 Data Management

A key task for the Asset and Property Management Group is the ongoing development of the Council's Corporate Property Database.

## APPENDIX 1

Information held needs to be:

- Up to date
- Easily accessible
- Complete

The information is crucial for:

- Informing the development of strategies and reviews
- Evaluating and appraising options
- Decision making and planning
- Performance management
- Monitor and assess the implementation of assets strategy and performance
- To satisfy statutory and other external reporting and compliance requirements.

It needs to be available to support decision making at all levels of the management process. It forms the basis for discussions with all stakeholders.

### 6.1 Corporate Property Database

Due to developments within the field of property data management software a decision was made to consider replacing the existing Corporate Property Database (Tribal Technology – Evolution) with an updated and enhanced model with increased functionality. Following a year long evaluation process the most appropriate system was considered to be the IPF AssetManager.NET system current being used by 150 other Local Authorities. This is considered to incorporate the complete aspects of Asset Management whilst integrating capital accounting requirements with the needs of Legal and Estates.

A year long transition phase has been initiated and the replacement system will be fully operational, and populated by April 2010, this allows for data validation and migration and staff training.

### 6.2 Terrier information

Defining legal interests held in property and land. This has been successfully transferred from a paper based to an electronic system utilising Industry Standard GIS.

### 6.3 Secondary Systems and Data

Where data requirements cannot be accommodated in the core systems the approach taken allows for the creation of satellite systems to deal with particular requirements.

## APPENDIX 1

These draw information from core data and can be used to manipulate data or represent it in a customer focused way.

### 6.4 Identifying Future Needs

At the present time the following projects are identified for consideration and possible implementation:

- Lease Register – linking the Legal Division's separate records of lease history into the core systems so that data is captured and stored once only.
- Recording within the core systems detailed information on legal title restrictions and property holding powers currently held on paper record.
- Mapping of additional legal data e.g. statutory enactments affecting specific locations, byelaws, restrictive covenants and easements where these may have a direct bearing on asset management and review.
- Capturing a secure electronic copy of legal & other property-related documentation.
- Increased utilisation of GIS as a tool for analysis in pursuance of development feasibility studies, property performance appraisal and asset review strategy.

## 7 Performance Management

Effective performance management is critical for the success of Asset Management in order to:

- Achieve the Council's aims and objectives through effective Asset Management
- Prioritise what is important and what gets done
- Motivate and manage staff and partner organisations
- Measure and communicate success
- Improve the perception of service provision

To be effective, performance management should not be isolated to the performance of fixed assets alone. Performance management within the asset management function needs to link and overlap with the Community Strategy, the Corporate Plan and contribute to individual service aims and objectives.

### 7.1 Portfolio and its current performance

#### National Property Performance initiative

The National Property Performance initiative (NaPPMI) Property Performance Indicators are being utilised and provides a suite of national and local indicators to measure the performance of local authority assets.

## APPENDIX 1

The initiative enables effective benchmarking between authorities through the Institute of Public Finance (IPF) Asset Management Network.

The seven property performance indicators are:

- PMI 1 A,B,C,D National Indicator - Condition and Required Maintenance
- PMI 2 A,B,C National Indicator - Environmental Property Issues
- PMI 3 A & B Local Indicator - Suitability Surveys
- PMI 4 A,B,C,D Local Indicator - Building Accessibility Surveys
- PMI 5 A&B Local Indicator - Sufficiency
- PMI 6 A,B Local Indicator - Spend
- PMI 7 A,B,C,D Local Indicator - Time and Cost Predictability

In addition there are local performance measures included in annual departmental and service plans which are monitored and reported on a quarterly basis.

Energy performance in terms of consumption and cost is measured on a regular basis.

Information collected will be reviewed and utilised for comparison and decision-making purposes.

## 8 Stakeholder Views

The long term approach to Asset Management needs to derive from consultation across a full range of stakeholders:

- People who use the Council's buildings and services
- Groups with special access requirements for the Council's buildings
- People who do not currently use the Council's buildings and services
- The elected members of the authority
- The Council's Senior Management Team
- The Council's own staff
- The Council's key strategic partners

Methods used include ViewPoint 1000, Building User Groups, Access Forum, Scrutiny and Neighbourhood Forums.

## 9 Making Asset Decisions

### 9.1 Resource Context

The Council, in managing its assets ensures that the capital programme is effective in terms of its contribution to the achievement of corporate and service objectives.

To do this, the Capital Strategy provides clear strategic guidance on capital objectives,

## APPENDIX 1

priorities and spending plans.

A capital option appraisal and prioritisation system has been developed to ensure the capital programme is aligned to corporate and service priorities. The process is corporate, objective and transparent.

As part of the process, Service Heads are required to complete 'Capital Project Appraisal Forms' for all capital investment proposals. These capital 'bids' are scored against various criteria, such as fit with corporate objectives, legislative requirements and opportunities for leveraging in external funding and are then 'ranked' according to their scores. Proposals are then considered by Strategic Capital Resource and Programme Team, taking into account the capital resources available to the authority. Recommended projects are then presented ultimately to Council for approval.

### 9.2 Asset Challenge

A long term asset strategy involves a challenge of all existing fixed assets and an option appraisal judged against value and contribution to service delivery and corporate objectives.

There are four options for any fixed asset:

- Retain and continue to maintain through a programme of planned and reactive maintenance
- Retain and develop asset to improve financial and/or service delivery performance
- Retain asset, undertake minimum maintenance and dispose of asset when the time is right
- Dispose of asset immediately

Through the various property reviews undertaken, the Council now has a good understanding of the condition of its property assets, future maintenance liabilities and the flexibility of existing accommodation. Further work is now needed to link this information to an assessment of need in order to then place each property asset into one of the above categories.

Each service will have its own internal drivers that will change the approach to service delivery in future years and give rise to specific accommodation requirements. These need have to be identified by Heads of Service and fed into updates to the Asset Management Plan.

### 9.3 Economic Recession

Our shorter term plans need to consider the effects of the economic recession in terms of:

**APPENDIX 1**

- working with developers
- timing and value of land and property disposals
- the value of our assets
- rental income
- procurement
- staff recruitment

**9.4 Community Asset Transfer**

The Council has taken the opportunity to consider how the community can benefit from the transfer of certain assets. An example of this is the Hartlepool People Centre. The Council will continue to work with this positive attitude to enable asset transfers which have mutual benefits.

**10 Maintenance Implementation**

The implementation of the maintenance strategy as set out in the Asset Management Plan is facilitated by the provision of Capital and Revenue resources.

**10.1 Revenue - Corporate Planned Maintenance  
2008/09 Projects**

**Budget £225,000**

Property/Project	Budget £000's	Status
Civic Centre • Fire Sprinklers UG Car Park	90	Commissioned
Brinkburn Sports Hall • Roof Repairs	15	Complete
St Hilda's Church Clock • Dial Repairs	25	Commissioned
Mill House Leisure Centre • Pool Filters	35	Complete
Seaton Carew Clock • General Repairs	5	Complete
Municipal Buildings • Fire Alarm	10	Design

Budget available for 2009/10 £250,000 detailed proposals in course of preparation.



**APPENDIX 1****10.2 Capital - Access Schemes**

Annual Budget £50,000

<b>Property/Project</b>	<b>Budget £000's</b>	<b>Status</b>
Greatham Community Centre • Unisex Accessible Toilet	20	Option under review
Mill house Leisure Centre • External main entrance doors	5	On site
Various buildings • Induction Loops	15	On site
Hartlepool Maritime Experience • Improvements to entrance way	5	On site
Civic Centre • North Entrance Doors	5	Complete

**10.3 Capital Allocation - Medium Term Financial Strategy**

£1.2m per year till 2011/12

	<b>Allocation</b>			
<b>Property/Project</b>	<b>2007/08 £000,s</b>	<b>2008/09 £000,s</b>	<b>2009/10 £000,s</b>	<b>Status</b>
Refurbishments of Burbank Community Centre • Refurbishment	120			Completed
Bridge Community Centre • Demolition	150			Completed
Seaton Bus Station • Refurbishment	150			Completed
Multi-storey car park • Surface and leakage repairs	300	362		Completed
Historic Quay • Toilets Demolition -	51			Completed

## APPENDIX 1

	Allocation			
Property/Project	2007/08 £000,s	2008/09 £000,s	2009/10 £000,s	Status
Modified scheme to create storage facility.–				
Eldon Grove Sports Centre • Demolition	120			Completed
Owton Manor Lane shops • External works	50			Completed
Highways • Maintenance Schemes	425	40	40	Completed 9/10 pending
Municipal Buildings • Boilers	151			Implementation on hold.
Brinkbum Centre • Roofing and Pool Plant	83			Completed
Borough Hall • Roofing and boilers	32			Completed
Stranton Crematoria • Roofing	34			Completed
Lynn Street Depot • Replacement of heat emitters to workshops		60		Pre Start
Waste Recycling Centre • Security		55		Complete
Civic Centre • Reconstruction of ramp to front of building		29	151	Design
Civic Centre • Disabled toilet refurbishment		78		Partly Complete
Civic Centre • Replace		72		Design

## APPENDIX 1

	Allocation			
Property/Project	2007/08 £000,s	2008/09 £000,s	2009/10 £000,s	Status
existing card reader system				
Municipal Buildings <ul style="list-style-type: none"> <li>Replace existing card reader system</li> </ul>		9		Design
Brougham Enterprise Centre <ul style="list-style-type: none"> <li>Toilet and Showers</li> </ul>		40		Design
<ul style="list-style-type: none"> <li>Disabled Facilities Grants</li> </ul>		105	100	Fully committed
Coast Protection <ul style="list-style-type: none"> <li>North Pier</li> </ul>		100	100	Fully committed
Regeneration Programme <ul style="list-style-type: none"> <li>Match Funding to lever in Regeneration Support</li> </ul>		100	175	Partially committed
Industrial/Commercial Property <ul style="list-style-type: none"> <li>Grant Aid funding of Industrial and Commercial Improvement Areas</li> </ul>		100	175	Partially committed
Grayfields Mini soccer pitches			74	Pending
Energy Efficiency schemes Site specific Opportunities			20	Pending
Non-adopted highway areas Maintenance Schemes			100	Pending

**APPENDIX 1**

	Allocation			
Property/Project	2007/08 £000,s	2008/09 £000,s	2009/10 £000,s	Status
Wharton Terrace Area Removal of planters			50	Pending
Municipal Buildings Fire Alarm system			12.5	Pending
Central library Refurbishment			100	Pending
Shopping parades • Improvements			50	Pending
Mill House Leisure • Refurbish changing areas			350	Pending

£1.2m available to 2011/12 to fund local priorities. Detailed proposals to be prepared.

#### **10.4 Capital - Health and Safety and Property Improvements**

An additional one-off investment of £1.2m has been allocated in 2009/10 as part of the budget process. This will fund prioritised projects approved by Cabinet

### **11 Environmental Sustainability**

Both gas and electricity prices have risen sharply over 2008/9. The increases are 22.5% on electricity, 15% on Gas and approx 10% on water.

It is clear that the Local Authority has both an environmental and financial/value for money incentive to improve energy efficiency, both directly in the way that the Council operates.

Although there are variations in consumption due to external factors such as weather conditions, consumption of energy with the exception of electricity within Hartlepool Borough Council has shown a downward trend over the last few years. Electricity shows continuous growth in consumption but indications are that the growth is stabilising

## APPENDIX 1

One explanation for the reduction in consumption is the work that is on-going within the local authority to improve the energy efficiency of the Council's buildings and services.

The Business Transformation Programme highlights energy management as a key area in which to make savings by strengthening the corporate approach in reducing demand and promoting energy efficiency

The Council is developing a Climate Change Strategy and Action Plan that will support environmental sustainability in the Borough and optimise our use of natural resources.

### 12 Service Delivery and Accommodation Needs

Work is ongoing to develop and shape the medium/long term accommodation requirements of the Council and this has been incorporated into the Asset Management Workstream of the Business Transformation Programme.

The key points for action are:

- A trial based on the principles included within the Accommodation Strategy element of this business case be considered and implemented on level 3 of the civic centre as part of the refurbishment programme commencing April 2009.
- Unallocated space be allocated by the Business Transformation team who will be responsible for deciding in conjunction with Directors which services should transfer into the civic centre and other administrative buildings enabling the property rationalisation programme to commence as soon as is practicably possible.
- A review of non administrative operational buildings and land be undertaken during 2009/10 as part of the overall property rationalisation programme, with a view to reduce the surplus portfolio by 10% via disposal, community transfer and/ or shared service provision thus reducing annual running costs.
- A commercial approach is taken to review and challenge the property and land on the asset register as part of the asset and property rationalisation programme, aiming to reduce the surplus portfolio by 25%.
- A centrally managed service for asset and property management be introduced
- An invest-to-save programme for energy efficiency projects is prepared by Neighbourhood Services and representatives from the Business Transformation Team, identifying the resources required to invest in Council property to reduce consumption, realise efficiencies and reduce the authority's carbon foot print.

# **CABINET REPORT**

**24<sup>th</sup> March 2009**



**Report of:** Director of Neighbourhood Services

**Subject:** CONCESSIONARY LOCAL BUS TRAVEL

---

## **SUMMARY**

### **1. PURPOSE OF REPORT**

To report the proposed re-imbursement arrangements with local bus operators for concessionary fares to be implemented from the 1<sup>st</sup> April 2009 to the 31<sup>st</sup> March 2010 inclusive.

### **2. SUMMARY OF CONTENTS**

Background information on the current concessionary fares scheme operating within Hartlepool and costs negotiated with local bus operators.

### **3. RELEVANCE TO CABINET**

It is the responsibility of the Portfolio Holder for Neighbourhood and Communities but has relevance to other portfolios.

### **4. TYPE OF DECISION**

This is a key decision (test ii).

### **5. DECISION MAKING ROUTE**

Cabinet will make the decision.

### **6. DECISION(S) REQUIRED**

That Cabinet approves the reimbursement arrangements with local bus operators for the 2009/10 concessionary travel scheme contained in Table 2.

**Report of:** Director of Neighbourhood Services

**Subject:** CONCESSIONARY LOCAL BUS TRAVEL

---

## **1. PURPOSE OF REPORT**

- 1.1 To report the proposed re-imbursement arrangements with local bus operators for concessionary fares to be implemented from the 1<sup>st</sup> April 2009 to the 31<sup>st</sup> March 2010 inclusive.

