

NEIGHBOURHOODS AND COMMUNITIES PORTFOLIO DECISION SCHEDULE



Tuesday 26th May 2009

at 9.00 am

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

Councillor Jackson, Cabinet Member responsible for Neighbourhoods and Communities will consider the following items.

1. KEY DECISIONS

No items

2. OTHER ITEMS REQUIRING DECISION

2.1 Regeneration and Planning Departmental Plan 2009/10 – 2011/12 – *Director of Regeneration and Planning Services*

3. ITEMS FOR INFORMATION

3.1 Exemplar Status – *Head of Neighbourhood Management*

3.2 Neighbourhood Services Departmental Plan 2008/09 – Quarter 4 Monitoring Report – *Director of Neighbourhood Services*

4. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

NEIGHBOURHOODS & COMMUNITIES PORTFOLIO

Report To Portfolio Holder
26 May 2009



Report of: Director of Regeneration and Planning Services

Subject: REGENERATION AND PLANNING DEPARTMENTAL
PLAN 2009/10-2011/12

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To agree the Regeneration and Planning Departmental Plan for 2009/10 to 2011/12.

2. SUMMARY OF CONTENTS

- 2.1 The Departmental Plan outlines the main activities the department will undertake during 2009/10-2011/12 and includes a detailed action plan for 2009/10. The full plan is set out at Appendix A.

3. RELEVANCE TO PORTFOLIO MEMBER

- 3.1 The portfolio holder has responsibility for Housing Services within the Regeneration and Planning plan.

4. TYPE OF DECISION

- 4.1 Non-key.

5. DECISION MAKING ROUTE

- 5.1 Portfolio holder.

6.0 DECISION(S) REQUIRED

The Portfolio Holder is requested to consider and approve the contents of the Regeneration and Planning Departmental Plan document for 2009/10-2011/12.

Report of: Director of Regeneration and Planning Services

Subject: REGENERATION AND PLANNING DEPARTMENTAL
PLAN 2009/10-2011/12

1. PURPOSE OF REPORT

- 1.1 To agree the Regeneration and Planning Departmental Plan for 2009/10 to 2011/12.

2. BACKGROUND

- 2.1 The Departmental Plan forms part of the Council's overall service planning arrangements and outlines the main activities the department will undertake during 2009/10-2011/12. The full plan is set out at **Appendix A**. A detailed action plan for 2009/10 is included within the document (commencing at page 17) and key outcomes, milestones, responsible officers and associated performance indicators are described.

3. STRUCTURE AND CONTENTS OF THE PLAN

- 3.1 The structure of the Departmental Plan is based on a corporate template and is designed to be consistent with other plans across the council. It has clear links to the strategic aims and outcomes contained in the Council's overall Corporate Plan and also forms the basis for more detailed service planning for each division of the department. The Portfolio Holder's attention is particularly drawn to page 33 of the document which set out details in relation to the Housing theme.
- 3.2 To improve governance arrangements a full review of the risk register has taken place as part of the service planning process. Details of all associated risks that could prevent the department achieving its objectives along with the management controls in place to mitigate those risks are shown.
- 3.3 In addition, six Diversity Impact Needs Requirement Assessments (INRAs) have been carried out to ensure the department is taking the necessary steps to meet its equality and diversity obligations. An action plan resulting from the findings of the assessments is included with the Housing details shown on page 57.

- 3.4 It is recognised that organisational structures are likely to change significantly during 2009/10 in line with the decisions made by Cabinet on 6 April 2009. The detailed action plan has therefore been compiled on a thematic basis this year rather than being shown by departmental division. This should ensure the plan remains relevant and up to date throughout the year.

4. MONITORING AND REPORTING

- 4.1 The departmental actions and performance indicators will be regularly monitored by senior managers throughout 2009/10. In addition, a quarterly report will be submitted to Portfolio Holder to provide an update on progress and to highlight any key areas of achievement or concern.

5. RECOMMENDATION

- 5.1 The Portfolio Holder is requested to consider and approve the contents of the Regeneration and Planning Departmental Plan document for 2009/10-2011/12.



Regeneration and Planning Services

Departmental Service Plan

2009/10 – 2011/12

Contents

	Page
Introduction	3
Departmental Structure	4
Performance Management	9
Workforce Planning	11
Priorities	13
Sustainable Development	15
Departmental Annual Action Plan 2009/10	17
Appendix 1 - Associated Risks and Control Measures	44
Appendix 2 - Diversity Plans	53

If you like further information about Regeneration and Planning Services performance please telephone Jeff Mason, Head of Support Services on (01429) 523502, fax (01429) 523599 or e-mail jeff.mason@hartlepool.gov.uk

Copies of this summary can also be provided on audiotape or in large print, Braille and ethnic minority languages on request. We can also be contacted via Typetalk and enquiries in any language can be dealt with in person or on the telephone using Big Word instant translation service.

1. INTRODUCTION

1.1 This document is the Regeneration and Planning Services Departmental Plan for 2009/10-2011/12 and forms part of the Council's overall Service Planning arrangements. The plan details the key priorities and issues facing the department over the next three years, and includes a detailed action plan for the next 12 months. This plan will be reviewed on an annual basis, which will allow for any emerging priorities to be included.

1.2 The Council's Corporate Plan sets out the Council's contribution to achieving the statutory Community Strategy and related action plans including the Community Strategy Performance Management Framework and the Local Area Agreement (LAA). The Departmental Plan describes how the Department will help to meet the Council's objectives as stated in the Corporate Plan, in addition to identifying key outcomes that the department wishes to focus on that are not contained in the Corporate Plan. It also provides the context for more detailed Service Plans for each division in the Department.

1.3 This Plan should be looked at in conjunction with both the Council's Corporate Plan, and the individual Service Plans, that together form part of the Council's overall Service Planning Arrangements.

1.4 This approach ensures that any outcome that appears in the Corporate Plan can be traced through to specific actions in the service plan, and vice versa. It allows the employees delivering services to explicitly see how their actions contribute to the Council's overall objectives and the overall Community Strategy.

1.5 In addition there are a number of substantive plans and strategies for individual topics or themes eg the Housing Strategy, the Local Development Framework etc.

1.6 As in previous years for each of the agreed plans progress is reported quarterly to: -

- Corporate Plan – Corporate Management Team (CMT) and Cabinet
- Departmental Plans – Departmental Management Teams (DMTs) and Portfolio Holder
- Divisional/Service Plans – Relevant Management Teams.

2. DEPARTMENTAL STRUCTURE

Services Provided by the Department

2.1 The Department has a strong focus on regeneration activity, partnership working at a regional, sub-regional, locality and neighbourhood level and strategic planning. The focus is on continuous improvement and the delivery of excellent services.

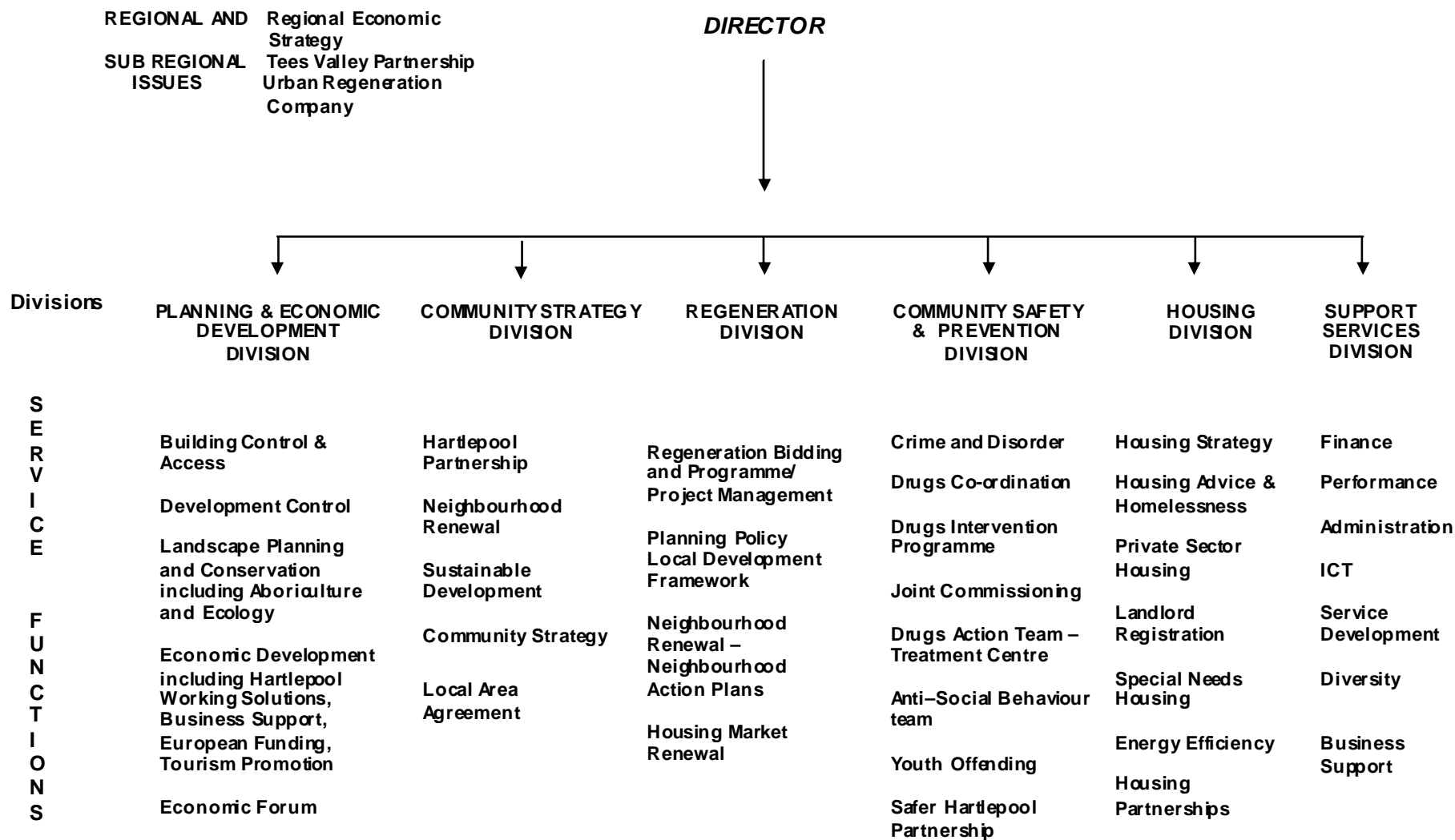
2.2 The Regeneration and Planning Services Department has responsibilities for several themes within the Community Strategy. In particular the Department is the lead department for the Council's contribution to the "Jobs and Economy" and "Community Safety" themes of the Community Strategy. It also has a co-ordinating role for the Strengthening Communities theme and a significant input to the Environment and Housing theme through for example work on planning, sustainable development, strategic housing, and housing market renewal. The department also has an interest in the other themes of the Community Strategy through its cross-cutting and strategic activity.

Departmental Structure

2.3 The Department's structure at the start of 2009/10 is set out in figure 1 below. It comprises six divisions as follows:-

- i. Community Strategy
- ii. Regeneration
- iii. Community Safety & Prevention
- iv. Planning and Economic Development
- v. Housing
- vi. Support Services

DEPARTMENT OF REGENERATION AND PLANNING SERVICES



Senior Officer Structure

2.4 The Departmental Management Team (DMT) consists of the Director of Regeneration and Planning Services, together with Divisional Heads. These are the Assistant Director for Planning and Economic Development, the Head of Community Strategy, the Head of Regeneration, the Head of Community Safety and Prevention, and the Head of Support Services, who are each responsible for a division within the Department. In addition the post of Head of Housing is currently vacant.

2.5 The extended Departmental Management Team also includes a number of section heads and senior officers most of whom are responsible for a service unit team which delivers a specific set of services.

2.6 The key services/functions provided by each division are shown on figure 2 above.

2.7 The Director and the Divisional Heads meet on a regular basis to plan, monitor and manage the strategic direction of the Department and the services provided. Strategic, operational, performance and substantive issues are considered across the Department and within the wider Council corporate and community context.

2.8 The extended Departmental Management Team also meets on a regular, though less frequent, basis, to consider these matters in more detail where appropriate and to ensure the dissemination of knowledge and issues up and down and across the Department.

2.9 During 2008/09 the Council embarked on an ambitious business transformation programme. Included in the proposals is the plan to reduce the number of departments from five to three. This is expected to mean that the majority of functions within the Regeneration and Planning Services and Neighbourhood Services Departments will be merged to create a directorate whose focus is on 'place'.

2.10 A major restructuring of services will take place over the next 12-18 months in accordance with the recommendations of the business transformation programme. This year's Departmental Plan is therefore presented as actions under the Community Strategy themes rather than the divisional structure of the existing department which has previously been the practice.

Links to Other Departments and Organisations

2.11 There are numerous links between the Department and other organisations and departments and the following description sets out a range of examples but is far from exhaustive.

2.12 The Community Strategy Division facilitates and supports the development and operation of the Hartlepool Partnership, the local strategic partnership for the town and particularly its Board currently chaired by the Mayor. In addition work is

undertaken across the Partnership through groups and key partner organisations to facilitate joined up working.

2.13 The Economic Development section facilitates the development and operation of the Economic Forum (a theme partnership within the Hartlepool Partnership) and has close working relationships with the business community and related organisations as well as key parties in the public and voluntary/community sector.

2.14 The Community Safety and Prevention Division facilitates the development and operation of the Safer Hartlepool Partnership (theme partnership) and has close working relationships with a range of organisations involved in this activity including the Police, Probation, the Primary Care Trust (PCT), Fire Service, etc and it co-ordinates or leads specific task groups or projects.

2.15 The Housing Division helps to facilitate the Housing Partnership, a theme partnership within the Hartlepool Partnership.

2.16 There are strong links between the Department and sub-regional organisations especially the Tees Valley Joint Strategy Unit, Tees Valley Regeneration and Tees Valley Unlimited, the new overarching sub-regional body which is replacing Tees Valley Partnership. This consists of a 'Leadership Board' and 'Executive' and a series of 'Sub Boards' related to for example Regeneration/Planning/Strategic Housing and Transport; Housing Market Renewal; Tourism; Skills and Training. A series of officer working groups will feed business into this arrangement including the Directors of Regeneration group and associated sub groups. The group will manage business of a cross-cutting nature, emanating from all the other groups. The Department is represented on a number of the officer working groups as well as supporting the Sub Boards. There are also linkages with Government Office North East and One NorthEast, and with the other local authorities in the area particularly in the Tees Valley.

2.17 The department has led on behalf of the Council in establishing strong links with the Homes and Communities Agency since its establishment in December 2008, to facilitate dialogue on major regeneration projects, housing market renewal and affordable housing.

2.18 There is a close relationship with the College of Further Education, College of Art and Design and Sixth Form College and regular contact is maintained with Job Centre Plus, Business Enterprise North East, the Learning & Skills Council (LSC) and the regional universities. There are relationships in place with key landowners and developers in the area to facilitate regeneration, such as PD Ports Ltd.