## **2. BACKGROUND**

- 2.1 The national concessionary travel scheme was introduced on 1<sup>st</sup> April 2008, and a local enhancement for free travel at all times across the Tees Valley was agreed at this time.
- 2.2 As is the case every year the Council has worked in partnership with Stockton-on-Tees, Middlesbrough and Redcar & Cleveland Borough Councils to negotiate a cost for re-imbursing the majority of the bus operators for the cost of travel incurred by Hartlepool residents with concessionary passes.
- 2.3 Three of the operators have provided a cost for allowing travel at all times of the day. This is over and above the statutory minimum requirement and continues the current arrangement. The remaining operator is reimbursed on a per journey basis at an agreed rate based on the average fare.
- 2.4 **Agreements with Operators**
- 2.4.1 Under the 1985 Transport Act, the Council must ensure that operators are “no better nor no worse off” than they would be if a concessionary fares scheme did not exist. A fixed payment method has again been negotiated with local bus operators for 2009/10. This method would secure the agreed scheme in budgetary terms and guarantee payments for both the Council and bus operators.
- 2.5 The bus operators’ justification for the increase in payments is based on the following factors:
- A continued and significant increase in the number of concessionary journeys being made, especially cross boundary in the case of Arriva and Go North East
  - A continued increase in operating costs (e.g. fuel, wages and insurance) being experienced by bus operators ; and
  - A continued increase in the fare charged to passengers

- 2.6 Table 1 provides a summary of the agreed expenditure for the current financial year and the proposed costs for 2009/10 negotiated with local bus operators.
- 2.7 The proposed fixed cost for the Council to meet the statutory minimum requirement and allow free travel during peak times (before 9:30am Monday to Friday) in 2009/10 is £1,861,000. This represents an additional cost of £226,452 compared to 2008/09. It is also estimated that a payment of £20,000 will be required for Veolia on a per journey basis (based on this year's figures)
- 2.8 The Government has awarded the Council additional funding totalling £341,000 to pay for the additional requirements of the national concessionary travel scheme for 2009/10
- 2.8.1 Table 1: Proposed Cost for the National Concessionary Travel Scheme 2008/09 (Arriva, Go North East and Stagecoach)

	2008/09 Agreed Cost	2009/10 Proposed Cost	Change (£)	Change (%)
<b>Total</b>	<b>£1,634,548</b>	<b>£1,861,000</b>	<b>+£226,452</b>	<b>15.01%</b>

- 2.8.2 Table 2: Proposed Cost by Local Bus Operator is attached at confidential Appendix 1

**This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, (para 3) Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

### 3. CONSULTATION

- 3.1 The Transport Act 2000 requires the Council to give a minimum of four months notice to bus operators of proposed changes to their reimbursement arrangements or scheme.

### 4. FINANCIAL IMPLICATIONS

- 4.1 A fixed payment method would secure the agreed scheme and guarantee payments for the Council. The Government has provided the Council with additional revenue funding for the increase in payments to bus operators for concessionary bus journeys external to Hartlepool in 2009/10, although this does not cover the full additional costs. The total available funding for 2009/10 is £1.81m, inclusive of Government Grant funding and the Council's own budget provision. This is approximately £60,000 less than the proposed cost and this shortfall will need to be managed from within the overall contingency included in



the budget for risk areas in the current year. In 2010/11 and future years this additional cost may need to be a call on the budget headroom for these years if the cost cannot be funded on a permanent basis from the contingency budget.

- 4.2 If agreement between the Council and bus operator(s) on the new concessionary fares scheme is not reached, the legislation provides that bus operators must offer the statutory minimum scheme from the 1<sup>st</sup> April 2009. The bus operator(s) would then invoice the Council for the actual cost of travel for the total number of eligible passengers carried. If the cost quoted by bus operators was considered to be unreasonable, the matter may have to be taken through a legal process.

## **5. RECOMMENDATIONS**

- 5.1 That Cabinet approves the reimbursement arrangements with local bus operators for the 2009/10 concessionary travel scheme contained in Table 2.

## **6. CONTACT OFFICER**

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# CABINET REPORT

24th March 2009



**Report of:** Head of Community Strategy

**Subject:** LOCAL AREA AGREEMENT – ANNUAL REFRESH  
SUBMISSION 2009

---

## SUMMARY

### 1. PURPOSE OF REPORT

To enable Cabinet to consider and comment on the LAA annual refresh submission 2009

### 2. SUMMARY OF CONTENTS

Local Authorities have a statutory duty to prepare a LAA in partnership with the Local Strategic Partnership. This report presents the refresh proposals and also contains information regarding the LAA reward grant.

### 3. RELEVANCE TO CABINET

Hartlepool's new LAA was agreed by Council in May and is a three year agreement (2008-11) based on the Community Strategy that sets out the priorities for Hartlepool. It forms an agreement between Central Government and a local area represented by Hartlepool Borough Council and other key partners through the Hartlepool Partnership.

### 4. TYPE OF DECISION

Key decision

### 5. DECISION MAKING ROUTE

Hartlepool Partnership	20 March 2008
Cabinet	24 March 2009
Council	26 March 2009

### 6. DECISION REQUIRED

For Cabinet to approve the LAA refresh submission, subject to any amendment it wishes to make, for consideration by Council on 26 March 2009.

**Report of:** Head of Community Strategy

**Subject:** LOCAL AREA AGREEMENT – ANNUAL REFRESH  
SUBMISSION 2009

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## **1.0 PURPOSE OF REPORT**

- 1.1 To enable Cabinet to consider and comment on the LAA annual refresh submission 2009.

## **2.0 BACKGROUND**

- 2.1 A LAA is a three year agreement based on local Community Strategies that sets out the priorities 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 LAA is structured around the themes of the Community Strategy and sets out agreed priorities that the Local Strategic Partnership will progress.
- 2.2 Hartlepool's current LAA was agreed by Council in May 2008 and subsequently signed-off by Government in June 2008.

## **3.0 REFRESH PROCESS**

- 3.1 The refresh process allows the opportunity to revise designated targets and set targets for those indicators where it has not been possible to set targets and also to consider any emerging priorities and new targets.
- 3.2 The process for revising targets in the refresh started back in October 2008 with the identification of Indicators that required consideration. Throughout the refresh process a number of update reports have been presented to the Hartlepool Partnership, HBC Cabinet and Scrutiny Co-ordinating Committee. Most recently consultation took place in February through the Theme Partnership Workshops and HBC Members Seminars
- 3.3 The proposed changes have been negotiated with Government Office NorthEast (GONE) and providing Cabinet and Council are in agreement with the proposals, GONE will be making a recommendation that the Secretary of State agrees this refresh submission.

## 4.0 PROPOSED CHANGES

- 4.1 The refresh does not propose any radical changes to the LAA and in most instances the changes conclude unfinished business to take account of revised baselines and new survey data.
- 4.2 **Appendix 1** shows all of the 35 designated improvement targets in the LAA along with the educational achievement targets agreed in a separate negotiation process with the Department for School and Families. The indicators that are affected by refresh are clearly marked **R** in the status column.
- 4.3 **Appendix 2** shows all the proposed changes to local priority targets.
- 4.4 **Appendix 3** shows the current Tees Valley Multi Area Agreement (MAA). The targets contained in the MAA are complementary to the LAA and sit alongside the local priority targets. The MAA sets out key investment priorities, related resources, governance arrangements and the regeneration, housing and transport outcomes sought for the Tees Valley.
- 4.5 The Story of Place narrative that accompanies the LAA has also been updated to reflect recent developments and the refresh proposals. This is available on the Partnership Website [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk)
- 4.6 The refresh also takes account of recent changes to the housing outcomes in line with the new Housing Strategy as shown in the table below. **Appendix 4** shows the full outcome framework for the LAA.

Previous Outcome	New Outcome
Meeting the Housing Needs of Vulnerable People	<b>Changing housing needs and</b> meeting the housing needs of vulnerable people
N/A	Access to housing

## 5.0 LAA REWARD GRANT

- 5.1 The conclusion of refreshed LAA will finalise the designated improvement targets and thereby agree the basis upon which any performance reward grant will be calculated.
- 5.2 The latest guidance indicates there is in the region of £700,000 available across the LAA. Reward will be calculated based upon average performance across the 35 designated improvement targets. If all targets are achieved then all of the reward on offer will be payable, however no reward will be payable if the average performance is below the minimum level of 60% of targets achieved.
- 5.3 Any performance reward grant will be paid to the Local Authority in two instalments during 2001-12 and 2012-13, each with a 28% capital element.

- 5.4 The full reward guidance report is available on the GLG website [www.communities.gov.uk](http://www.communities.gov.uk) and the Partnership website [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk)

## 6.0 REFRESH DECISION MAKING SCHEDULE

Meeting	Date
HBC Cabinet	24 March
HBC Full Council	26 March
Secretary of State Approval	Early April

## 7.0 RECOMMENDATION

- 7.1 For Cabinet to approve the LAA refresh submission, subject to any amendment it wishes to make, for consideration by Council on 26 March 2009.

## 8.0 FURTHER BACKGROUND PAPERS

Hartlepool's new Local Area Agreement 2008-11 is available at [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk)

### Contact Officer

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## Hartlepool Local Area Agreement 2008-11 Agreed Improvement Targets

Symbol	Status
✓	Targets agreed in 2008 Sign Off
R	Submitted for approval in Refresh
WNF	Indicators which are to be used to determine WNF reward.

Priority	Indicator(s)	Baseline	LAA Improvement Targets			Lead partners	Status
			08/09	09/10	10/11		
NI 151 Local Economy	Overall employment rate	Outturn 2007/08 65.8% Data Source: Annual Population Survey	66.8%	67.8%	68.8%	HBC, Jobcentre Plus, Business Link, One North East	✓ (WNF)
NI 171 Local Economy	New business rate registration	Average annual increase 2002-2007 = 34.65 businesses		41.07	47.49	Business Link, HBC, Jobcentre Plus, One North East	R
NI 166 Local Economy	Average Earnings of employees in the area	£440.60 per week ONS/NOMIS 2007	£460	£480	£499	Business Link Jobcentre Plus, HBC, One North East	✓
NI 152 Local Economy	Working age people on out of work benefits	Outturn 2007/2008 21.7%, Data Source Working Age Client Group: Nomis	20.7%	19.7%	18.7%	Jobcentre Plus, HBC	✓ (WNF)
NI 153 Local Economy	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%	28%	26%	Jobcentre Plus, HBC	✓
NI 117 Children & Young People	16 to 18 year olds who are not in education, training or employment (NEET)	9.0% Period ending: 31/12/07	8.4%	8.0%	7.6%	Connexions, HBC, Jobcentre Plus, LSC	✓ (WNF)
NI 116 Children & Young People	Proportion of Children in Poverty	28.6% JSU/DWP (2007)	25.6%	23.60%	19.7%	Jobcentre Plus, HBC, One North East	✓

Priority	Indicator(s)	Baseline	LAA Improvement Targets			Lead partners	Status
			08/09	09/10	10/11		
NI 161 Local Economy	Learners achieving a Level 1 qualification in literacy	388 learners achieving a literacy level 1 qualification (w hich includes GCSE English, KS Comms, Language and Literacy)	400	420	445 (cumulative 3 year total 400+420+445 = 1,263)	Learning and Skills Council, Hartlepool College of Further Education, HBC, Probation	✓
NI 162 Local Economy	Learners achieving an Entry Level 3 qualification in numeracy	115 learners achieving a numeracy qualification	122	132	134 (cumulative 3 year total 122+132+134 = 388)	Learning and Skills Council, Hartlepool College of Further Education, HBC, Probation	✓
NI 163 Local Economy	Working age population qualified to at least Level 2 or higher	64.7% (2006)	67.1%	69.6%	72.2%	Learning and Skills Council, Hartlepool College of Further Education, HBC	✓ (WNF)
NI 164 Local Economy	Working age population qualified to at least Level 3 or higher	42.6% (2006)	44.2%	44.5%	46.5%	Learning and Skills Council, Hartlepool College of Further Education, HBC	R
NI 120 Adult health & wellbeing	All-age all cause mortality	2006 result Males 859.54 Females 662.93	Males 801 Females 579 (2008)	Males 767 Females 558 (2009)	Males 735 Females 539 (2010)	PCT NHS Trust, HBC	✓
NI 123 Adult health & wellbeing	16+ current smoking rate prevalence	Ave. 2004/5-2006/7 1769	1769 (2008)	1769 (2009)	1769 (2010)	PCT, HBC	✓



Priority	Indicator(s)	Baseline	LAA Improvement Targets			Lead partners	Status
			08/09	09/10	10/11		
NI 112 Children & Young People	Under 18 conception rates	64.08 (2005 rate)	49.6 (-35%) (2009)	41.3 (-45%) (2010)	34.0 (-55%) (2011)	PCT, HBC, Connexions, Schools	✓
NI 130 Adult health & wellbeing	Social Care clients receiving Self Directed Support (Direct Payments and Individualised Budgets)	4.5% (2007/08)	50%	70%	90%	HBC PCT	R
NI 135 Adult health & wellbeing	Carers receiving needs assessment or review and a specific carer's service, or advice and information	12% (2006/07)	19%	20%	21%	HBC PCT	✓
NI 16 Safer Communities	Serious acquisitive crime rate	1500 crimes = 16.47 per 1000 population	1470 = 16.14 per 1000 population	1440 = 15.81 per 1000 population	1410 = 15.48 per 1000 population	Police, HBC	✓
NI 20 Safer Communities	Assault with injury crime rate	8.1 per 1000 population (estimated April 08 - Jan 09)		8% reduction on baseline by 2011		Police, HBC	R
NI 38 Safer Communities	Drugs related (class A) offending rate	Out-turn for Jan-Mar 2008 cohort. Final data available July 2009. Emerging baseline: 1.49	N/A (Deferred indicator introduced April 2009)	Average 24.5% below baseline across 09/10 and 10/11 cohorts		Police, HBC, PCT, Probation	R

Priority	Indicator(s)	Baseline	LAA Improvement Targets			Lead partners	Status
			08/09	09/10	10/11		
NI 17 Safer Communities	Perceptions of anti-social behaviour	20.9% (2008)		Not set as Place Survey is taken bi annually	17.7%	HBC, Police, Fire Authority, RSLs	R
NI 195 Environmental Sustainability	Improved street and environmental cleanliness	NI 195 (i) 19% (ENCAMS 2006/7)	15%	14%	13%	HBC	✓
NI 175 Local Economy	Access to services and facilities by public transport, walking and cycling	50% (Year: 2006/07) (Source: Tees Valley JSU)	50%	50%	55%	HBC	✓
NI 192 Environmental Sustainability	Tonnage of household waste recycled and composted	27.62% (2006/07)	35%	39%	42%	HBC	✓
NI 186 Environmental Sustainability	Per Capita CO <sub>2</sub> emissions in the LA area	Revised baseline: 8.62 Tonnes Per Capita CO <sub>2</sub> emissions in the LA area (2005)	11.25% reduction on baseline (7.5% National measures and 3.75% Local intervention) by 2011			HBC, Environment Agency	R
NI 188 Environmental Sustainability	Adapting to climate change	Baseline level 0 2007/2008	Level 1	Level 2	Level 3	HBC, Environment Agency	✓
NI 155 Local Economy	Number of affordable homes constructed	2006/7 10 (2007 Housing Strategy Statistical Appendix)	20	60	80	HBC, RSLs	✓

Priority	Indicator(s)	Baseline	LAA Improvement Targets			Lead partners	Status
			08/09	09/10	10/11		
NI 141 Tackling exclusion and promoting equality	Number of vulnerable people achieving independent living	66.67% (2007/08)	72%	73%	75%	HBC, RSLs, PCT	✓
NI 142 Tackling exclusion and promoting equality	Number of vulnerable people who are supported to maintain independent living	99.14% (2007/08)	99.15%	99.15%	99.15%	HBC, RSLs, PCT	✓
NI 8 Stronger Communities	Adult participation in sport	Corrected revised baseline = 18.9% (2005/06)	21.1%	22.1%	23.1%	HBC, Sport England	R
NI 11 Stronger Communities	Engagement in the arts	Active People Survey Baseline = 34.4% (2008)		35.4%	37.4%	HBC, Arts Council, Museums Libraries and Archives Council	R
NI 10 Stronger Communities	Visits to museums or galleries	Active People Survey Baseline = 51.7 (2008)		52.7%	54.7%	HBC, Arts Council, Museums Libraries and Archives Council	R
NI 9 Stronger Communities	Use of public libraries	Active People Survey Baseline = 48.1 (2008)		49.1%	51.1%	HBC, Museums Libraries and Archives Council	R

Priority	Indicator(s)	Baseline	LAA Improvement Targets			Lead partners	Status
			08/09	09/10	10/11		
NI 6	Participation in regular volunteering	18.7% (2008)		Not set as Place Survey is taken bi annually	21.8%	HVDA, HBC	R
NI 110 Children & Young People	Young people's participation in positive activities	70.2% (2008)		73.1% (TellUs 4 survey in Autumn 09)	75.9 (TellUs 5 survey in 2011)	HBC	R
NI 5 Stronger Communities	Overall/General satisfaction with local area	76.3% (2008)		Not set as Place Survey is taken bi annually	79.4%	HBC	R

The following targets have been agreed in a separate negotiation process with the Department for School and Families

Priority (Children & Young People - Enjoy and Achieve)	Indicator(s) Including those from national indicator set (shown with a *)	Baseline (2006-07 Academic Year)	LAA Improvement Targets			Lead partners
			08/09	09/10	10/11	
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%	44.9%	45.8%	HBC, Primary Schools
NI 73	Achievement of level 4 or above in both English and Maths at Key Stage 2	75.2%	78%.	82%	84%	HBC, Primary Schools
NI 75	Achievement of 5 or more A-C grades at GCSE or equivalent including English and Maths	39%	44%	52%	49%	HBC, Secondary Schools
NI 83	Achievement at level 5 or above in Science at KS3	69.20%	77%	80%	83%	HBC, Secondary Schools
NI 87	Secondary School persistent absence rate	6.00%	5.80%	5.55%	5.53%	HBC, Secondary 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%	39.06%	36.7%	HBC, Primary Schools
NI 93	Progression by 2 levels in English between Keystage 1 and Keystage 2	84.4%	95%	97%	97%	HBC, Primary Schools

Priority (Children & Young People - Enjoy and Achieve)	Indicator(s) Including those from national indicator set (shown with a *)	Baseline (2006-07 Academic Year)	LAA Improvement Targets			Lead partners
			08/09	09/10	10/11	
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	80.70%	93.4%	97.00%	97%	HBC, Primary Schools
NI 99	Children in Care reaching level 4 in English at Key Stage 2	Summer 2007 = 33%	Current Y6 cohort 20%	Current Y5 cohort 43%	Current Y4 Cohort 25%	HBC, Primary Schools
NI 100	Children in Care reaching level 4 in Maths at Key Stage 2	Summer 2007 = 50%	Current Y6 Cohort 30%	Current Y5 Cohort 43%	Current Y4 Cohort 25%	HBC, Primary Schools
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 Y10 Cohort 18%	Current Y9 Cohort 25%	HBC, Secondary Schools

The Department for Children Schools and Families (DCFS) confirmed that following the Secretary of State's announcement in October 2008 that Key Stage 3 National Curriculum tests will not take place from 2009 onwards, the following indicators will become redundant and removed:

NI 83 The proportion of pupils achieving level 5+ in science	R
NI 74 Achievement at level 5 or above on both English and Maths at Key Stage 3	R
NI 95 The proportion of pupils making 2 levels progress in English Key Stage 2-3	R
NI 96 The proportion of pupils making 2 levels progress in maths Key Stage 2-3	R
NI 97 The proportion of pupils making 2 levels progress in English Key Stage 3-4	R
NI 98 The proportion of pupils making 2 levels progress in maths Key Stage 3-4	R

## LAA Refresh: Local Priority Targets

Indicator	Baseline and year	2008/09	2009/10	2010/11	Notes
NI 4 Percentage of adults who feel they can affect decisions that affect their own area (Place Survey)	31.8% (2008)		Not set as Place survey is taken bi annually	35.5%	It has not been possible to set targets until this refresh
NI 111 First time entrants to the Youth Justice system aged 10–17	Baseline date 2005/06 (determined by Youth Justice Board) = 234	Not more than 234	223 (Provisional still to be agreed with Youth Justice Board)	211 (Provisional still to be agreed with Youth Justice Board)	It has not been possible to set targets until this refresh The improvement over 3 years equates to 10% reduction. These targets are provisional and are likely to change in line with new Home Office guidelines.
NI 18 Adult re-offending rates for those under probation	To achieve a positive statistically significant difference between predicted and actual rates of reoffending		-9.9% by end of 2010/11		This is a new local target to will help strengthen the reducing reoffending strategy with the Probation service.
NI 19 Re-offending rate by young people	Jan – March 2005 Conviction rate per 100 young offenders = 162	conviction rate per 100 young offenders = 156	conviction rate per 100 young offenders = 150	conviction rate per 100 young offenders = 145	It has not been possible to set targets until this refresh.
NI 30 Re-offending rate of prolific and priority offenders	Baseline 2007/08 = 215	reduction of 18% to 176 convictions	reduction of 19% to 174 convictions	reduction of 20% to 172 convictions	It has not been possible to set targets until this refresh.
NI 32 Repeat incidents of domestic violence	Not able to establish baseline. It is proposed to remove this indicator and re-consider inclusion in year 3 of the LAA.				

Indicator	Baseline and year	2008/09	2009/10	2010/11	Notes
Youth Unemployment rate	Under review due to the current economic situation. Targets will remain as already agreed but will need re-considering for year 3 of the LAA.				
Youth Unemployment rate (narrowing the gap)					
Unemployment rate					
NI 55 Obesity among primary school age children in Reception year	9.5 (2006/07)	Actual = 13%	14%	14.5%	PCT Vital Signs revisions contain new targets
NI 56 Obesity among primary school age children in year 6	24.2% (2006/07)	Actual = 25.6%	27%	27.5%	PCT Vital Signs revisions contain new targets
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	This is a helpful operation indicator; however it is not particularly meaningful from an LAA perspective. It is proposed to remove this local indicator. This measure will still be monitored and reported through the statutory mechanisms in place via Children's Services.				
NI 62 Percentage of Children Looked After at 31 March with three or more placements during the year	15% 2006/07	14%	12.5%	12%	Confirmation of targets correct a drafting error in the original LAA
The Percentage of S47 enquiries which led to initial case conference and were held with 15 working days	This is a helpful operation indicator; however it is not particularly meaningful from a LAA perspective. It is proposed to remove this local indicator. This measure will still be monitored and reported through the statutory mechanisms in place via Children's Services.				
Increase the proportion of boys' two level gains from key stage 2 to key stage 3 in English	The Department for Children Schools and Families (DCFS) confirmed that following the Secretary of State's announcement on 14 October 2008 that Key Stage 3 National Curriculum tests will not take place from 2009 onwards, these indicators will become redundant.				
Increase the proportion of boys' achieving two level gains from key stage 3 to key stage 4 in English					
Increase the proportion of NRA pupils achieving two level gains in English & Mathematics from KS2 – KS3.					
Increase the proportion of NRA pupils achieving two level gains in English & mathematics from KS3 – KS4.					
NI 150 Adults in contact with secondary	Unable to set target until first year (08/09) baseline data produced. It is proposed to				



Indicator	Baseline and year	2008/09	2009/10	2010/11	Notes
mental health services in employment	remove this indicator and re-consider inclusion year 3 of the LAA.				
NI 172 Percentage of small businesses in an area showing employment growth	It is proposed to remove this local indicator.				
No. of learners achieving a level 1 qualification in literacy (NI 161 Neighbourhood Renewal Area)	276 (2007/08)	287 (4%)	301 (5%)	319 (6%)	It has not been possible to set targets until this refresh.
No. of learners achieving an entry level 3 qualification in numeracy (NI 162 Neighbourhood Renewal Area)	87 (2007/08)	93 (7%)	100 (8%)	109 (9%)	It has not been possible to set targets until this refresh.
All-age all cause mortality (NI 120 Neighbourhood Renewal Area narrowing the gap indicator)	It is proposed to remove this local Indicator. The PCT have confirmed that they are unable to set meaningful targets for neighbourhood renewal areas and are exploring any other measures that could possibly be used as an indicator for improvements in health in the NRA in Hartlepool.				
Mortality Rates from heart disease, stroke and related diseases in people under 75 (NI 121 Neighbourhood Renewal Area narrowing the gap indicator)	It is proposed to remove this local Indicator. The PCT have confirmed that they are unable to set meaningful targets for neighbourhood renewal areas and are exploring any other measures that could possibly be used as an indicator for improvements in health in the NRA in Hartlepool.				
Smoking during pregnancy	28% smoking prevalence (2007/8)	26%	24%	22%	It has not been possible to set targets until this refresh.
NI 125 Achieving independence for older people through rehabilitation/intermediate care.	Unable to set target until first year (08/09) baseline data produced. It is proposed to remove this indicator and re-consider inclusion in the 2010/11 refresh.				
NI 127 Self reported experience of service users	Unable to set target until first year (08/09) baseline data produced. It is proposed to remove this indicator and re-consider inclusion in the 2010/11 refresh.				
NI 128 User reported measure of respect and dignity	Unable to set target until first year (08/09) baseline data produced. It is proposed to remove this indicator and re-consider inclusion in the 2010/11 refresh.				
NI 136 People supported to live independently through social services	4148 – End Q2 2008/09	4698	4698	4698	Target revised from 3231 to 4698 which is now based on

Indicator	Baseline and year	2008/09	2009/10	2010/11	Notes
					per 100,000 figure.
Improving Access to Psychological Therapies	It is unlikely that targets will be able to be set within the refresh timeframe. It is proposed to remove this indicator and re-consider inclusion in the 2010/11 refresh.				
NI 146 Adults with learning disabilities in employment	53 people (April 08)	5% increase	6% increase	6.5% increase	Confirmation of targets correct a drafting error in the original LAA
Achieving decent homes standard in private sector housing including those occupied by private tenants	64.85% 2005/6	70.44%	71.77%	71.94%	Targets now confirmed.
NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with low energy efficiency ratings	The methodology needs to be agreed with Government Department. It is unlikely that targets will be able to be set within the refresh timeframe. It is proposed to remove this indicator and re-consider inclusion in the 2010/11 refresh.				
Deliberate Fires	812 (2007/08)	771	741	711	It has not been possible to confirm targets for 2009/10 and 10/11 until this refresh.
Deliberate fires in the <i>Whatever it takes</i> area	Baseline April 08 – projected March 09 = 67		7% reduction on 08 baseline	7% reduction on 09 figure	This is a new indicator to target the <i>Whatever it takes</i> area and replace the NRA deliberate fires targets. The Baseline area is still to be confirmed.
Number of Credit Union Current Accounts and Savings Accounts opened by adults	3801 Savings accounts, zero current accounts (March 2009)		Increase by 500 accounts by 31/03/2011		These are new local targets
Number of bank and savings accounts opened by school age and college age individuals	1637 young savers accounts (March 2009)		Increase by 300 accounts by 31/03/2011		
Take up of Council Tax reductions	Zero (the target relates to new recipients)		200 new households by 31/03/2011		

## Hartlepool Local Area Agreement 2008-11

### Tees Valley Multi Area Agreement Indicators and Targets

INDICATOR	DEFINITION	DATA SOURCE	TARGET OBJECTIVE	BASELINE (2007/8)	YEAR 1 (2008/9)	YEAR 2 (2009/10)	YEAR 3 (2010/11)	YEAR 5 (2012/13)	YEAR 10 (2017/18)
<b>M1</b> (Linked to RPI – Productivity, SNR and HMRC - DSO)	<b>GVA (gross value added per capita)</b> – measure of the total value of the economy	ONS	Narrow the gap between the economic performance of the Tees Valley and the UK average	<b>78</b>  <i>Index: UK=100 (2005 based. Available in Dec 2008)</i>	<b>79</b>  <i>(2006 based. Available in Dec 2009)</i>	<b>79</b>  <i>(2007 based. Available in Dec 2010)</i>	<b>80</b>  <i>(2008 based. Available in Dec 2011)</i>	<b>81</b>  <i>(2010 based. Available in Dec 2013)</i>	<b>84</b>  <i>(2015 based. Available in Dec 2018)</i>
<b>M2</b> (NI 171) (Also linked to RPI – Enterprise)	<b>New Business Registration Rate</b> – the number of new VAT business registrations per 10,000 adult population	SBS/ONS	Narrow the gap between the Tees Valley and the Regional average	<i>(2007 based – based on new methodology. Available in Oct 2008)</i>	<i>A placeholder has been set up for this indicator since relevant data will not be available until Oct 2008. Targets will not be set until the data is available in the required format</i>				
<b>M3</b> (NI 152)	<b>Working Age People on Out of Work Benefits</b> – proportion of working age population on benefits	NOMIS (Work and Pensions Longitudinal Survey - WPLS)	Narrow the gap between the percentage of people on out of work benefits in the Tees Valley compared to the national rate	<b>5.2% Higher</b>  <i>(2007 based – only first 2 quarters currently available)</i>	<b>5.0% Higher</b>  <i>(2008 based)</i>	<b>4.8% Higher</b>  <i>(2009 based)</i>	<b>4.5% Higher</b>  <i>(2010 based)</i>	<b>4.1% Higher</b>  <i>(2012 based – 8 month lag)</i>	<b>2.8% Higher</b>  <i>(2017 based)</i>
<b>M4</b> (NI 151)	<b>Overall Employment Rate</b> – proportion of working age population in employment	Annual LFS and APS	Narrow the gap between the percentage of people in employment in the Tees Valley compared to the national rate	<b>3.2% Below</b>  <i>(2007) based – 8 month lag)</i>	<b>3.8% Below</b>  <i>(2008 based – 8 month lag)</i>	<b>3.8% Below</b>  <i>(2009 based 8 month lag)</i>	<b>3.5% Below</b>  <i>(2010 based – 8 month lag)</i>	<b>2.7% Below</b>  <i>(2012 based – 8 month lag)</i>	<b>1.0% Below</b>  <i>(2017 based – 8 month lag)</i>

INDICATOR	DEFINITION	DATA SOURCE	TARGET OBJECTIVE	BASELINE (2007/8)	YEAR 1 (2008/9)	YEAR 2 (2009/10)	YEAR 3 (2010/11)	YEAR 5 (2012/13)	YEAR 10 (2017/18)
<b>M5</b> (Linked to PSA 5 and to RPI – Sustainable Development)	<b>Reliability of City Region Road Network</b> – on the strategic road network	Based on journey time surveys performed locally	Demonstrate that the planned transport interventions maintain a reliable network that can be used to market the City Region to businesses, in line with the regeneration strategy	<i>Undertaken in Sept/Oct 2008 and Mar/May 2009; repeated annually</i>					
<b>M6</b> (NI 154)	<b>Net Additional Homes Provided</b> – overall increase in dwelling stock	Housing Flows Reconciliation return	Increase the net additional homes, based on the RSS figures, plus the 20% enhancement offered by the Growth Point Bid (cumulative figures over 10 years are in brackets)	<b>1,900</b>  <b>(0)</b>  <i>(2006/7 based. Available Jan 2008)</i>	<b>1,500</b>  <b>(1,500)</b>  <i>(2007/8 based. Available Jan 2009)</i>	<b>2,000</b>  <b>(3,500)</b>  <i>(2008/9 based. Available Jan 2010)</i>	<b>2,500</b>  <b>(6,000)</b>  <i>(2009/10 based. Available Jan 2011)</i>	<b>2,750 /pa</b>  <b>(11,500)</b>  <i>(2011/12 based. Available Jan 2013)</i>	<b>2740 /pa</b>  <b>(25,200)</b>  <i>(2016/17 based. Available Jan 2018)</i>
<b>M7</b> (Linked to NI186 and to RPI – Sustainable Development)	<b>CO<sub>2</sub> Emissions from Industrial Premises</b> – measure the resource efficiency of the industrial sector	TBC	A measure of CO <sub>2</sub> emissions efficiency per 'unit of production' (e.g: per tonne of steel) will be designed. <b>Aim:</b> reduce the rate of emissions per unit of production	<i>TBC</i>					

## **Hartlepool LAA 2009/11 Outcome Framework**

### **Jobs and the Economy**

1. Attract Investment
2. Be Globally Competitive
3. Create more employment opportunities for local people
4. Achieve economic wellbeing for all children and young people ensuring that they are prepared for working life.