2.19 There are good relationships with the community and voluntary sector at a sub-regional, locality (Hartlepool Voluntary Development Agency and the Community Empowerment Network) and also a more local level, eg Owton Fens Community Association. The Department is working alongside the Department of Adults and Community Services and with the PCT to develop a comprehensive strategy for how we work with the voluntary sector.

2.20 The Regeneration Team in particular has close working relationships with area regeneration organisations which are independent or semi-independent of the Council including the New Deal for Communities and Hartlepool Revival, alongside Housing Hartlepool.

2.21 Within the Council the strong cross cutting relationships with Neighbourhood Services for example on community safety, transport and land issues and environmental issues will be built on during the restructure process. There is regular liaison with Children's Services on for example youth offending service issues, the Schools Transformation programme and the five 'Every Child Matters' outcomes, and with Adult and Community Services especially in relation to cultural and leisure facilities and services, supporting people service and major development schemes. There are also strong relationships between the Department and the corporate agenda especially in relation to the Community Strategy, the Local Area Agreement/Performance Management, governance and neighbourhood issues.

3. PERFORMANCE MANAGEMENT

Monitoring and Reporting

3.1 The Action Plan towards the end of this document details how the Department will meet its main aims/objectives for the forthcoming year. This will be monitored via the Covalent IT system and quarterly reports will be given to the Portfolio Holder(s) responsible for the functions of the department. Each report will give an update on progress and highlight any key areas of achievement or concern. In certain circumstances, it may become necessary to add, remove or amend an outcome or specific action from the annual plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any significant amendments to the plan will be made with agreement of the relevant Portfolio Holder(s).

Reviewing the Plan

3.2 The annual action plan will be reviewed, with any proposed changes being presented to the relevant Portfolio Holder for agreement.

3.3 The overall Departmental Plan also outlines the key priorities for the next three years that will affect the department. Naturally these will change over time and will need to be reviewed and updated to reflect these changing priorities. As a revised Departmental Plan will be produced on an annual basis, the overall priorities will also be reviewed on an annual basis and will be reflected in forthcoming years' departmental plans.

Communication

3.4 Internal performance on specific performance indicators or actions is related to specific responsible officers. These officers are responsible for day to day monitoring and management of performance, the quality of the data and any associated risks. They escalate matters to team leaders/section head level when appropriate. Any issues are discussed at team/section/division meetings, in one to one discussions and at appraisals.

3.5 Where appropriate, issues are communicated to the DMT meetings or to Divisional Heads Meetings or to the Director. If necessary these are raised at corporate level through Corporate Management Team (CMT) or one to one meetings with the Chief Executive and Director etc. and if necessary with the Portfolio Holder.

3.6 A Quarterly Monitoring Review Process operates within the department where the Director and relevant Divisional Heads discuss performance, continuous improvement and related community wide, corporate, departmental and section issues by exception with the relevant service unit managers.

Managing Risk

3.7 Risks and controls in relation to the planned outcomes are shown at Appendix 1. These are managed through the Covalent system and reviewed by managers as part of the quarterly review of the strategic and operational risk registers following the process set out in the Council's Risk Management Strategy. The department's risks and controls form part of reports regularly given to CMT, executive members, the Audit Committee and to the Council's appointed auditors through the Annual Governance Statement.

4. WORKFORCE PLANNING

Introduction

4.1 The Council's Workforce Development Strategy 2007-2012 provides clear direction to all departments in their workforce planning to ensure that staff are recruited and retained with the right skills, knowledge and behaviours to effectively deliver our services.

4.2 In the case of Regeneration and Planning Services, recruitment and retention is proving difficult in some areas. A national shortage of good quality Planning Officers, Building Control Surveyors and Regeneration staff mean that other Local Authorities as well as some private sector organisations are offering staff in these disciplines highly attractive salary packages and various other incentives. Effective workforce development planning will help us to meet this challenging situation both now and in the future.

4.3 Workforce planning will also ensure that our staff continue to be equipped with the knowledge and skills necessary to deliver even better services to meet the needs of a diverse community in a constantly changing environment. Leadership and Management Development and Equality and Diversity awareness continue to be among our priorities as does ensuring appropriate staff acquire and improve the skills required to be able to effectively manage finance, performance and HR functions using council IT systems.

4.4 During 2008/09 the department was successfully re-assessed as meeting the Investors in People standard as part of the first corporate IIP review. A workforce challenge review was undertaken in early 2009 and the areas the Council needs to develop are currently being assessed.

4.5 During 2009/10 the Business Transformation programme will begin to be implemented and bring significant change to organisational structures and the way many staff do their jobs. The implementation programme will raise some challenging workforce issues and will require the department to work closely with the HR Division to address.

4.7 A summary of key workforce development issues are set out below.

DEPARTMENTAL WORKFORCE DEVELOPMENT PLAN - 2009/10

- Develop management capacity and core skills of staff as identified in the Departmental Training Plan.
- Contribute towards the ongoing development of elected members through members seminars.
- Continue to embed the new corporate performance appraisal system into the department.
- Improve productivity through monitoring and implementing the agreed actions which contribute towards staff wellbeing (eg Healthy Communities initiative) and reduced number of days lost through sickness absence.
- Embed new procedures into the department for procuring training.
- Develop the skills of the workforce in accordance with the 2009/10 Departmental Training Plan.
- Continue with formal induction arrangements to ensure new starters quickly become productive in their new role.
- Work with HR to identify and address as far as possible workforce issues that arise directly from the Business Transformation process or changes in external funding received.
- Support the introduction of the new HR IT system.
- Work through Tees Valley Planning Managers to develop a more joined up approach in the sub region to the recruitment and retention of Planning staff.
- Continue the investment in Qualification Based Training in key areas of the department as part of our 'Grow Our Own' programme.
- Support the promotion of a local government career to young people through active involvement in the schools work experience placement programme.
- Continue where possible to place trainees from the Intermediate Labour Market programme within the department.

5. PRIORITIES

Vision

5.1 Our vision is to regenerate Hartlepool and its communities to realise their potential and enable them to be prosperous, safe, attractive and sustainable.

5.2 The Department will continue to focus on revitalising the town and reducing inequalities through a range of partnership working, strategic and neighbourhood planning, conservation and housing market renewal, development planning and control and community safety and prevention activity. This involves activities at various levels, including strategic planning, enabling (often through partnership working) and direct delivery of commissioning of services.

5.3 The effect of the economic recession on services is the major challenge facing both the Department and the Council. The adverse impact on jobs, businesses, housing, crime and regeneration are key priority areas the Department is seeking to address in 2009/10.

Medium Term Priorities

5.4 The medium term priorities of the Department are reflected in the Corporate Plan, which identifies the responsible lead department/officer. These can be summarised as follows:-

(a) Jobs and the Economy Theme

In the Jobs and Economy Theme the medium term priorities relate to strengthening enterprise, encouraging growth of existing and new local business and seeking to attract new inward investment especially through further development of the business incubation system and within the Central Area and the Southern Business Zone. This is extremely challenging in the current economic climate. The Department continues to work closely with the College of Further Education and providers of higher education to bring forward redevelopment and improvement of facilities. The department is also involved in the schools transformation programme, helping to ensure high quality environments and facilities are provided, not only for learning but also appropriate enterprise and community activities. Improvement to skill levels within local communities and support for disadvantaged and vulnerable people is also centrally important to this work. Enabling the development of flagship sites and the improvement of property and the physical environment, especially the Victoria Harbour proposals within the Hartlepool Quays area, is also a major priority. The promotion of a positive image for the town is also a priority with the 2010 Tall Ships' Races being seen as a major opportunity for enhancing the awareness and image of Hartlepool.