### **Lifelong Learning and Skills**

5. Enjoy and Achieve
6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice.

### **Health and Wellbeing**

7. Improved Health
8. Be Healthy
9. Exercise of choice and control and retention of personal dignity
10. Improved Mental Wellbeing
11. Access to Services

### **Community Safety**

12. Reduced (total) crime
13. Reduced harm caused by illegal drugs and alcohol
14. Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour
15. Reduced offending and re-offending
16. Stay safe

### **Environment**

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

## **Housing**

- 23. Balancing housing supply and demand
- 24. Improving the quality of existing housing
- 25. **Changing housing needs and** meeting the housing needs of vulnerable people
- 26. **Access to housing**

## **Culture and Leisure**

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

## **Strengthening Communities**

- 29. Empower local people to have a greater voice and influence over local decision making and the delivery of services
- 30. Make a positive contribution
- 31. Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas
- 32. Improving financial inclusion
- 33. Freedom from discrimination or harassment

# **CABINET REPORT**

**24 March 2009**



**Report of:** Director of Adult and Community Services and  
Director of Children's Services

**Subject:** CROSS GOVERNMENT CO-LOCATION FUND

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## **SUMMARY**

### **1. PURPOSE OF REPORT**

For Cabinet to consider the detail and opportunity to bid for Capital Funds to stimulate co-locational initiatives within existing strategic plans from the Department for Children, Schools and Families (DCsF) Co-locational Fund.

### **2. SUMMARY OF CONTENTS**

The Co-location Fund is a recently announced Capital Fund by the DCsF with specific core criteria which aims to deliver better co-located service provision in partnership. The report outlines the fund parameters, the eligibility criteria and timescales for bidding.

A core set of three projects of strategic significance are identified which appear to meet the eligibility criteria and require Cabinet consideration. A further set of submissions are being sought to allow wider consideration of possible bids to be identified within the timescale available.

The fund is specifically aimed at removing inhibitions on funding restrictions to provide opportunities to progress strategic objectives.

### **3. RELEVANCE TO CABINET**

The Co-location fund is a cross service opportunity which requires Executive support.

**4. TYPE OF DECISION**

Non Key

**5. DECISION MAKING ROUTE**

Cabinet 24 March 2009

**6. DECISION(S) REQUIRED**

Cabinet are requested to consider the Co-location Fund submissions and give priority where appropriate.



**Report of:** Director of Adult and Community Services and  
Director of Children's Services

**Subject:** CROSS GOVERNMENT CO-LOCATION FUND

---

## **1. PURPOSE OF REPORT**

- 1.1 For Cabinet to consider the detail and opportunity to bid for Capital Funds to stimulate co-locational initiatives within existing strategic plans from the Department for Children, Schools and Families (DCsF) Co-locational Fund.

## **2. BACKGROUND**

- 2.1 The Department for Children, Schools and Families (DCsF) has written inviting Hartlepool to bid for a share of a national co-location fund of £200m. The notification is short and based on the premise that bids will be submitted by the 6<sup>th</sup> April which demonstrate how this fund can stimulate and effectively 'bring forward' existing strategic projects which may be having difficulty in being delivered due to funding streams being out of step or non existent and therefore inhibiting progress.
- 2.2 It is expected that between 50 and 100 schemes nationally will be approved.
- 2.3 The fund application timetable is tight and all accepted schemes must be capable of operational completion by Sept 2011. Cabinet instructed the Director of Children's Services to write to all members to stimulate suggestions which may be considered in addition to a number of schemes which are already deemed eligible – this fund can also be accessed by private and third sector partners however their projects must be endorsed by the Children's Trust or key partners on the Trust. It is expected therefore that any schemes coming forward for Hartlepool will be considered, coordinated and prioritised via Cabinet.
- 2.4 The funding is intended to support schemes which are either small new projects or co-location developments within projects *which are already being planned*. Applications should evidence how the proposed co-located services will contribute to improved outcomes for children, young people, families and local communities demonstrate how they can demonstrate sustainability and how the Fund's contribution will provide extra value to local service delivery and infrastructure which could not have been supported from other funding streams.

Expectations are: -

- i. Most of the Fund will be deployed to projects which have funding from other sources ( including Govt capital programmes) but where extra resources will encourage and enable co-location by thus unlocking investment or providing funds for cases where timetables for capital support do not coincide.
- ii. The Fund will be deployed to small scale stand alone projects where the core criteria are met.

### **3. PROJECTS SUPPORTED BY THE FUND**

- 3.1 There is an expectation that partnerships will be centred on services for children, young people and their families with involvement from two or more partners from education, early year's provision, sport (including swimming and the Olympic legacy), health, youth services, local housing, police, justice, play, recreation and leisure services.
- 3.2 There is an expectation that co-location projects will be on sites where universal services are already located (such as schools and primary health care services) and that bidders are seeking to improve services through adaptation within schools, health centres, youth centres or other community facilities.
- 3.3 This fund will not support co-location of primary or secondary schooling etc however projects which bring in an additional cross-service input can qualify depending upon their merits. In practice the DCsF is indicating strongly that projects that range from small refurbishment projects at neighbourhood level to significant contributions towards larger scale strategic/area wide investments are eligible for support.
- 3.4 There will be no revenue funding available and the selected projects must be sustainable from existing resources and partner support.

### **4. CRITERIA FOR PROJECTS SUPPORTED BY THE FUND**

- 4.1 All proposals will be expected to demonstrate;-
  - Likely impact of the capital investment in terms of providing a contribution to improved outcomes for children, young people and families in the local area as supported by the LAA and reference to statutory indicators
  - Evidence that proposals are sustainable, including partnership working and community involvement
  - Ability to deliver to the specified timescale

- There is no one size fits all – local decisions demonstrating partnership working are paramount
- Deliverability of projects to be up and running by September 2011.

4.2 If the Fund is oversubscribed then a further round may be considered in 2009. If the Fund is oversubscribed then individual projects will be selected to provide a “portfolio” of exemplars, this will include;-

- Urban, suburban and rural areas
- Geographical coverage
- Diversity of partners
- Small, medium and large developments
- Contribution to Govt priorities e.g. inequality
- Ground breaking and innovative projects

## 5. CONSIDERATION OF SCHEMES FOR PRIORITISATION

5.1 The Member discussion and circular for proposals has, at the time of writing of this report produced a number of speculative ideas from a variety of Headteachers and Members. These will be fully tabulated and tabled at today's Cabinet meeting. Those received at the time of report submission are outlined in paragraph 6.

5.2 Taking into account the tight timescales for delivery, the main criteria in respect of partnership and the need to demonstrate a 'freeing up' of funding restrictions to deliver current strategic objectives it is suggested that the current core schemes which appear to meet the Fund objectives are identified as follows;-

- i) **Brierton Community Sports facility** – the planned closure of the Brierton School has stimulated the need to determine a sustainable future for the community sports facilities on site. The area is identified within the Indoor Sports Facility Strategy as the location for a new 25m swimming pool and learner pool to complement the redeveloped Mill House Leisure Centre and provide a long term solution to the needs of curricular, club and public swimming within the town. The existing delivery plan for Brierton has yet to be finalised in terms of build programme however this Fund gives opportunity to bid for significant capital funding to bring forward a major element of the vision for the Brierton site. It would complement the hydrotherapy swim needs of the proposed relocation of Catcote and Springwell into the Leaming Village site. The imminent uses for the Brierton site including decant of Dyke House School brings its own logistical issues however the opportunity afforded by this Fund provides the stimulus to make significant progress to the provision of co-located educational, community and learning needs provision at Brierton. Deliverability is a potential issue as the 25m pool etc is not currently on the current site delivery plans

for the short term, however this is the prime purpose of this Fund – to encourage gap funding solutions and overcome current inhibitions. It is acknowledged that the Fund will not contribute the whole cost and that additional capital resource is required. Outline costs of a new pool and learner facility, including links and common plant development for the BSF funded hydrotherapy provision is estimated at between £5 -6m.

- ii) **Rossmere Youth Centre** - The emerging and long desired improvements to the youth, educational and community facilities in the Rossmere area are ripe for eligible submission to this Fund. The potential for demonstrating partnerships in this small project are evident in many respects. Consultation has commenced regarding the potential for strategic linking of improvements to the Rossmere Park play ground via the Playbuilder initiative, desiring a relocation of the existing vandalised Multi-Use Games Area (MUGA) into managed association with the Rossmere Youth Centre, coupled with a long standing desire to improve Skateboarding provision within the town and developed as a concept by the young people themselves. The geographical footprint of the site is tight and will require further discussions with the Rossmere Primary school (which is in the first wave of Primary Capital for remodelling). However the scope for a significant co-located service provision encompassing community, youth and educational objectives can be amply demonstrated. This would only be classed as a small scheme and could benefit from a high level of capital funding. It is also eminently deliverable within the timescales imposed. An estimate of project delivery costs is £250,000 - £300,000.
- iii) **Burbank Healthy Living Centre** – much discussion has taken place regarding the development of better facilities for the community within the Burbank area. Some improvements have been accomplished within recent years however more is desired. It is proposed that we build on the existing work with stakeholders in the Burbank area to move towards a Healthy Living Centre model which would bring together a range of health, social care and community services. One key element of this model is the inclusion of primary health care services (GP and practice nurse provision). Alongside delivering core general medical services there is potential to develop a range of enhanced services to meet identified health needs within the local area. This could include more specialised services for people who misuse alcohol, sexual health services or primary care mental health services. The Healthy Living Centre model would also encompass youth and transitions services and a Centre for Independent Living, building on the work that is already happening with HCIL and the Havelock Centre. By utilising the existing Havelock Centre and the Community Centre site the proposed model would also maximise links with sports and recreation services to promote health and wellbeing and improve access to physical activity. This could be further enhanced if links with Health Trainers and Public Health promotion could be

strengthened. Outline costs would be £1.5million and the scheme certainly has the ability to be delivered within timescale.

## 6. OTHER SUBMISSIONS

- 6.1 A number of other schemes have been suggested, these are listed below and any others emerging before Cabinet meet will be tabled at your meeting.
- 6.2 The following do not appear to meet the essential criteria at this stage, however, they may be appropriate for development for any future bidding rounds.
- i) **Mill House Leisure Centre Site / Hartlepool United** – The development of this site is subject to major consultation and is deemed to be of a bigger scale than the fund will currently consider. Whilst sports and community objectives, and educational objectives are present, it is not a scheme able to be progressed in the timescale available.
  - ii) **Seaton Nursery School** – Proposals for consideration of recreational improvements for the adjacent site consisting of the Community Centre and Sports Hall. This scheme is currently subject to consultation and potential delivery in an alternative co-location with other services elsewhere in Seaton Carew.
  - iii) **Throston Primary School** – Consideration for extension of services to be delivered from the existing Children’s Centre under construction. The proposals as they stand do not “co-locate” complementary services. This does give long term opportunity for co-location of Community Services if priorities change in the future,
  - iv) **Police** – Suggestions of new premises within the North and South of the town to replicate the structure provided in York Road (Central area). It is understood that these ambitions are insufficiently developed for consideration in the first round.
  - v) **Eldon Grove Primary** – Additional support to the Community Garden Project has been suggested. It is suspected that this scheme will not meet the criteria as it does not result in the development of a physical base to offer shared services.

## **7. CONCLUSION**

- 7.1 The outlined schemes of substance are those which are not only within the strategic planning programmes of the Authority they have the ability to be delivered provided additional capital funding was identified in respect of the major scheme at Brierton. That apart, these schemes appear to meet the outlined criteria. The most significant problem that we are facing is the resource and input required to meet the submission detail for the deadline of the 6<sup>th</sup> April. Work has therefore commenced in advance of this meeting on the three schemes to ensure that if Cabinet prioritise and approve the projects (or any tabled submissions of note) then Officers have an opportunity to meet the challenging submission deadlines.

## **8. RECOMMENDATIONS**

- 8.1 Cabinet are requested to:

Consider the Co-location Fund submissions and give priority where appropriate.

**CONTACT OFFICERS:** Nicola Bailey, Director of Adult and Community Services  
and Adrienne Simcock, Director of Children's Services

# **CABINET REPORT**

**24<sup>th</sup> March 2009**



**Report of:** Director of Children's Services &  
Director of Regeneration & Planning

**Subject:** Child Poverty Strategy, Action Plan and Pledge

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## **1. PURPOSE OF REPORT**

- 1.1 To seek approval for preparing the town wide 'Child Poverty Strategy, Action Plan and Pledge' which will bring together key partners from the public, private and third sector to 'make a pledge' to reduce child poverty.

## **2. SUMMARY OF CONTENTS**

A joint bid for funding was submitted to the Department of Children, Schools and Families (DCSF) by the Children's Services and Economic Development Department on 28<sup>th</sup> November 2008. Although the bid was unsuccessful, it is advised that work should start on the preparation of a Child Poverty Strategy, Action Plan and 'Child Poverty Reduction Pledge'. This would ensure that key actions within the bid would still be considered and alternative ways of progressing them addressed, in the absence of additional funding. It is suggested that these documents should be prepared by representatives from Economic Development and Children's Services in consultation with key partners including the LSP Themed groups, The Financial Inclusion Partnership (FIP) and Hartlepool Voluntary Development Agency (HVDA).

## **3. RELEVANCE TO CABINET**

A town wide 'Child Poverty Strategy, Action Plan and Pledge' will have implications for all children, young people and their families in Hartlepool and as such requires the attention of Cabinet.

## **4. TYPE OF DECISION**

Non Key.

**5. DECISION MAKING ROUTE**

Cabinet meeting of 24<sup>th</sup> March 2009.

**6. DECISION(S) REQUIRED**

It is recommended that approval is given for a 'Child Poverty Strategy, Action Plan and Pledge' to be developed with immediate effect to ensure that Hartlepool continues to show ambition in leading the way on tackling the causes and consequences of child poverty and so that the Local Authority meets its statutory duties.



**Report of:** Director of Children's Services &  
Director of Regeneration & Planning

**Subject:** Child Poverty Strategy, Action Plan and Pledge

## 1. PURPOSE OF REPORT

- 1.1 To seek approval for preparing the town wide 'Child Poverty Strategy, Action Plan and Pledge' which will bring together key partners from the public, private and third sector to 'make a pledge' to reduce child poverty.

## 2. BACKGROUND

- 2.1 It is the Government's intention to enshrine in legislation its commitment to eradicate child poverty nationally by 2020. Within Hartlepool's Local Area Agreement (LAA) for 2008-11, Child Poverty is a key national improvement target. Hartlepool is one of only 45 LAAs in the Country to include National Indicator (NI) 116 – the Proportion of Children in Poverty and the three year targets are shown within the table below. This demonstrates the support of both the Local Authority and the Local Strategic Partnership (LSP) in placing child poverty at the centre of our activity to improve outcomes for children and families in Hartlepool.