(b) Community Safety

In terms of the Community Safety Theme the medium term priority is to reduce crime and narrow gaps in crime levels and to ensure that responsibilities related to community safety are recognised across the Council and with partner organisations. Our vision is that residents will feel safe out in their neighbourhood after dark and

that social behaviour becomes the norm with the use of ASBOs no longer being required even for a minority of the population. We also want to see less young people entering the criminal justice system along with reduced re-offending. The partnership work to implement a comprehensive drugs treatment strategy and commission services for drug misusing offenders continues and an increasing area of concern is alcohol abuse where our priority is to ensure support and treatment services are readily available in the town. The department is also now taking a lead role in promoting community cohesion and engagement, including the co-ordination of the local Prevent Strategy.

(c) Environment

The Department will continue to seek to protect and enhance the countryside and natural environment, the built environment and the historic environment through an effective Planning Service which also aims to reduce the amount of under-used buildings and land, maximise development on brownfield land and provide support for the implementation of the Hartlepool Tree Strategy and Biodiversity Action Plan for the Tees Valley. The department will continue to lead on the Council's compliance with its obligations and commitments to conserve biodiversity. This includes co-ordinating the Natural Environment sub-group of the Environment Partnership and the Council's input into the Tees Valley Biodiversity Partnership.

Sustainable Development is at the core of the planning system and climate change is a key priority within this. Priority will be given to the preparation and implementation of a framework of key actions to take forward measures to tackle climate change (see Section 6). The Department will also be increasingly engaged in the debate over the Government's National Nuclear Policy and its local environmental and economic development implications.

(d) Housing

Housing is a major theme of the Community Strategy and is fundamental to the well being of the town and its communities. The priorities of the department include continuing to balance housing supply and demand through enabling the development of affordable housing and pursuing a strategic housing market renewal programme. The impact of the recession is particularly felt in housing and therefore steps are being taken to ensure the Council is at the centre of new development exploring new initiatives and maximising potential resources. The need to address empty dwellings is recognised as a high priority and 2009/10 will also see the opening of the new Housing Option Centre and the new Selective Licensing scheme being established.

(e) Strengthening Communities

In relation to the Strengthening Communities Theme our medium term priority is to enable activity to improve the quality of life for the most disadvantaged neighbourhoods and vulnerable people through the delivery of neighbourhood renewal and the preparation, implementation and review of Neighbourhood Action Plans (NAPs). Continuing to ensure a 'fit for purpose' Local Strategic Partnership (LSP) and building on the existing Local Area Agreement (LAA) are also significant priorities.

6. SUSTAINABLE DEVELOPMENT

The Regeneration and Planning Services Department recognises the severity of climate change and the necessity of living within environmental limits. It also understands the benefits to be gained from the development of sustainable communities.

The Department can make a significant impact on sustainability through managing its own business well: reducing carbon, managing biodiversity, promoting good employment practices. It also has a key role to play in preparing policies that both enable and encourage businesses and individuals to act.

The Department has lead responsibility for the preparation of policy in a number of key areas:

- Community Strategy and the Local Area Agreement
- Local Development Framework
- Housing
- Community Safety
- Jobs and the Economy
- Neighbourhood Action Plans

Through its operations, as set out in the Departmental Action Plan 2009/10, the Department makes a range of contributions to the delivery of sustainable development. These include:

Economic

- Support under represented groups in business formation and growth including the development of the Women's Enterprise Group
- Expand the Tees Valley wide Building Futures project, supporting employers with labour force skills development to incorporate a broad range of sectors
- Design town wide child poverty pledge to be endorsed by all key partners

Social

- Commission community based alcohol services and support
- Increase numbers into effective drug and alcohol treatment
- Assist in the provision of a free advisory (one stop shop) to all users of the Building Control Service and provide a development team approach to enquiries where appropriate
- Consider process of prioritisation and opportunities for assisting the delivery of affordable housing schemes in liaison with key housing partners using a range of delivery vehicles
- Provide assistance for disabled persons to meet their adaptation or rehousing needs
- Complete the preparation of the Throston Neighbourhood Action Plan, including sections on a low footprint future

Environmental

- Undertake a review of Hartlepool's current SNCIs in line with Defra guidance and Tees Valley Local Sites Partnership criteria
- Assess potential Local Wildlife Sites against Defra guidance and Tees Valley Local Sites Partnership criteria
- Promote energy efficiency measures for qualifying households.

DEPARTMENTAL ACTION PLAN 2009/10

The action plan is split into the following sections.

Section 1 shows those outcomes that have been identified in the Council's Corporate Plan. This action plan expands on the Corporate Plan and gives more detail as to how this will be achieved.

Section 2 shows those outcomes that have been identified as being a priority for the Department, but have not specifically been included in the Council's Corporate Plan.

The action plan is shown over the themes of the Community Strategy

- **Jobs and the Economy**
- **Lifelong Learning and Skills**
- **Community Safety**
- **Environment**
- **Housing**
- **Strengthening Communities**
- **Organisational Development**

Performance indicator and resource details are also shown.

JOBS AND THE ECONOMY

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome: Attract Investment				
Departmental Plan Outcome: Continue to work with partners to provide key manufacturing and service sector infrastructure including appropriate sites and premises including the development of the Southern Business Zone			Associated Risks: R016, R017 SR046	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Support the development and submission of a Single Programme gap funding bid to secure an extension to the UKSE Innovation Centre at Queens Meadow	Jul 09	I Hussain	RPD P100
	Develop Business Case application to secure Single Programme funding to support the implementation of the Southern Business Zone Strategy	Feb 10		RPD P052, RPD P065-66, RPD P100
	Implement the “new ways of working” pilot business support scheme with Business Enterprise North East within the context of the Southern Business Zone strategy	Sep 09	M Emerson	
Departmental Plan Outcome: Work with Tees Valley Regeneration and PD Ports for the redevelopment of Victoria Harbour within Hartlepool Quays			Associated Risks: SR041	
	Secure agreement on Victoria Harbour delivery vehicle	Jan 10	S Green	

Corporate Plan Outcome: Be Globally Competitive				
Departmental Plan Outcome: Continued development of Hartlepool's Business Incubation System and business support programme including the development of the visitor economy network			Associated Risks: R016, R017 SR046	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Develop business support activities for Tall Ships programme including the recruitment of a specialist Support Officer	Sep 09	M Emerson	
	Support the development of the business start up market including the delivery of Enterprise week	Nov 09		RPD P065-66, RPD P074
	Support under represented groups in business formation and growth including the development of the Women's Enterprise Group	Jun 09		
	Develop enhanced e-commerce functions for desti.ne.com and the destinationhartlepool.com website to support the visitor economy	Mar 10	J Cole	
	Support the Passport, Hotelier and Restaurant business network groups	Mar 10		
Departmental Plan Outcome: Develop and facilitate entrepreneurial activities including working with young people to foster the enterprise culture in the town			Associated Risks: R016, R017 SR046	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Increase programme of enterprise activity for key stage 4 pupils	Sep 09	M Emerson	
	Develop enterprise links with primary schools utilising the Tall Ships programme	Jun 09		
Departmental Plan Outcome: Support the local economy through discretionary rate relief mechanisms; the promotion of the small business rate relief scheme; accelerating invoice payment procedures to businesses within the Borough			Associated Risks: R016, R017 SR046	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Promote the rates support programmes to all business sectors through appropriate marketing mechanisms including website, business newsletters and Business Forum events	Jun 09	M Emerson	