Priority	Indicator(s)	LAA Improvement Targets		
		2008/09	2009/10	2010/11
NI 116 Children & Young People	Proportion of Children in Poverty	25.6%	23.60%	19.7%

- 2.2 A commitment has been made within the current LAA to develop a Strategy and Action Plan to respond to NI 116.
- 2.3 On 28 November 2008, a joint bid between Children's Services and Economic Development Department was submitted to the Department of Children, Schools and Families (DCSF), which would have provided an opportunity to deliver town wide innovative activities to develop strategic approaches to tackling child poverty. This bid was endorsed by the Mayor, Chief Executive and Chair of the Children's Trust (CT) and set out key actions to address the causes and consequences of child poverty on the following themes:
- increasing parental employment;
  - raising family income, for example, improved take up of tax credits and

- benefit, including local authority administered benefits;
  - narrowing the gap in outcomes for children in low income families and their peers;
  - promoting economic regeneration focused on families and tackling deprivation at a community wide level; and
  - building capacity of communities to tackle poverty.
- 2.4 The bid aimed to ensure that child poverty would be placed at the heart of all organisational and policy changes, service planning and commissioning of services in Hartlepool and built on best practice outlined within the Child Poverty Toolkit. It included an intention to develop a Child Poverty Strategy and Action Plan.
- 2.5 Unfortunately the Local Authority, although reaching the final 28 short listed authorities was not ultimately successful with the bid.

### **3. CHILD POVERTY STRATEGY, ACTION PLAN AND 'PLEDGE'.**

- 3.1 Although the local authority was not successful with the bid to the DCSF, it is advised that work should start on the preparation of a Child Poverty Strategy, Action Plan and 'Child Poverty Reduction Pledge' as outlined in the Local Area Agreement. This would ensure that key actions within the bid would still be considered and alternative ways of progressing them addressed, in the absence of additional funding.
- 3.2 It is suggested that these documents should be prepared by representatives from Economic Development and Children's Services in consultation with key partners including the LSP Themed groups, The Financial Inclusion Partnership (FIP) and Hartlepool Voluntary Development Agency (HVDA).

### **4. RECOMMENDATIONS**

- 4.1 In line with the commitment that the Local Authority has already shown in tackling child poverty, it is recommended that a 'Child Poverty Strategy, Action Plan and Pledge' should be developed with immediate effect. These strategic documents will ensure that Hartlepool continues to show ambition in leading the way on tackling the complex causes and consequences of child poverty by bringing together key partners from the public, private and third sector.

### **5. REASON FOR RECOMMENDATIONS**

- 5.1 To ensure that the Local Authority leads on this agenda and is positioned to meet its statutory duties. The drive for new legislation on child poverty sets out a requirement for the government to report annually on progress. It is therefore anticipated that a Child Poverty Strategy, Action Plan and Pledge may be mandatory for local authorities and will form the policy framework to

contribute to the LAA target – NI 116 – Reducing the Proportion of Children in Poverty.

## **6. BACKGROUND PAPERS**

6.1 The following background papers were used in the preparation of this report:

- (DCSF) Ending Child Poverty: Making It Happen, February 2009.
- (IPPR) Nice Work If You Can Get It – Achieving a Sustainable Solution to Low Pay and In-Work Poverty, January 2009.
- (DCSF) Aspiration and Attainment Amongst Young People in Deprived Communities, December 2008.
- Hartlepool Local Area Agreement from 2008-2011.

## **7. CONTACT OFFICERS**

Sue Johnson, Assistant Director, Children's Services Department,  
telephone 523738, email [sue.johnson@hartlepool.gov.uk](mailto:sue.johnson@hartlepool.gov.uk)

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## **CABINET REPORT**

24<sup>th</sup> March 2009



**Report of:** Assistant Chief Executive

**Subject:** COMPREHENSIVE AREA ASSESSMENT (CAA)

---

### **SUMMARY**

**1. PURPOSE OF REPORT**

To update Cabinet on the approach of the public service inspectorates towards inspecting the Council and its partners following publication of the CAA Framework document effective from 1 April 2009. Cabinet was informed of the proposed framework in October 2008. The overarching principles of CAA remain exactly the same as those outlined to Cabinet in October with some changes in emphasis and clarification. This report briefly describes the CAA framework and timetable, referring to the key clarifications, considers the implications for the Council.

**2. SUMMARY OF CONTENTS**

The report sets out the framework of CAA along with the timetable. It details the implications for the Council both through the introduction of Area and Organisational Assessments that make up the inspection process.

**3. RELEVANCE TO CABINET**

This is a major change from the former Comprehensive Performance Assessment regime in the way that the Council and its partners will be inspected. It is important that the Council's members and officers and its partners are ready for this change and strategies are in place to deal with these changes.

**4. TYPE OF DECISION**

Non key

**5. DECISION MAKING ROUTE**

Cabinet 24<sup>th</sup> March 2009

**6. DECISION(S) REQUIRED**

Cabinet is requested to note the report and agree arrangements and proposals suggested for preparing for CAA.

**Report of:** Assistant Chief Executive

**Subject:** **COMPREHENSIVE AREA ASSESSMENT (CAA)**

---

## **1. PURPOSE OF REPORT**

- 1.1 To update Cabinet on the approach of the public service inspectorates towards inspecting the Council and its partners following publication of the CAA Framework document effective from 1 April 2009. Cabinet was informed of the proposed framework in October 2008. The overarching principles of CAA remain exactly the same as those outlined to Cabinet in October with some changes in emphasis and clarification. This report briefly describes the CAA framework and timetable, referring to the key clarifications, considers the implications for the Council.

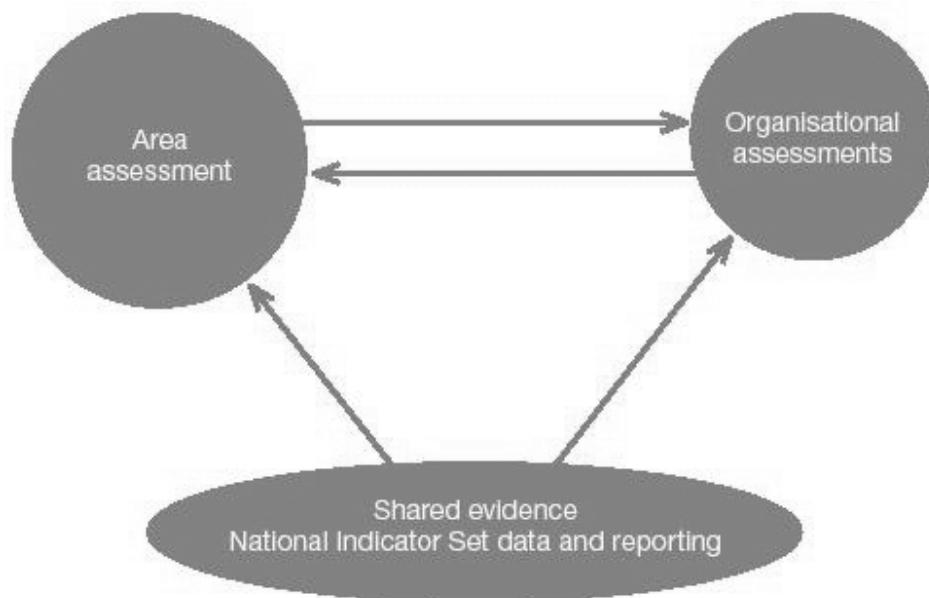
## **2. WHAT IS CAA AND OUTLINE TIMETABLE**

- 2.1 CAA is the new approach from the Government that is intended to provide an independent assessment of the prospects for local areas and the quality of life for people living there. It is suggested that it will assess and report how well public money is spent and will try to ensure that local public bodies are accountable for their quality and impact.
- 2.2 The public face name for CAA has been announced as 'One Place'. It was felt that 'One Place' represented what CAA is all about – bringing together all information on public services into one place, and creating one community 'place' where all services work together.
- 2.3 The 2006 White Paper 'Strong and Prosperous Communities' set out proposals for a new performance framework for local services. The Local Government and Public Involvement in Health Act 2007 put the legal framework for many of these proposals in place, including CAA.
- 2.4 For the first time the Audit Commission is bringing together the work of the following seven inspectorates to provide an overview of how successfully the local organisations are working together to improve what matters locally:
- Audit Commission;
  - Commission for Social Care Inspection;
  - Healthcare Commission;
  - HM Inspectorate of Constabulary;
  - HM Inspectorate of Prisons;
  - HM Inspectorate of Probation
  - Ofsted.

- 2.5 This is a fairly radical approach for the auditing body and one which has been tried before without much success. CAA aims to focus on:
- Areas not just organisations
  - Likelihood of future delivery not just performance in the past
  - Outcomes for communities and in particular, those most in need, rather than outputs and process
  - Local priorities as well as national targets
- 2.6 The Framework document clarifies the timetable. The CAA Annual cycle can be seen in **Appendix 1** – this runs from January to November with the first reports to be published in November 2009. As we are already part way through this cycle the first year will inevitably be slightly different and a learning exercise for all concerned. Current understanding is that the first year timetable will be:
- Inspectorates review information April onwards
  - Early September cut off for new information
  - September draft final report
  - October share draft with partners
  - November resolve queries and publish
- 2.7 It is proposed that CAA will reduce the assessment and inspection burden on organisations and their partners as they believe it is a more streamlined approach to assessment. Time will tell if this works in practice. The Conservative Party recently published a Green Paper “Control Shift: Returning Power to Local Communities”. The proposals include the abolition of the CAA process.

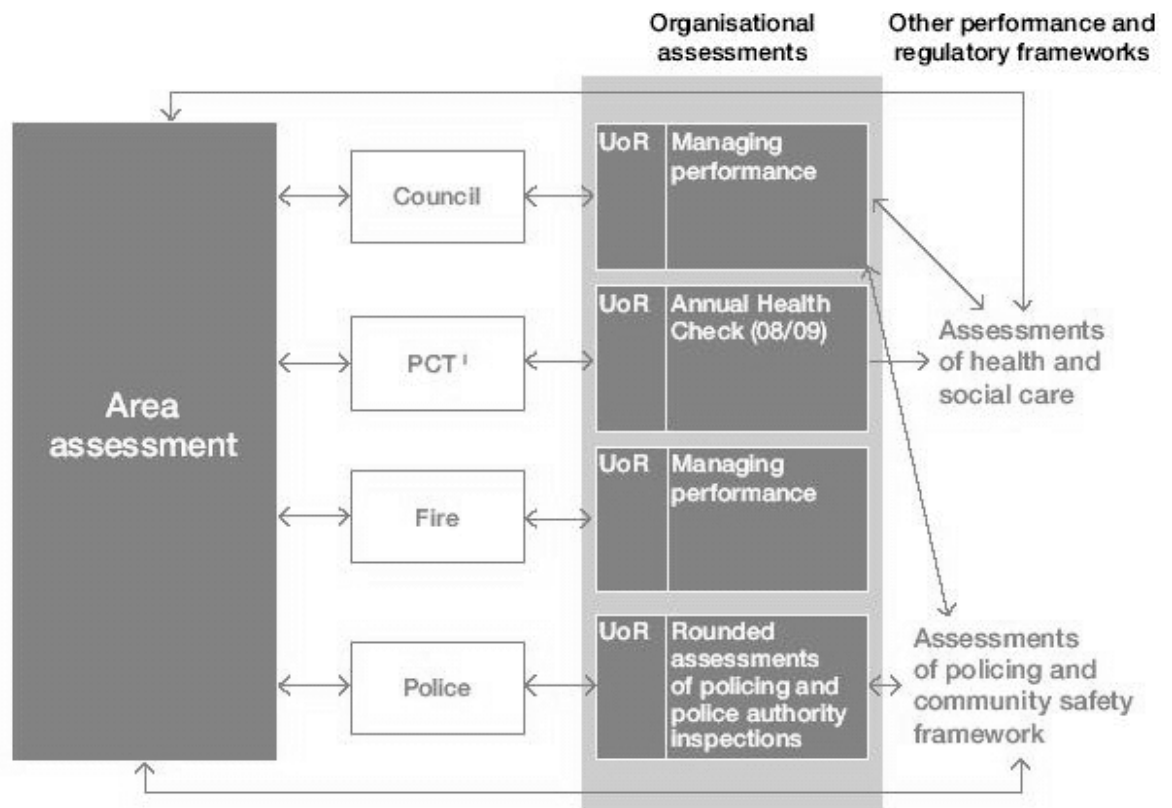
**Two key elements of CAA**

- 2.8 The inspectorates assessments, both area and organisational, will be based upon what information local services and partnerships use to understand and manage their own areas
- 2.9 Figure 1 below sets out the Audit Commission's framework for CAA.

**Figure 1 The CAA framework**

*Source: Comprehensive Area Assessment, Framework Document, Effective 01 April 2009, The Audit Commission*

- 2.10 Figure 2 below shows how the Audit Commission will align other performance frameworks of all other organisations in order to complete the CAA Inspection.

**Figure 2 How CAA will align to other performance frameworks**

Other local organisations such as housing associations and probation boards and trusts are also subject to inspection and assessment but do not receive use of resources assessments.

I National Indicators within Vital Signs Tier 3 will not be used to assess PCTs.

Source: *Comprehensive Area Assessment, Framework Document, Effective 01 April 2009, The Audit Commission*

### 3. AREA ASSESSMENT

- 3.1 The Area Assessment takes the Local Area Agreement (LAA) and sustainable community strategies as its starting point, but it will also look more widely at outcomes for local people and other inspection evidence. Although national themes will be used to marshal evidence, they will not be used to structure the reports. Reports will be written around local priorities and clarify how priorities in the short, medium and long term will be considered. The broad approach will assess the future prospects in the area for achieving better outcomes by looking at the impact the local service organisations are collectively having on improving priority outcomes.



- 3.2 The area assessment intends to focus on three main questions with the first two being used to provide underlying evidence and understanding to support the Audit Commissions judgement on the third question:
1. How well do local priorities express community needs and aspirations?
  2. How well are the outcomes and improvements needed being delivered?
  3. What are the prospects for future improvements?
- 3.3 Underpinning these three questions are themes that thread through the area assessment and these are:
- Sustainability
  - Inequality
  - Peoples whose circumstances make them vulnerable
  - Value for money
- 3.4 Where the Audit Commission identifies significant issues arising from the area assessment, red and green flags will be used to indicate this. The Framework document clarified how these will be used. Green flags represent exceptional performance, outstanding improvement which is resulting in proven better delivery of better outcomes for local people that are sustainable or innovative practice that others could learn from.
- 3.5 A 'red flag' will indicate that outcomes and/or performance and prospects for sustained improvement in local priorities are inadequate, for example, because:
- performance is poor, slipping or not improving;
  - service or outcome standards are unacceptable;
  - improvement is not on track to achieve a target;
  - locally agreed priorities do not reflect evident and pressing need;
  - insufficient account is being taken of inequality;
  - insufficient account is being taken of people whose circumstances make them vulnerable or who are at risk of avoidable harm
- 3.6 Red and green flags are not the opposite of each other. They have their own distinct purpose and criteria. CAA will build a fuller picture of the area over time and will not cover everything each year. Red and green flags will be kept under review and will be removed from reports when they are no longer relevant.

### **Implications for Hartlepool Borough Council and partners**

- 3.7 The switch to Area Assessment will place a number of demands on the Council and partners. These will need to be met over the next 4-6 months to fit with the proposed timetable for reporting in November. The appropriate inter organisational frameworks must be in place and robust strategies and plans need to be developed that will stand up to scrutiny. The good overall reputation and track record of Partnership, Council and partners suggests a risk based proportionate approach is most appropriate in this first year with Council and partners deciding clearly where we put our effort. Key elements are already in place. For example:
- The Sustainable Community Strategy has recently been reviewed.
  - A robust LAA has been agreed
  - Both have been subject to extensive consultation and will confirm local priorities express community needs and aspirations.
  - The LAA refresh process is progressing well
  - The development of Children's Trust, and closer working with other partners
  - Effective performance management arrangements are in place
- 3.8 While existing performance management arrangements have proven capable of meeting demand to date, a short review of the Council's Performance Management Process and the LAA Performance Management process has been completed and an action plan developed to further strengthen both processes.
- 3.9 A meeting of all the Chief Executive and senior managers from all partners organisations has been arranged to agree the overall approach, ensure all necessary processes are in place and develop new processes where necessary.