Corporate Plan Outcome: Create more employment opportunities for local people				
Departmental Plan Outcome: Develop employment and training initiatives in partnership with key stakeholders for residents [including targeting individuals from the most deprived wards] which meet the demands of the local labour market and the business community			Associated Risks: R016, R017 SR046	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Continued development of Jobsmart including the implementation of the "Employer Gateway" providing sector specific support	Mar 10	C Auckland	RPD P067 RPD P070
	Develop and implement the Regional Employer Framework into the sub regional and local employability agenda	Mar 10	D Martin	
	Continue to deliver capacity building support to the voluntary and community sector to participation in delivery of business support and employability services	Mar 10	P Wilson	
	Expand the Tees Valley wide Building Futures project, supporting employers with labour force skills development to incorporate a broad range of sectors	Nov 09	D Martin	

Corporate Plan Outcome: Achieve economic wellbeing for all children and young people ensuring that they are prepared for working life				
Departmental Plan Outcome: Coordinate the implementation of the Council's Child Poverty Strategy and Action Plan in relation to economic participation			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Design town wide child poverty pledge to be endorsed by all key partners	Jan 10	P Wilson	
Departmental Plan Outcome: Reduce the level of young people who are Not in Employment, Education or Training (NEET)			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Continue the development of the Going Forward project to include a marketing event targeting NEETS	May 09	P Wilson	RPD P069 RPD P072 RPD P078
Departmental Plan Outcome: Implement the Hartlepool 14-19 Strategy			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Continue the Enhancing Employability Programme with a focus on enterprise activities associated with the Tall Ships race	Mar 10	D Taylor	RPD P069 RPD P072

Corporate Plan Outcome: Promote Hartlepool's interests in economic regeneration policy-making at the national, regional and sub-regional levels				
Departmental Plan Outcome: Pursue recognition of Hartlepool's economic role, needs and opportunities in national, regional and sub-regional policy			Associated Risks: R029, SR046	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Liaise with relevant strategic partners in the production and review of strategies, plans and key documents affecting Hartlepool including Tees Valley Unlimited, Northern Way, ONE North East, the RSS, the RES Tees Valley MAA and Tees Valley City Region Development Programme.	Mar 10	D Gouldburn	

Corporate Plan Outcome: Promote Hartlepool's interests in economic regeneration policy-making at the national, regional and sub-regional levels				
Departmental Plan Outcome: Coordinate key regeneration programmes			Associated Risks: R028, R029, R030, R032, SR046	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Coordinate the development, management and delivery of the Single Programme	Mar 10	R Smith	
	Coordinate the management and delivery of the Growth Point initiative	Mar 10	A Golightly	RPD P115
	Work with key partners in the development of a bid for Sea Change funding	Jul 09		

Section 2 – Outcomes that are specific to Regeneration and Planning Services

NONE

LIFELONG LEARNING AND SKILLS

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome:

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

Departmental Plan Outcome:

Facilitate the physical enhancement and improvement of key education facilities

Associated Risks:

SR40, R028, R029, SR046

	Facilitate regular update meetings of joint working group overseeing the planning and implementation of the college development, involving relevant HCFE staff and HBC	Mar 10	A Golightly	
--	--	--------	-------------	--

Section 2 – Outcomes that are specific to Regeneration and Planning Services

NONE

COMMUNITY SAFETY

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome: Reduced crime				
Departmental Plan Outcome: Ensure compliance with section 17 of Crime and Disorder Act 1998, by supporting all Council Departments in developing their understanding and responsibilities to preventing and reducing crime and disorder when delivering services			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Review all the Council Departments' self assessments in relation to compliance with Section 17 of Crime and Disorder Act, 1998	Mar 10	B Neale	
	Identify gaps, consult with Departments and develop action plan, to ensure compliance with legislation.	Jul 10		
Departmental Plan Outcome: Contribute to developing partnership approaches to reduce the levels of violence and disorder specific to the town centre night-time economy and domestic related incidents, together with addressing alcohol related crime and disorder across Hartlepool			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Appoint Domestic Violence co-ordinator	Apr 09	B Neale	NI 20
	Undertake a process mapping exercise in relation to the management of domestic related violence and any gaps within service provision	Oct 09		
	Support the creation, delivery and evaluation of violence related projects. This work to focus upon Victim, Offender, Location and the outcomes identified from the process mapping exercise	Mar 10		

Corporate Plan Outcome: Reduced harm caused by illegal drugs and alcohol				
Departmental Plan Outcome: Ensure effective drug treatment services and interventions			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Increase numbers into effective treatment	Mar 10	C Hart	NI 40
	Extend Stimulant service and support	Sep 09		
	Introduce primary/shared care	Sep 09		

Departmental Plan Outcome: Strengthen alcohol treatment and support services			Associated Risks: R001	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Commission community based alcohol services and support	Jun 09	C Hart	
	Pilot structured alcohol activity programmes for criminal justice system	Dec 09		
	Provide brief intervention training programme focussing on non-statutory Tier 1 and 2 services	Sep 09		

Corporate Plan Outcome: Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour				
Departmental Plan Outcome: Reduce anti social behaviour and criminal damage, including deliberate fire setting				Associated Risks:
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Carry out evaluation of the Good Tenant Scheme	Nov 09	S Forth	NI 17
	Develop protocol for implementing new power introduced in section 118 of Criminal Justice and Immigration Act 2008 to close premises associated with significant and persistent disorder	Jun 09		
	Develop process for managing support for those on ASBOs, linking to the FIP/Prevention Steering group for juveniles and with Probation for adults	Mar 10		
Departmental Plan Outcome: Promote community cohesion and engagement within communities, including the co-ordination of the local Prevent Strategy				Associated Risks: R001
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Establish community cohesion small grants fund for community group activities	Jun 09	A Mawson	(NI 4)
	Ensure delivery of the actions within the Prevent local action plan	Mar 10		NI 35
	Develop a community intelligence gathering process, in conjunction with partners	Dec 09	B Neale	NI 35

Corporate Plan Outcome: Reduced offending and re-offending				
Departmental Plan Outcome: Improve the effectiveness of criminal justice interventions for adult offenders who are supervised by the Reduction of Re-offending team				Associated Risks: R001
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Improve links between adult and young offender services	Jul 09	C Catchpole	NI 19, NI 30, NI 38
	Improve access to appropriate adult education, training and employment opportunities	Mar 10		NI 30, NI 38
	Improve access to stable accommodation	Mar 10		
Departmental Plan Outcome: Promote integrated offender management				Associated Risks:
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Co-locate Reduction of Re-offending Team with existing Criminal Justice Integrated Team (Probation, Police, HBC and contracted assertive outreach staff) at Community Safety Offices 8/9 Church Street	Jul 09	C Catchpole	NI 30, NI 38
Departmental Plan Outcome: Support the implementation of the 'Team Around the School' model and extend the early identification and support for those children and young people who are at risk of offending				Associated Risks: R004
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Establish "Team Around the School" in Manor College	Sep 09	D Dunleavy	NI 111
	Ensure appropriate YOS representation at all "Team around the school meetings"	Sep 09		
	Establish new service at the Police custody suite which aims to prevent those young people arrested for first time from committing further crime	May 09		

Section 2 – Outcomes that are specific to Regeneration and Planning Services

NONE

ENVIRONMENT

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome:

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

Departmental Plan Outcome:

Coordinate the preparation of the Local Development Framework embodying the core principle of sustainable development and climate change

Associated Risks:
SR41, R010, R025, R031

Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Ensure Effective Evidence Base for Local Development Framework	Mar 10	R Waldmeyer	
	Progress the development/adoption of DPD's and SPD's identified in the Local development Scheme	Mar 10		RPD P002
	Produce Preferred Options Version of Core Strategy	Mar 10		
	Submit LDF Annual Monitoring Report	Dec 09		

Departmental Plan Outcome:

Review significant features of Hartlepool's natural environment

Associated Risks:

Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Undertake a review of Hartlepool's current SNCIs in line with Defra guidance and Tees Valley Local Sites Partnership criteria	Oct 09	S Scarr	
	Assess potential Local Wildlife Sites against Defra guidance and Tees Valley Local Sites Partnership criteria	Oct 09		
	Review 3 TPOs and remake, amend or revoke as appropriate	Mar 10		

Departmental Plan Outcome: Review Hartlepool's conservation areas and implement planning policy guidance relating to the historic environment				Associated Risks:
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Undertake two conservation area character appraisals.	Mar 10	S Scarr	
	Implement planning policy guidance relating to conservation areas	Oct 09		

Section 2 – Outcomes that are specific to Regeneration and Planning Services

Departmental Plan Outcome: To provide an efficient and effective Building Control Service				Associated Risks: R018, R019, R020, R021
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
PED A22-1	Determine submitted Full Plans applications within the statutory time period	Mar 10	G Hutchison	RPD P085
PED A22-2	Enforce Building Regulation standards to all work throughout the borough	Mar 10		
PED A22-3	Assist in the provision of a free advisory (one stop shop) to all users of the Building Control Service and provide a development team approach to enquiries where appropriate	Mar 10		

Departmental Plan Outcome: Provide an efficient and effective Development Control Service to the public				Associated Risks: R019, R023, R024, R025	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs	
	Provide a free advisory service (One Stop Shop) to all users of the Development Control Service and provide a team approach to enquiries where appropriate	Mar 10	R Teece	RPD P081	
	Determine all planning applications having regard to the provisions of the Hartlepool Local Plan and in line with Government targets	Mar 10		NI157a-c	
	Investigate all breaches of planning control	Mar 10		RPD P082	
Departmental Plan Outcome: Reduce the amount of derelict and underused land and buildings through the pursuit of regeneration and enforcement activities				Associated Risks: R024	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs	
	Liaise with owners and developers, and pursue enforcement action as appropriate to ensure improvements in the appearance of untidy buildings and land	Mar 10	R Teece	RPD P082	
Departmental Plan Outcome: Maintain and enhance Hartlepool's Natural Environment				Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs	
	Identify and contact partners who are providing nature conservation volunteer opportunities	Jul 09	I Bond		
Departmental Plan Outcome: Efficient and effective provision and monitoring of information				Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs	
	Complete annual review on NLUD sites	Oct 09	R Waldmeyer		

HOUSING

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome: Balancing Housing supply and demand				
Departmental Plan Outcome: Pursue a strategic housing market renewal programme in partnership with Tees Valley Living and key local partners			Associated Risks: R010, R028, R029, R030, R031, R032, R037, R038, SR039, SR046	
	Ensure appropriate representation for Hartlepool, within sub-regional housing partnerships	Mar 10	N Johnson	RPD P047
Departmental Plan Outcome: Enable development of affordable housing			Associated Risks: R010, R025, R028, R029, R030, R031, R032, R038, SR039, SR046	
	Present 'publication' version of the Affordable Housing DPD to Cabinet prior to submission to Government Office	Mar 10	A Waters	NI 155
	Consider process of prioritisation and opportunities for assisting the delivery of affordable housing schemes in liaison with key housing partners using a range of delivery vehicles	Mar 10	N Johnson	NI 155
	Establish appropriate steering arrangements for the development of new housing initiatives	Mar 10		NI 155
	Produce options appraisal to Cabinet to bring empty properties back into use	Jan 10	J Smalley	RPD P001

Corporate Plan Outcome: Improving the quality of existing housing				
Departmental Plan Outcome: Encourage improvements to homes to meet and exceed 'decent homes standards'			Associated Risks: R015	
	Establish with RSLs a five year plan beyond decent home standards	Jan 10	P Garner-Carpenter	
	Target resources to improve houses owned by vulnerable, private households	Mar 10	J Smalley	RPD P116
Departmental Plan Outcome: Improve the energy efficiency of houses			Associated Risks: R013	
	Promote energy efficiency measures for qualifying households	Mar 10	J Smalley	

Corporate Plan Outcome: Changing housing needs and meeting the housing needs of vulnerable people				
Departmental Plan Outcome: Provide support services to increase the opportunity for residents to live independently in the community			Associated Risks: R014	
	Review the impact of Choice Based Lettings on vulnerable people	Mar 10	L Igoe	
	Provide assistance for disabled persons to meet their adaptation or rehousing needs	Mar 10	J Smalley	RPD P022-23, RPD P107

Corporate Plan Outcome: Changing housing needs and meeting the housing needs of vulnerable people				
Departmental Plan Outcome: Ensure there is access to a choice of good quality housing to buy or rent, to meet the aspirations of residents and encourage investment			Associated Risks: SR039, R014	
	Encourage the use of CBL for RSL and private landlords	Mar 10	L Igoe	
	Produce Service Level Agreement with Housing Hartlepool	Mar 10		
	Implement the Selective Licensing Scheme	May 09	J Smalley	RPD P102-103

Departmental Plan Outcome: Open the Housing Option Centre				Associated Risks: R039	
	Monitor the use of the Housing Options Centre	Mar 10	L Igoe		
	Maximise the services available from the Housing Options Centre	Mar 10		RPD P011, RPD P108	

Section 2 – Outcomes that are specific to Regeneration and Planning Services

NONE

STRENGTHENING COMMUNITIES

Section 1 – Outcomes that are linked directly to the Corporate Plan

Corporate Plan Outcome:

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

Departmental Plan Outcome:

Ensure a fit for purpose Local Strategic Partnership

Associated Risks:

	Ensure the effective operation of the Partnership's Performance Management Group	Mar 10	J Potts	
	Work with the Community Network to ensure the implementation of their 2009/10 Delivery and Improvement Plan	Mar 10	J Smithson	
	Coordinate the preparation of agendas and papers for Board Meetings	Mar 10	D Clennett	
	Provide a programme of inductions for new Board Members	Mar 10		
	Provide feedback from Board Meetings to Councillors and Resident Reps through the Partnership's newsletter	Mar 10		

Departmental Plan Outcome: Coordinate the preparation, implementation, review and partnership monitoring of the Local Area Agreement			Associated Risks: SR046	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Publish refreshed Local Area Agreement	Apr 09	J Potts	
	Prepare Delivery and Improvement Plan for 2009/10	Jun 09		
	Prepare LAA Partnership Monitoring for Quarter 4 2008/9	May 09		
	Prepare LAA Partnership Monitoring for Quarter 1 2009/10	Jul 09		
	Prepare LAA Partnership Monitoring for Quarter 2 2009/10	Oct 09		
	Prepare LAA Partnership Monitoring for Quarter 3 2009/10	Jan 10		
	Negotiate LAA refresh for 2010/11	Mar 10		

Corporate Plan Outcome: Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas				
Departmental Plan Outcome: Ensure the delivery of Neighbourhood Renewal in the Borough			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Operate strategic WNF and Neighbourhood Element programmes	Mar 10	C Frank	
	Carry out a programme of WNF verification visits	Mar 10	R Starrs	
	Publish and disseminate the findings of the WNF project evaluations	Jul 09		
	Review & promote the activity of the Neighbourhood Element programme as it concludes	Mar 10	C Frank	
	Coordinate a review of LSP resources to deliver the Community Strategy/Neighbourhood Renewal Strategy	Mar 10		
	Review the delivery of NAPs	Mar 10	R Starrs	