## **4. ORGANISATIONAL ASSESSMENT**

- 4.1 The Audit Commission will assess the effectiveness of each council based on Use of Resources and Performance. This will be based on four themes. Use of resources will be assessed through themes a-c below.
- a) Managing finances: How effectively does the organisation manage its finances to deliver value for money?
  - b) Governing the business: How well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?

- c) Managing resources: How well does the organisation manage its natural resources, physical assets and people to meet current and future needs and deliver value for money?
  - d) Managing performance: How well is the organisation delivering sustainable improvements in its priority services and outcomes that are important to local people? Does it have the leadership, capacity and capability it needs to deliver future improvements?
- 4.2 The Audit Commission will publish a single short report that will include an overall score for each organisation alongside the area assessment. Each council's organisational assessment will contain an explicit statement on the performance of key council services. For example they will comment specifically on services provided for children and young people and adult and social care.
- 4.3 The final framework document clarified the scoring arrangement selecting Model 2 from the two choices put forward in the consultation. The organisation scores for managing performance and use of resources will be combined into a single score. Where the managing performance score and the use of resources score is the same the grade will simply be carried forward to become the overall organisational assessment score. A score of 1 in either will lead to an overall organisational assessment score of 1. Beyond this, where the scores for managing performance and use of resources are different the Audit Commission will use their judgement to decide the overall organisational score. This will allow for more professional discretion in weighing up evidence and taking account of local context in determining which themes should carry more weight. Model 2 was the preferred option because Hartlepool is not a typical unitary council, for example because of its size. Model 2 therefore gives the Council the opportunity to explain and argue that the way Hartlepool does its business is appropriate for Hartlepool.
- 4.4 The timetable for completing the organisational assessment in 2009 is the same as for the area assessment described in paragraph 2.4 above.
- 4.5 Council lead officers for the organisational assessment attended a briefing from the District Auditor which was helpful. It is clear that this is again a harder test from the previous year. The detail of implementation is being developed during this first year. For example different auditors are taking different approaches and the aim is to avoid a tick box approach, so the way judgements are reached is less clear at this stage. This has potential benefits and risks but overall makes the outcome in terms of score for the Council less certain.

### **Implications for Hartlepool Borough Council**

- 4.2 The organisational assessment will place a number of demands on the Council. These will need to be met over the next 4-6 months to fit with proposed timetable for reporting in November.
- 4.3 This will include responding to the Audit Commission when they request more evidence to make a robust assessment. The briefing from the District Auditor indicated that two areas where they will be seeking further evidence include the:
- effective use of natural resources and
  - commissioning and procurement of services to deliver sustainable outcomes and value for money.
- 4.4 In addition the Council has previously identified plans to further strengthen arrangements in relation to financial planning and linking with service planning, governance arrangements, data quality, partnerships and risk management, management of assets and value for money and these continue to be progressed.

## **5. CONCLUSION**

- 5.1 The introduction of CAA is a fundamental change in the way that inspections have been conducted in the past. It is a new regime which is untested. It will involve the Council and local partners and groups working together to produce a robust area assessment and organisational assessment that stands up to scrutiny.
- 5.2 Whilst existing arrangements have met current demands a short review with partners to confirm arrangements or strengthen arrangements will be beneficial and the Chief Executive is meeting with key partners shortly to discuss this to ensure that all processes are in place to deliver the requirements of CAA.
- 5.3 The Chief Executive has already had an early meeting with Hartlepool's designated CAA lead inspector to establish likely requirements. Feedback from this meeting will be given to partners via the senior officer group detailed in the paragraph above.
- 5.4 As this is a new and currently untested inspection regime it is worth being mindful of the amount of time invested in the process should be proportional to the benefits gained from it.

**6. RECOMMENDATIONS**

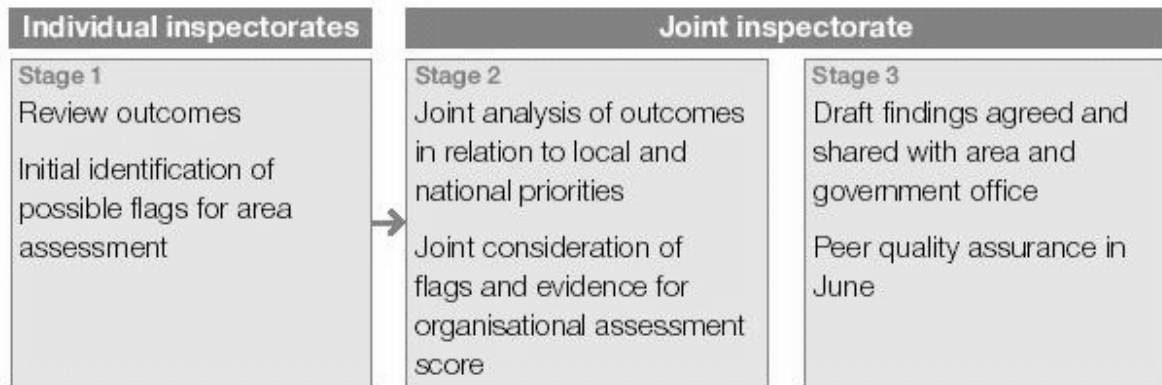
6.1 Cabinet is asked to:

- note the implications of the change to the CAA inspection process; and
- Agree arrangements and proposals suggested for preparing for CAA.

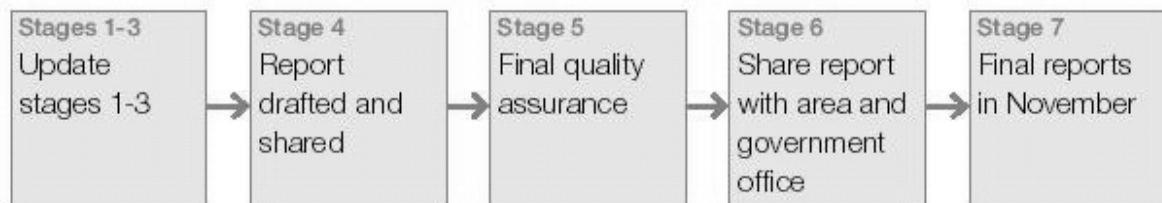
## Appendix 1

### CAA annual cycle

Each January/March/June



September



# **CABINET REPORT**

**24 March 2009**



**Report of:** Portfolio Holder for Adult and Public Health Services

**Subject:** APPLICATION TO CABINET CONTINGENCY FUND

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## **SUMMARY**

### **1. PURPOSE OF REPORT**

To outline a proposal to support an application for funding from the Cabinet Contingency Fund from Hartlepool Life Chances Partnerships Board.

### **2. SUMMARY OF CONTENTS**

Hartlepool Life Chances Partnership Board would like to apply for funding to hold an 'awareness event' on Tuesday, 2 June 2009. The event would be an open event for the people of Hartlepool but would be used as a vehicle to promote the Life Chances Partnership Board and encourage greater involvement from people with disabilities and their families and carers.

### **3. RELEVANCE TO CABINET**

Expenditure from the Cabinet Contingency Fund is controlled by Cabinet.

### **4. TYPE OF DECISION**

Non Key

### **5. DECISION MAKING ROUTE**

Cabinet

**6. DECISION(S) REQUIRED**

Cabinet is requested to consider making a contribution to the Hartlepool Life Changes Partnership Board 'awareness event' on Tuesday, 2 June 2009 from the Cabinet Contingency Fund.



**Report of:** Portfolio Holder for Adult and Public Health Services

**Subject:** APPLICATION TO CABINET CONTINGENCY FUND

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## **1. PURPOSE OF REPORT**

- 1.1 To outlined a proposal to support an application for funding from the Cabinet Contingency Fund from Hartlepool Life Chances Partnership Board.

## **2. BACKGROUND**

- 2.1 Hartlepool Life Chances Partnership Board would like to apply for funding to hold an 'awareness event' on Tuesday June 2<sup>nd</sup> 2009. The event would be an open event for the people of Hartlepool but would used as a vehicle to promote the Life chances Partnership Board and encourage greater involvement from people with disabilities and their families and carers.
- .
- 2.2 Building on the past successes of previous events including the 'Changing Peoples Live Event' in 2007 and the Reach Out' Event in 2008 we would hope to offer people the chance to meet and talk to many representatives of the third sector and statutory organisations that provide advice and support to people with disabilities.

The event would cover four main themes.

- Employment
- Transport
- Health
- Access

These themes have been highlighted in the past by people with disabilities as being the priorities for the partnership Board to work through in Hartlepool

.

- 2.3 Hartlepool has an estimated population of 91,100 (Joint Strategic Needs Assessment 2008) and from that figure it is also estimated that just over 14,100 people aged 16 or over have some form of disability.(Health Survey for England 2003). When looking in further detail at the JSNA it tell us that over 1,000 people are registered as deaf or hard of hearing and 250 people are registered as Blind or partially sighted. The average attendance from people with disability at the Partnership Board meetings within the last 6 months is approximately 15 people. The reason for the very low attendance can be attributed to several factors

1. Some people don't like to attend formal meetings
2. People with disabilities within Hartlepool might not be aware of the existence of the Partnership Board
3. We are not promoting/advertising the board in the right way
4. Previous 'bad' experiences by some people in public forums might be a barrier to their involvement

2.4 By holding an event at Hartlepool Borough Hall which will probably be held on the afternoon of Tuesday 2<sup>nd</sup> June 2009, 1.00 pm-5.00 pm we can begin to address some of the above issues as well as to celebrate and advertise the achievements and supports within Hartlepool.

2.5 A small working group will be formed at the next Life Chances Partnership Board Meeting which will be held on Monday 6<sup>th</sup> April 2009. The group will be charged with looking at the following:

Format for the event

Publicity

Invitations

Catering

Cost-

Additional Support needs i.e. Communicators

Ensuring good outcomes for people

A breakdown of estimated Costs is as follows:

<b>Venue</b>		
	PRS (Music License)	£25.00
	Technical @ £20 per hour	0
	Borough Hall Hire Fees	270.00
		295.00
<b>Buffet</b>		
	Provided by Summerhill	£300.00
	(plates, cups, cutlery, welcome drink	25.00
		£325.00
<b>Workshops</b>		
	Facilitation of 'One' Workshop	£100.00
		£100.00
<b>Promotion*</b>		
	Advertising leaflets/Posters	50.00
		£50.00

<b>Transport</b>		
	Transit Van (equipment/furniture)	85.00
Additional Support	BSL Communicator @ #18 per hour plus %10	80.00

TOTAL	<u>£935.00</u>
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<b>BUDGET</b>	<b>£??????</b>
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Possible additional Expenditure
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<b>Drama Group</b>
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\*Additional promotion of the event would be through the use Reach out Newsletter, Website, Hartlepool Now Website, Radio Hartlepool, and advertising within HBC publications

### 3. RECOMMENDATIONS

Cabinet is requested to consider making a contribution to the Hartlepool Life Chances Partnership Board 'awareness event' on Tuesday, 2 June 2009 from the Cabinet Contingency Fund.

**Carolyn O'Rourke – Chair**  
**Ged Hall – Co-Chair**  
**Life Chances Partnership Board**

# **CABINET REPORT**

**24 March 2009**



**Report of:** Director of Regeneration and Planning Services and  
Director of Children's Services

**Subject:** YOUNG PEOPLE SUBSTANCE MISUSE PLAN  
2009/10

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## **SUMMARY**

### **1. PURPOSE OF REPORT**

This report provides information and detail on the Young People Substance Misuse Plan for 2009/10 and seeks the support of Cabinet to the activity and performance management framework in the Plan.

### **2. SUMMARY OF CONTENTS**

The report outlines the requirement to produce an annual Young people Substance Misuse Plan, the financial and performance arrangements and provides detail of the priorities for 2009/10 to deliver a comprehensive substance misuse service for children, young people and their families.

### **3. RELEVANCE TO CABINET**

The Young People Substance Misuse Plan is cross cutting and relates to community safety, health and Children's Services issues.

### **4. TYPE OF DECISION**

Non-key.

### **5. DECISION MAKING ROUTE**

Cabinet 24<sup>th</sup> March 2009.

### **6. DECISION(S) REQUIRED**

To support the activity and performance management framework of Hartlepool Young People Substance Misuse Plan 2009/10.

**Report of:** Director of Regeneration and Planning Services and  
Director of Children's Services

**Subject:** YOUNG PEOPLE SUBSTANCE MISUSE PLAN  
2009/10

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## **1. PURPOSE OF REPORT**

- 1.1 This report provides information and detail on the Young People Substance Misuse Plan 2009/10 for Hartlepool, and seeks the support of Cabinet to the activity and performance management framework illustrated in the Plan.

## **2 BACKGROUND**

- 2.1 Until 2007/08 the local responsibility for planning and delivery of young people substance misuse services rested with the Safer Hartlepool Partnership, but since then there have been national changes which require the transfer of responsibility to Children's Trusts, with the National Treatment Agency (NTA) on behalf of Department for Children, Schools and Families (DCSF) assuming responsibility for monitoring and performance management as they have with adult drug treatment services.
- 2.2 As agreed in March 2008 Hartlepool Children's Trust will assume full responsibility for the planning and commissioning role from April 2009 and during 2008/09 the necessary arrangements have been made for the transition. There will continue to be joint work and reporting structures due to the youth crime/offending, antisocial behaviour and adult drug use agenda that is still retained within Safer Hartlepool Partnership.
- 2.3 An element of central funding is provided, increased with contributions from the adult drug treatment budget with a requirement to provide an annual Plan detailing activity which then forms the basis of the performance management framework with the NTA who monitor progress quarterly.
- 2.4 The draft Plan has been submitted to the NTA, been considered by Children's Trust (4<sup>th</sup> March) and been reviewed by a NTA Regional Panel. Feedback from the Panel is expected by the 16<sup>th</sup> March which may lead to modifications prior to re-submission by 10<sup>th</sup> April and 'final sign off' by the end of April 2009.

## **3. YOUNG PEOPLE SUBSTANCE MISUSE PLAN 2009/10**

- 3.1 The Plan attached at **Appendix 1** consists of three parts:  
Part 1 is a summary of the needs assessment confirming strategic priorities  
Part 2 details activity in the form of action grids across key areas

Part 3 relates to finance and proposed investment

- 3.2 The Plan has to be informed by a comprehensive needs assessment in line with NTA guidance. The exercise included analysis of national, regional and local data, surveys and questionnaires, workshops and group work with stakeholders, families and young people themselves.
- 3.3 At the moment there are not the comprehensive databases for young people activity as there are for adults and in some areas there is only anecdotal information from which to draw conclusions, however specialist treatment data confirms that cannabis and alcohol are the primary drug of choice for under 18 year olds in Hartlepool with no Class A drug use reported at the moment.
- 3.4 Although the proportion of 11 – 15 year olds who report drinking regularly has fallen nationally there is an increase in binge drinking and a preference for stronger alcoholic drinks. Hartlepool young people self reports through national school surveys suggest higher levels of frequent and binge drinking than national averages.
- 3.5 In assessing access to the specialist service (known as HYPED) by means of a treatment map, there appear to be no inappropriate referral routes. Referrals from Youth Offending Service continue to be high, and referrals from children services/social care have improved in 2008/09. Further work is needed however to strengthen the links with mental health services.
- 3.6 The HYPED service is performance managed by NTA who rate the service green and it is achieving all the key performance indicators set, with new indicators introduced from 2009/10 to detail and measure effective planned discharges following specialist intervention.
- 3.7 The introduction of additional support services at tier1 i.e. lower levels of front line service, enables earlier identification and intervention which in turn has meant slightly fewer young people engaging in specialist treatment. Of particular concern is the slight increase in the number of younger individuals involved in HYPED services, 32% of the caseload are under 14 years of age.
- 3.8 There has been increased work with families in line with the national drug strategy to assist and support the young person but also in an attempt to address the complex needs of some families, intergenerational substance misuse and the Hidden Harm agenda. This is a key development area for the future and the integration of HYPED with other children's services projects and initiatives offers significant opportunity for more effective outcomes.
- 3.9 The key priorities for developing the young people substance misuse service for 2009/10 and detailed in Part 2 of the Plan are: to integrate HYPED further into Children's Trust planning and commissioning framework; to expand family support programmes; to further research the needs of 15 – 25

years olds, develop accommodation and tenancy management courses and strengthen the workforce competencies across the relevant services to ensure early identification and support.