Departmental Plan Outcome: Continue the programme of Neighbourhood Action Plans (NAP) preparation, implementation and review			Associated Risks: R009, R010, R016, R028, R029, R030	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Complete one new NAP (Throston)	Aug 09	S Burn	RPD P086
	Commence work on updating one existing NAP (neighbourhood to be determined)	Oct 09		RPD P086
	Agree a programme of future NAP development and implementation	Jun 09		
Departmental Plan Outcome: Support the development and implementation of regeneration programmes within disadvantaged areas			Associated Risks: R009, R010, R016, R028, R029, R030	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Agree a programme of future NDC delivery	May 09	S Burn	

Section 2 – Outcomes that are specific to Regeneration and Planning Services

NONE

ORGANISATIONAL DEVELOPMENT

Section 2 – Outcomes that are specific to Regeneration and Planning Services

Departmental Plan Outcome: Reduce the risks to the department of not achieving its service objectives			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Annual Review of Departmental Risk Register including linking risks to actions in the service plan	May 09	J Mason	
	Annual Review of Strategic Risk Register	Oct 09		
	Continue to develop Business Continuity Plans in line with the corporate timetable	Mar 10		
Departmental Plan Outcome: Facilitate continuous improvement through robust departmental service planning and performance management arrangements			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Produce the 2009/10 Departmental Plan	May 09	J Mason	
	Produce Quarterly Performance Reports to Portfolio Holder	Feb 10		

Departmental Plan Outcome: Maintain a stable departmental financial position			Associated Risks: SR046, R019, R033	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Prepare 2010/11budget in accordance with the corporate timetable	Feb 10	J Mason	
	Assess and report on department's financial position on a quarterly basis including reserves, balances and efficiency requirements	Feb 10		
Departmental Plan Outcome: Ensure staff wellbeing including reducing days lost to sickness absence			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	In conjunction with HR oversee the management of sickness absence	Mar 10	J Mason	
	Produce the annual departmental health and safety plan and ensure all actions are completed in year	Mar 10	L Finn	
Departmental Plan Outcome: Develop and implement key IT projects			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Support the implementation of the HR/Payroll system within the department	Mar 10	L Finn	
	Co-ordinate the further development of the department's pages on the Council website	Mar 10		
Departmental Plan Outcome: Work towards the 'Excellent' level of the Equality Framework in accordance with the Corporate timetable			Associated Risks:	
Ref: RPD	Action	Date to be Completed	Responsible Officer	Associated PIs
	Co-ordinate the preparation of the department's INRAs for 2009/10	May 09	M Thubron	
	Monitor and report upon the planned diversity actions being carried out by the department	Mar 10		

Section 3 – Key Performance Indicators

Ref	Indicator	Theme
RPD P052	Unemployment rate (Hartlepool)	JE
RPD P065	The number of businesses assisted	JE
RPD P066	The number of jobs created with council assistance	JE
RPD P067	The number of residents assisted into employment	JE
RPD P069	The number of residents assisted into employment that were young unemployed people	JE
RPD P070	The number of residents assisted into training	JE
RPD P072	The number of residents assisted into training that were young unemployed people	JE
RPD P074	The number of business start ups with council assistance	JE
RPD P078	The youth unemployment rate as a proportion of the total unemployed	JE
RPD P100	The number of sites developed or improved	JE
RPD P115	Provide Growth Point funding for key regeneration sites	JE
RPD P002	Percentage of new homes on previously developed land	ENV
RPD P081	Percentage of informal planning inquiries responded to within 15 working days	ENV
RPD P082	Percentage of planning complaints investigations concluded in 4 months	ENV
RPD P085	Percentage of full BC plan applications determined within 8 weeks	ENV
NI 157a-c	Processing of planning applications	ENV
NI 17	Perceptions of anti-social behaviour	CS
NI 19	Rate of proven re-offending by young offenders	CS
NI 20	Assault with injury crime rate	CS
NI 30	Re-offending rate of prolific and priority offenders	CS
NI 35	Building resilience to violent extremism	CS
NI 38	Drug related (Class A) offending rate	CS
NI 40	Number of drug users recorded as being in effective treatment	CS
NI 111	First time entrants into the Youth Justice System aged 10-17	CS
NI 155	Number of Affordable Homes Delivered	HSG
RPD P047	Number of Houses Cleared in HMR Intervention Areas	HSG
RPD P001	Number of private dwellings returned into occupation	HSG
RPD P011	Housing Advice Service; preventing homelessness	HSG
RPD P022	The number of disabled facility grants completed	HSG
RPD P023	The number of households receiving assistance to secure more suitable accommodation in relation to their disability	HSG
RPD P102	Percentage of properties licensed (under selective licensing scheme and as a % of estimated licensable properties)	HSG
RPD P103	Percentage of applications received (under selective licensing scheme and as a % of estimated licensable properties)	HSG

Ref	Indicator (cont)	Theme
RPD P107	Average waiting time for a Disabled Facility Grant to be completed [once received by Housing]	HSG
RPD P108	% of cases referred to the Tenancy Relations Officer satisfactorily resolved without the need for legal action	HSG
RPD P116	Number of private sector houses made 'decent'	HSG
RPD P086	Complete 1 NAP and commence 1 Nap Update	SC

APPENDIX 1

**ANNUAL GOVERNANCE STATEMENT 2008/09
REGENERATION AND PLANNING
ASSOCIATED RISKS AND CONTROL MEASURES**

Based on Risk Register Entries as at 31 March 2009

RISK REGISTER DETAILS

Risk Register Reference	Link to Plan Page Reference	Risk: Red/ Amber/ Green	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Planned Controls	Owner
RPD R001 Insufficient capacity of Safer Hartlepool service to meet demand through lack of commitment from partners	24, 25	A	Seek to address needs not wishes. Quantify needs and seek funds to sustain and where appropriate increase service provision eg CCTV. Meetings and Task groups in place with action plans and regular monitoring. Neighbourhood policing service delivery reviewed, focused action plans established to develop service delivery. Partnership strategic assessment completed December 08, prioritises themed work and geographic areas for targeted activity. new emerging priority focusing on counter terrorism will need to be considered over coming months	Commission community based alcohol services and support Ensure delivery of the actions within the Prevent local action plan Improve access to stable accommodation	Alison Mawson
RPD R004 Inability to deal with increasing numbers of young offenders and those 'at risk' referred to Hartlepool Intervention Panel	26	A	Issue and build links with other preventative measures. Keep numbers under review. Influenced by new initiatives.	Establish new service at the Police custody suite which aims to prevent those young people arrested for first time from committing further crime	Danny Dunleavy
RPD R013 Reduction in funding for Housing Investment	32	R	Existing sub regional working in place. Up to date Needs Analysis and relevant Studies being progressed. Effective and up to date strategies in place to supporting bidding.		Penny Garner-Carpenter
RPD R014 Failure to provide correct housing advice to the public	32	A	Staff training, team working offering housing and homelessness advice. Awareness training with external and internal organisations. Service planning and review in place. Appointments system introduced. Advice & information leaflets available for clients. Introducing a senior office sign off on all homelessness decisions. Random audit checks on homelessness decisions increased to 20%.	Review the impact of Choice Based Lettings on vulnerable people	Penny Garner-Carpenter