#### **4. RECOMMENDATIONS**

- 4.1 Members are asked to receive and confirm their support to the activity and performance management framework for Hartlepool Young People Substance Misuse Plan 2009/10

Contact Officer: Chris Hart - Planning and Commissioning Manager

#### Background Papers

National Drug Strategy, NTA Guidance for Young People Substance Misuse Plan 2009/10, Performance Management detail 2007/08 and 2008/09



## HARTLEPOOL CHILDRENS TRUST & SAFER HARTLEPOOL PARTNERSHIP

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### Young people's specialist substance misuse treatment plan 2009/10 Part 1

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This strategic summary incorporating the planning grids and funding/expenditure profile have been approved by the Partnership and represent our collective action plan.

<b>Director of Children's Services</b>	<i>Signature</i>
<b>Chair, Partnership name</b>	<i>Signature</i>
<b>Chair, Young People's Substance Misuse Commissioning Group</b>	<i>Signature</i>



**Overall direction and purpose of the strategy for meeting young people's substance related needs and specifically their needs for specialist treatment interventions**

In keeping with the new Drug Strategy the strategic aim for tackling substance misuse amongst young people in Hartlepool is to ensure an effective, comprehensive and flexible specialist treatment service that supports children, young people who are at risk of or who are misusing substances. Increasingly there are specific service developments to address the often complex needs of the family unit, e.g. Hidden Harm and Family Intervention as well a continued focus on the prevention agenda including education awareness-raising and campaigns. Collectively the interventions aim to reduce the associated harms for the community, family and the number of young people who may become involved or be affected by a wide range of substance issue including, alcohol, drugs and volatile substances.

By April 2009 Hartlepool Children's Trust will assume the planning, commissioning and delivery of the young people's substance misuse agenda within their overall responsibility for Children and Young People. HY PED, the current model for specialist treatment is delivering all the necessary interventions detailed in the NTA Commissioning Guidance, and achieving the targets and performance indicators required, to assist in the transition period the service will continue. During 2009/2010 there will be consideration of the substance misuse services and their relationship with evolving developments within the Children's Trust, which may result in remodelling or the decision to re-tender the provision.

The move will offer added value and provide opportunity to increase the substance misuse skills and competencies of a wider workforce leading to greater identification and appropriate delivery of support. This will require increased workforce training in addition to a review and strengthening of pathways and processes to ensure support and referral are available at any access point.

Whilst HY PED performance is generally good the needs assessment has highlighted some areas for improvement which alongside the exercise to ensure and evidence NICE clinical guidelines and governance seeks to ensure a quality professional service in line with relevant standards and best practice.

***Likely demand for specialist substance misuse treatment interventions for young people. Please identify and consider the differential impact on diverse groups and ensure that the overall plan contains actions to address negative impact***

Young people data is not as sophisticated as that available within adult services. In forecasting need there has been use of a variety of data sources and synthetic estimates based on national surveys such as the Tellus 2/3 and Drug Use, Smoking and Drinking among Young People in England 2005 & 2006 surveys. Stakeholders and providers are cautious about conclusions drawn from the national surveys as they rely on self reporting which may not be accurate and local contributions may not be representative but in lieu of more solid statistics they have been used as a guide and balanced by local knowledge and activity.

Using other surveys and synthetic estimates against census detail there are 7,445 - 5 to 10 year olds and 10,305 in the 10-17 year age group. The majority of these children and young people will receive general information and advice about the dangers and risks of substances misuse in a school setting. There will be further reinforcement from campaigns and community awareness-raising or activity in youth projects, clubs or from family, and events like the week long ASBAD events for particular years also reinforce the messages.

The HY PED Peer Educator/Mentoring project offers a training programme to 100 young people a year with a target of training 10 mentors who can then deliver accurate information and sessions in their own settings.

There will also be in excess of 25,000 Hartlepool parents & grandparents keen for information about signs and symptoms of substance misuse and local services to assist them in protecting their

children from harm. Again campaigns, use of media, literature, parenting courses are used to advise and educate those concerned about their children being at risk.

Although the proportion of 11 – 15 year olds who drink regularly has fallen (from 28% in 2001 to 21% in 2006) there will still be over 1300 school pupils who report they are regular drinkers, and need increased harm reduction advice and information.

The town seems to have a high proportion of young binge drinkers which has serious health risks. Between 2004 and 2007 77 Hartlepool youngsters were admitted to hospital with alcohol consumption related conditions. Local practitioners believe there are in excess of 300 between the ages of 14 – 16 years that will be binge drinking at least twice a month, needing specialist interventions and harm reduction advice and support.

Estimates from national surveys consider that 24% of 10 -18 year olds would be frequent drug users that would equate to 760 individuals. Again local stakeholders think this is too high and have a view that 250 individual between the ages of 12 and 17 years is more realistic.

Support is provided by Targeted Youth, Connexions and voluntary sector projects. The Straightline project a joint initiative with Police to engage young people drinking on the street had 249 referrals in 07/08. The project has been extended and from February 09 building on Operation Stay safe young people drinking will be collected from the street, taken to a venue and parents contacted.

The risk of substance misuse increases for those vulnerable groups who have been excluded from school or truants, been involved in social care or offending. These young people need focused or targeted work. In Hartlepool approximately 28% (n=3000) young people fall within the category of vulnerable, some will have single issues others complex multiple vulnerabilities and at this time it is not possible to have a more accurate number.

There are 131 individuals on the YOS caseload, 21 individuals with a substance misuse issue within RAP. Potentially there will be 4/5 young people from the looked after system and over 20 excluders/truants/school absentees per year who will develop serious drug problems

HY PED have no waiting lists to access service and provide support within the national target of 3 weeks, often in less than two weeks. They are commissioned to provide specialist interventions for 130 young people per annum. In addition the team support 6 families with complex needs and engage in family work for young people in treatment who may be estranged in an attempt to reintegrate the family unit.

Estimates for Hidden Harm are based on view that 2-3% of all children have one or more parents with severe drug problems. This could mean a total of 1042 young people needing support. Using synthetic estimates from the Alcohol Harm Reduction Strategy of between 8–13 % of under 16's are affected by parental alcohol misuse. Hartlepool has up to 2837 young people coping with this situation.

Use of the ndtms treatment data illustrates few barriers or any significant detrimental impact on sections of Hartlepool young people. A wide range of young people from across the town are able to access the services. This is assisted by services being delivered from a central venue, community venues and in homes as appropriate to the needs and choice of the young person and family.

The only clear issue is that of access by ethnic minority communities. Following advice from key representatives this will be addressed by maintaining contact with specific agencies and advocates who have the networks and standing.

There are a large number of young people with substance misuse issues living in the most disadvantaged areas of the town, probably subject to multiple vulnerabilities compounded by poverty, high levels of crime and anti social behaviour and poor resources.

A cross reference of adult treatment postcode information confirm a high proportion of adults also

live in these areas and this suggests intergenerational substance misuse, parental substance misuse and Hidden Harm issues. HYPED will continue joint work and integration to increase intensive support for individuals and family support to tackle the complex issues. The treatment map exercise highlighted few referrals from mental health services so 09/10 plans include work to strengthen awareness and referrals routes for this vulnerable sector.

The HYPED Building is able to respond to individuals with a disability and home or community visits enhance this provision. There are arrangements for interpreter and translation support and the service liaise and attend other venues and support groups to raise awareness, make contact and work with particular agencies and workers who have more specialist links into the various communities of interest e.g. Salaam Centre, Hart Gables, and voluntary sector.

***Key findings of current needs assessment and a brief summary of the prevalence of problematic substance misuse by young people in the local area, changing trends, treatment mapping, characteristics of met and unmet need, attrition rates and treatment outcomes***

Glasgow University estimates that of the 919 (recently adjusted to 942) Problem Drug Users (PDUs are those that use opiates and/or crack cocaine only) there will be at least 175 between the ages of 15 – 24 years. This is a reduction on previous years estimates. The profile of the younger age drug use indicates those identified as PDU's will be over 18.

As confirmed nationally young people have little class A drug use, in the north east treatment data suggest an average of only 2% use opiates. The limited use of opiates/heroin/ crack (none in Hartlepool in 07/08) means there are reduced levels of injecting behaviours.

The overall profile for substance misuse for under 18's in Hartlepool is also alcohol and cannabis. There has been a slight change within the profile of new presentation in treatment for 07/08 with an increase in cannabis as the main drug of use to 52% with alcohol the main drug of use for 43% of the caseload. In 06/07 alcohol was main drug used by 69% of new presentations. Leading up to the summer in 2008 there was an increase in solvent use which has not been maintained.

Not evident in HYPED but there could be a growing trend in young adults (16 – 24 years) using powder cocaine as evidenced through drug testing, adult treatment and consultation exercises. This suggests a need for further research in preparation for any changes in treatment options but also in tackling a cultural acceptance that this is a recreational drug that can be managed.

Data also suggests that there are fewer young substance misusers (15 – 24 years) engaging in treatment than in previous years. Of those that are presenting some have been involved with young people services previously but have not declared their Class A use. They then enter adult services with opiate addiction issues by the age of 18-19 years and confirm that they started use in their mid teens. This needs further investigation and consideration as to whether the current model addresses the needs of young adult substance misusers.

In 07/08 the HYPED caseload totalled 102, with 79 new presentations in year. There were more males than females (M=73%: F=27%) Of particular concern is the increase in younger individuals coming into treatment, 32% are 14 years and under with 4% under the age of thirteen. More males are using drugs and females are using alcohol.

All those in treatment are white which raises questions about access for young people from ethnic minority communities. Consultation and challenge with representatives from diverse communities within the Hartlepool Borough Council INRA process advised that contact would be most effective if the service used the specialist agencies and advocates of the various communities.

Males engaged with HYPED are predominantly from Dyke House, Owton Manor, Stranton, Brus and St. Hildas, which are all wards in the top 3% most disadvantaged wards nationally. The make up of female service users is quite different with 49% living in the relatively affluent areas of Bishop Cuthbert, Throston and Foggy Furze. 51% of the female caseload lives in Dyke House, Stranton and Brus in the North of the town. Outreach work has tended to focus on the disadvantages wards due to the pressures of disadvantage, crime, antisocial behaviour and community concern however

outreach work will need to assess the potential for accessing young women who may possibly have different lifestyles.

The Treatment Map exercise confirms that nearly all young people (99%) are referred directly to HYPED by a wide range of sources. YOS accounted for 62% in 07/08 with very low levels from Children's Services (Social Care, Looked after Care, Connexions or Education) This has improved and by 2008/09 Q2 performance reports 23% of referrals were from children and family services, 35% from YOS/criminal justice services and 19% from family friends and self.

More work is needed to increase referrals from primary health, mental health services and schools. With only one referral received on a CAF more work is planned to embed CAF and utilise Hartlepool Intervention Panel to ensure continued support for those individuals and families with complex needs which could impact on the successful outcomes for young substance users.

Retention rates are positive and although 88% of young people are leaving treatment in a planned way work will continue with Children's Services to ensure sustained successful outcomes.

In previous years the specialist service HYPED were monitored by GONE, rated green against Every Child Matters outcomes and considered a good model of delivery. This positive performance continues now monitored against the NTA performance management framework. The 2008/0 Q2 summary report confirms the following:

- 100% of young people requiring specialist substance misuse treatment are catered for in a young people service.
- All five treatment modalities are available (i.e. psychosocial, specialist harm reduction, family work, pharmacological interventions and residential substance misuse treatment)
- 95% of young people assessed as requiring specialist treatment commence it within 15 days (previous performance has achieved 100%)
- 100% of young people have a care plan within 2 weeks of treatment
- 88% of young people leave treatment in an agreed and planned way
- There are few young people entering treatment with a history of injecting so Hepatitis C tests are not offered unless appropriate.
- There is a data reporting problem in regard to reporting referrals on discharge which will need to be addressed before the other performance data can be accurately populated, however the supported discharge back to mainstream support is in place.

The planned audit of services against the NICE clinical guidelines and governance standards will ensure rigorous and appropriate professional structures.

Whilst data submissions to the national drug treatment monitoring system (ndtms) have improved the provision of accurate Treatment Outcome Profiles (TOP's) (which confirm effective care coordination and planning for 16 – 18 years olds) is inconsistent and needs to be addressed.

HYPED are delivering good services but there is always room for improvement, and the move to Children's Services will further strengthen the links and joint working with targeted children and youth services; the range of family support such as Family Intervention Projects, Child Poverty FIP's, Parenting Strategy initiatives; Team around the Child, extended schools and Hidden Harm developments, etc with likely re modelling of HYPED as it is further integrated into the Children's Trust planning and commissioning frameworks.

In addition the wider discussion with colleagues for the needs assessment exercise indicates that some agencies are delivering interventions and support that needs to be identified and maybe reported through ndtms. In addition there needs to be increased training to ensure that universal targeted and specialist services can increase knowledge and competencies in regard to substance misuse.

**Improvements to be made in relation to the impact of treatment in terms of its outcomes which will deliver improvements in individual young people's health and social functioning**

HYPED generally try to offer a short intervention with the intention of returning the young person back into mainstream support networks as soon as is appropriate.

The use of the Treatment Outcome Profile (TOPs) will enable more robust analysis of effective progression towards positive outcomes. In 07/08 there were 62% planned discharges, to date this year (08/09) the Planned Discharge rate has increased to 88.2 %

In addition HYPED clients are using a self assessment tool similar to the Christo tool to measure outcome improvement across 11 domains that include physical and psychological health, reduced alcohol and drug use, relationships and peer pressure, criminal activity, training/employment and service satisfaction. For many this assessment shows limited or slower improvement in the areas associated with relationships, accommodation and reduced criminal activity.

The service will be remodelled into 2009/10 alongside other initiatives to ensure increased support; additional psychosocial, psychotherapeutic and counselling activity to effect behavioural change; more family and relationship therapies for improved networks of emotional support and increased partnership efforts to increase accommodation options.

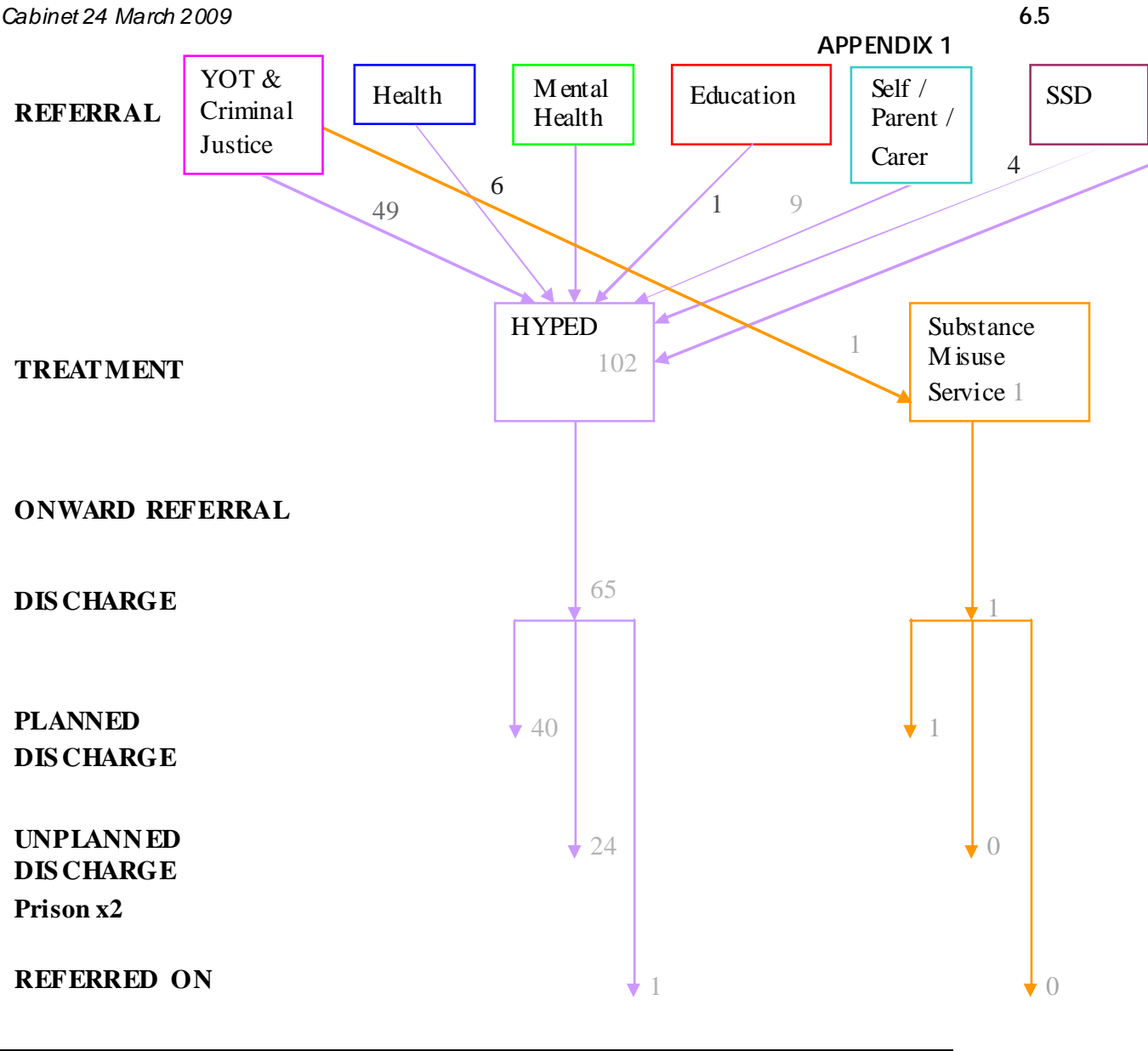
Developments are in place to build on the success of local Family Intervention Programme with moves towards 'Think Family' approaches. For some young people with multiple vulnerabilities that will be of benefit to the whole family, but through empowering the individual and families there is increased potential for sustained positive outcomes for the young substance misuser.

To improve outcomes in regard to reduced criminal activity although HYPED have a good relationship with YOS there needs to be a review as to whether the care plan and joint working can be strengthened.

Additional consultation with young people in supported housing indicates that the system needs to increase support around securing appropriate accommodation and then managing it. New tenancy training is available from February 09, increased investment from Supporting People has increased floating support and there are project developments around employment/training linked to accommodation and accredited landlord schemes.

**Key priorities for developing young people's specialist substance misuse treatment interventions to meet local needs during the next financial year**

1. Integrate the young people substance misuse service into Children's planning and commissioning framework
2. Expansion of Family support programmes that include substance misuse workers
3. Increased joint working and integration of HYPED with other children's services
4. Exploration of needs of 15 – 25 year olds. Consider whether services are appropriate
5. Develop appropriate Accommodation and tenancy management/life skill training
6. Strengthen workforce competencies in regard to substance misuse





## **HARTLEPOOL CHILDRENS TRUST & SAFER HARTLEPOOL PARTNERSHIP**

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### Part 2

Young people's specialist substance misuse treatment plan  
2009/10 Planning grids

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## Planning grid 1: Commissioning and system management

*Identification of key priorities following needs assessment relating to commissioning and system management:*

- Transfer of responsibility to Children's Trust
- Improve data collection, reporting and baseline information
- Evidence NICE clinical guidelines and governance

### Objective 1 - Transfer of responsibility to Children Services

#### Delivery Plan:

Actions and milestones	By when	By whom
Plan and action grids approved by Children's Trust	March 09	IM/CH
Agreement and transfer of resources	April 09	IM/CH
Confirm contracts and SLA's along with performance monitoring arrangements	April 09	IM/CH
Induction for performance management arrangements	April 09	Data Manager/CH
Review current services and incorporate into Children's Trust Commissioning framework	Sept/Oct 09	IM

**Expected outcomes : Integration with Children's Services**

### Objective 2 - Improve data collection, reporting and baseline information

#### Delivery Plan:

Actions and milestones	By when	By whom
Review and expand data sharing and appropriate submissions to local data systems and the National Drug Treatment	June 09	Support from KC



Monitoring System (ndtms and Tops)		
Identify/agree data collection systems for future assessments and implement with training.	April 09	CS - Data Manager
Develop and undertake comprehensive Social Norm work with schools and repeat regularly	June 09/ June 10	Simon Richardson DET/Sandra Saint HSS
Coordinate and merge data collection systems and IT practice	Dec 09	Children's Services data manager/HYPED
Review and consider Drug Related Incident process and the role of Drug Education Team in collating information.	Sept 09	Sandra Saint/Simon Richardson

**Expected outcomes: Increased data to inform planning, service developments and commissioning**

**Objective 3 – Evidence NICE clinical guidelines and governance**

**Delivery Plan:**

<b>Actions and milestones</b>	<b>By when</b>	<b>By whom</b>
Raise awareness of NICE guidelines and guidance with induction for lead officer within Children's Trust	May 09	HYPED/CH
Assess all HYPED and associated services against NICE guidelines and governance.	Sept 09	C. Trust
Audit and evidence HYPED protocols and practice	Sept 09	C.Trust/Expert group

**Expected outcomes: Safe and professional operation in line with required standards.**

## Planning grid 2: Access to treatment

*Identification of key priorities following needs assessment relating to access and engagement with young people's specialist substance misuse treatment services:*

- Further explore needs of 15 – 25 year olds to consider whether current services are appropriate
- Improve referral routes from schools, primary health and mental health
- Review and further agree pathways and processes with
- Develop a Comprehensive Communication Strategy
- With Safer Hartlepool Partnership extend community safety and criminal justice initiatives

**Objective 1 - Explore needs of 15 – 25 year olds to consider whether current services are appropriate**

### **Delivery Plan:**

<b>Actions and milestones</b>	<b>By when</b>	<b>By whom</b>
Consultation with 15 – 25 year olds using treatment support and services to confirm substance misuse trends, needs and service requirements.	June 09	HYPED/Targeted Youth
Consultation with 15 – 25 year olds not in treatment (include social/recreational settings) to confirm substance misuse trends, needs and service requirements.	June 09	HYPED/Targeted Youth
Interview young adults (17 – 25 year olds) to identify substance misuse journey, needs and barriers to access young people services.	June 09	HYPED/KC support
Research and consider options from neighbouring areas who have similar concerns	Aug 09	JR/KC support
Consider redesign or modification to current services to cater for young adults	Oct 09	IM

**Expected Outcomes : Increased referrals and early engagement with young people experimenting/using class A drugs or alcohol dependant**

**Objective 2 - Improve referral routes from schools, primary health and mental health**

**Delivery Plan:**

<b>Actions and milestones</b>	<b>By when</b>	<b>By whom</b>
Strengthen and expand drug related incident reporting and recording within schools	July 09	Simon Richardson
Review, reinforce and publicise widely pathway and process (e.g. CAMHS, Family initiatives, schools)	May 09	DS/NF
Deliver GP and Healthcare training and promote services and links	Sept 09	SR/DS
Expand parental awareness raising/training (schools plus Parenting strategy, Family support, HSP)	May 09	Sharon Robson/Simon Richardson
Maintain annual universal training education programmes, children, young people, families and professionals	Ongoing	SR/SR

**Expected outcomes: Increased appropriate referrals from wider sources particularly those that may be in contact with vulnerable groups**

**Objective 3 - Review and agree increased pathways and processes for Children's Services**

**Delivery Plan:**

<b>Actions and milestones</b>	<b>By when</b>	<b>By whom</b>
Proactive use of CAF to embed in system for effective care coordination	Promote June 09 & ongoing	C.T
Maintain training of SUS Tool and evaluate impact	Sept 09	HYPED
Update and circulate professional directory, with event and/or 'training'	Sept 09	CT
Deliver presentations and promotional events to various audiences (professional and service user)	Annual programme	JR/SR

	ongoing	
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**Expected outcomes: Increased awareness of systems and service operation**

**Objective 4 - Develop Comprehensive Communication Strategy**

**Delivery Plan:**

<b>Actions and milestones</b>	<b>By when</b>	<b>By whom</b>
Increase awareness and support programmes in colleges and with the voluntary sector	Sept 09	CT/HYPED
Expand use of media, HI software, websites, texts, y.p. facilities e.g. Café 177	June 09	SR
Maintain diversity contact and engagement with specialist services and advocates for those communities	Ongoing	HYPED
Provide as necessary regular information and targeted contact with communities to address reintegration and reassurance agenda	Ongoing	HYPED

**Expected outcomes: Expansion of identification and appropriate referral**

**Objective 5 – With Safer Hartlepool Partnership extend community safety and criminal justice initiatives**

**Delivery Plan:**

<b>Actions and milestones</b>	<b>By when</b>	<b>By whom</b>
Maintain and consider improvements for Straightline project	May 09	IM/SF
Develop effective 'enforcement' initiatives that include parental responsibility and accountability	April 09	JR/YOS
If resources available establish alcohol related arrest referral scheme	As appropriate	IM/SHP

## Planning grid 3: Treatment System Delivery

*Identification of key priorities following needs assessment relating delivery of young people's specialist substance misuse treatment services:*

- Expansion of Family Support programmes that include substance misuse workers/services
- Strengthen workforce competencies in regard to substance misuse
- Integrate and strengthen initiatives with other children's services especially those responsible for PSA 14 delivery e.g. Teenage Pregnancy, Targeted Youth, NEET and Youth Offending Service.

**Objective 1 - Expansion of Family Support programmes that include substance misuse workers/services**

### Delivery Plan:

Actions and milestones	By when	By whom
Proactive involvement with Hidden Harm Forum and Adult treatment services	April 09	S.O'C/HYPED
Develop 'Think Family' approaches across relevant services	Sept 09	JH/JR
Respond to findings of Scrutiny Committee re Families in Need	Sept 09	JR/MS
Increase links/integrate HYPED family work with Prevention FIP Team	April 09	JR
Evaluation of family based interventions for improved outcomes and reduced risk	Sept 09	JR/Consultants
Empower parents, carers and family unit with training and support to participate in treatment and planning changes.	Ongoing	JR

**Expected outcomes: Consistent effective approach with families that addresses substance misuse and enables sustained change**

**Objective 2 - Strengthen workforce competencies in regard to substance misuse**

**Delivery Plan:**

<b>Actions and milestones</b>	<b>By when</b>	<b>By whom</b>
Training Audit across system focus on education, social care and healthcare	May 09-March 10	SR/SR
Increase professional training programmes to ensure effective accredited training.	Sept 09	CT
Audit and evidence service provision re DANOS and similar standards	Sept 09	CT

**Expected outcomes: Comprehensive support and increased delivery of interventions across system**

**Objective 3 – Integrate and strengthen initiatives especially PSA 14 initiatives e.g. Teenage Pregnancy, Targeted Youth, NEET & YOS**

**Delivery Plan:**

<b>Actions and milestones</b>	<b>By when</b>	<b>By whom</b>
Review current programmes and activity for substance misuse focus	April 09	PD
Agree areas and focus for programme of joint work	May 09	PD/JR
Joint training and work programmes planned through PSA 14 group	July 09	PD

**Expected outcomes: Focussed activity with most vulnerable to increase opportunities and success for vulnerable groups**

## Planning grid 4: Leaving specialist treatment

*Identification of key priorities following needs assessment relating to leaving specialist treatment:*

- Maintain/improve Planned Discharge
- Develop appropriate accommodation and tenancy management/lifeskill training
- Confirm common outcome monitoring tool
- Increase Volunteering and Employment Opportunities

### Objective 1 - Maintain/improve Planned Discharges

#### Delivery Plan:

Actions and milestones	By when	By whom
Review process for care coordinated re preparation for discharge	April 09	DS/NF
Ensure discharge back to referring agency	April 09	DS/NF
For self referral ensure CAF and HIP process evoked	April 09	DS/NF
Continued review of transitional arrangements into adult services (and if appropriate Tier 4 process) to ensure 'fit for purpose'	Ongoing	DS/NF

**Expected outcomes: Increased positive and sustained outcomes**

### Objective 2 - Develop appropriate accommodation and tenancy management/lifeskill training

#### Delivery Plan:

Actions and milestones	By when	By whom
Work with Partners and Supporting People to enhance effective services in Cainford House	April 09 ongoing	IM
Work with Supported People to commission floating support	April 09/on ongoing	IM

Increase tenancy management training in young people services include training for staff if required	May 09	SR
Explore with partners all opportunities for increasing accommodation options	Ongoing	CT

**Expected outcomes: Increase in secure tenancies for those subject to transient accommodation**

**Objective 3 - Confirm outcome monitoring tool**

**Delivery Plan:**

Actions and milestones	By when	By whom
Confirm substance misuse positive outcome evidences for inclusion in Children's Services Commissioning Framework	Sept 09	IM/HYPED
Analyses re-referrals and make relevant improvements to services	June 09	JR/HYPED

**Expected outcomes: Consistent approach and data to evaluate impact and success of projects**

**Objective 4: Increase Volunteering and Employment Opportunities**

**Delivery Plan:**

Actions and milestones	By when	By whom
Enhance and strengthen pathway and operation employment agencies	May 09	HYPED
Enhance and strengthen pathway and operation with voluntary sector	June 09	HYPED
Consider specific support project to increase ability of young substance misusers to utilise mainstream ETE services and opportunities	Sept 09	Connexions/HYPED

**Expected outcomes: Increased options and choices away from substance misuse.**





Table 1 - Funding source for young people's substance misuse treatment			
		Funding 2008/09 - £	Funding 2009/10 -£
	Young people's pooled treatment budget	66,624	66,624
	Young people's PTB underspend from previous year (if applicable)	-	0
	Home Office contribution through Area Based Grant	27,852	27,852
	DCSF contribution through Area Based Grant	13,174	13,174
	Ministry of Justice contribution to YOTs in England through the Youth Justice Board	42,061	42,061
	Local funding - CAMHS	4,000	4,000
	Local funding - Local Authority - community based services	19,000	19,600
	Local funding - Other	-	15,000
	Local funding - Local Authority - residential rehabilitation services	-	as required
	Adult Treatment Budgets approx	140,136	138,000
	<b>Total funding - Young people's substance misuse treatment</b>	<b>312,847</b>	<b>326,311</b>