RPD R015 Failure to achieve national decent homes standard in social housing	32	A	Monitoring with RSLs through Housing Partnership PMF, Housing Hartlepool quarterly meetings etc. Monitoring of new build and demolition rates and liaison with agencies involved.		Penny Garner-Carpenter
RPD R039 Failure to achieve national decent home standard in the private sector	33	A	Monitoring of new build and demolition rates and liaison with agencies involved. Ensure sufficient funding allocated through capital programme and monitoring impact of such funding. Specific targeting of private vulnerable households.		Penny Garner Carpenter
RPD R038 Inability to meet very high levels of local housing needs including affordable housing	31	R	Ongoing engagement with a range of RSLs/Housing Associations including Housing Hartlepool. With RSLs support development of new affordable housing through National Affordable Homes Programme. Dialogue taking place in the 2008-11 bidding round. Key strategic priorities and potential sites that may become available within 08-11 being identified. Ongoing HMR programme ensuring quantified requirements for new AH are included in development agreements with housebuilders.		Peter Scott
STR R039 Effective delivery of housing market renewal affected by external decisions and funding	31, 32	A	Throughout the project recognised experts have been appointed to co-ordinate all necessary processes. Working with Legal consultants to ensure all statutory requirements are met. H/pool is a partner with the Tees Valley Living HMR initiative. Effective Consultation with communities to secure support & manage expectations. Partnership with delivering bodies, H/pool Revival & Housing H/Pool. HMR Co-ordinator located within regeneration & forward planning team establishing good strategy & proposals. To mitigate the Council's position on liability to owners with outstanding claims, our professional advisors have given a view of potential liability. This amount has been set aside to fund future payments once a settlement has been agreed or a case has been settled by the Land Tribunal.		Peter Scott
RPD R016 Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners	16, 17, 18, 36	A	Service level agreements. Membership of Economic Forum. Build relationships at sub regional, regional and national levels.		Antony Steinberg

RPD R017 Failure to maximise economic advantage to the town	16, 17, 18	A	Small existing council marketing budget. Established partnership arrangements with various agencies. Identified as a pressure in 2008/9 budget round.		Antony Steinberg
RPD R037 Controversy relating to contentious decisions and issues	31	A	Work closely with other agencies eg Environment Agency, HSE, HCA & GONE. Professionally qualified staff and the obtaining of professional advice from external specialists. Early alert to Executive Members and Public Relations office of potential media interest stories. Ensure requests for specialist information from developers.		Peter Scott
RPD R018 Failure of partner authorities in relationship to National Partnership Agreements	29	A	Approval monitored by inspection regime and any major issues resolved.		Garry Hutchison
RPD R019 Failure to achieve fee income targets	29, 30, 39	R	In Building control establish good working relationships with developers/local agents. Participation in National partnering initiatives. Maintain quality service. Close revenue monitoring in BC/DC.		Garry Hutchison
RPD R020 Failure to correctly implement Building Regulation legislation	29	A	Testing through LABC. Use of Government helpline where appropriate. Use of Tees Valley network of BC officers to agree interpretation and check understanding.		Garry Hutchison
RPD R021 Loss of life or injury to the public through failure of 3rd party specialists to give correct building regulation advice	29	A	Use only accredited professionals for provision of advice. Use only accredited professional consultants for larger/complex schemes not designed with current guidance. Briefly appraise conclusions/recommendations of consultant reports prior to passing to clients.		Garry Hutchison
RPD R022 Loss or damage to key paper planning records and documentation		G	Paper records are held in a central indexed filing system and in the archive store. EDRMS introduced to Planning service in December 2005 and approx 10 years of records prior to that have been backscanned.		Richard Teece
RPD R023 Loss of access to Planning IT system for lengthy period	30	G	The system is included in corporate disaster recovery plans. Back up routines in place. Retention of key information is presently in hard copy format. Support arrangements and help desk facilities available both from suppliers and SX3 managed services. Initial business continuity plans in place.		Richard Teece

RPD R024 Decision making on planning applications being challenged	30	A	Provide fully reasoned committee reports or delegated case reports. Ensure audit trail is available. Employ professional planning staff. Regular training in case law and undertake CPD. Regular member training on issues and case law.		Richard Teece
RPD R025 Failure to implement new planning related legislation	28, 30, 31	A	Notifications from Government of changes circulated to staff. Regular encyclopaedia and technical updates. Training provision and CPD. Joint liaison with partner authorities on emerging environmental agenda. New Local Plan adopted April 2006. LDF work ongoing. Annual review of LDS via annual report.		Richard Teece
RPD R027 Inability to meet public demand for conservation area grants		A	Budget approved within current budget round. Area Advisory committees in place to improve process. Conservation officer employed to give appropriate advice. Review issue as part of next budget process.		Sarah Scarr
RPD R028 Failure of external contractors or partners to effectively deliver regeneration programmes and services	20, 22, 31, 36	A	Close working relationships with in house technical teams. Clear briefs, timetables and contractual arrangements in place. Strategic involvement in Boards and steering groups. Established officer steering groups. Service level agreements. Support networks in place.		Derek Gouldburn
RPD R029 Inability to achieve long term regeneration targets	20, 22, 31, 36	A	Lobbying for resources (locally, sub regionally and regionally). Hartlepool priorities 'embedded' within MAA and Tees Valley Investment Plan. Monitoring closely existing programme budgets. Demonstrating to funding bodies the success of using existing allocations. Secured some corporate budget for Major Regeneration projects. Strategy reports and evidence based reports in place to support current and future funding bids. Detailed Investment Frameworks produced for agreed priority regeneration areas eg Central Area and Southern Business Zone.		Derek Gouldburn
RPD R030 Continued support of partners in partnership activities	20, 31, 36	A	Moving towards joint targets. Developing relationships with key partners to ensure buy in. Use of service level agreements. Established Local Area Agreement in place. Partners closely involved in NAP process. Continued involvement in sub-regional partnerships in relation to Growth Point, Single Programme and HMR programmes.		Derek Gouldburn

RPD R031 Failure to provide a 'sound' Planning Policy Framework	28, 31	A	Local Plan adopted April 2006 provides current policy framework. Key policies 'saved' for further 3 years beyond March 2009. 'Sound' evidence/information base being developed and updated regularly. Employ professional planning staff. Regular dialogue with Government Office on policy and procedural matters. Regular liaison on best practice with Planners in other TV authorities through Planning Managers Group. Annual Review of LDS prepared. Regular training in LDF process and planning policy and CPD undertaken.		Derek Gouldburn
RPD R032 Failure to deliver current regeneration programmes	20, 31	A	Established programme management systems. Well trained and qualified staff. Proactive and positive PR strategy. Established sub regional and regional networking and lobbying systems. Recognition of Hartlepool's priority within key regional and sub regional policy documents. Detailed Investment frameworks prepared for key regeneration areas.		Derek Gouldburn
RPD R009 Failure of service providers to focus resources on neighbourhood renewal areas	36	A	Increased service providers focus on targeting resources on neighbourhood renewal areas through development of Neighbourhood Plans. Development of targets for NRS areas.		Derek Gouldburn
RPD R010 Failure to adequately consult residents and other stakeholders on relevant issues	28, 31, 36	A	Links to Community through CEN on LSP and local Area Forums. Involvement with NCF in consultation process. Established consultation routines in planning and regeneration services. Hand delivery of consultation materials on large schemes. Statutory requirements. Corporate consultation strategy and corporate expertise, viewpoint 1000, Staff awareness of equality and diversity issue.	Review of Statement of Community Involvement to be undertaken 2009/10	Derek Gouldburn
STR R040 Failure to facilitate the redevelopment of HCFE	22	A	Project Team including Chief Officers meets monthly to oversee progress and address key issues including funding. Agreed timetable with key HBC and HCFE milestones in place. Close working links established between Regeneration & Planning and HCFE. Council reporting deadlines agreed.		Peter Scott
STR R041 Failure to realise plans for Victoria Harbour regeneration scheme	16, 28	R	Partnership Boards at Tees Valley Regeneration (TVR) for Victoria Harbour Project & Project Teams have H'Pool Council snr rep. Close pship working with site		Peter Scott

			<p>owners & TVR to produce master plan & other docs i.e. S106 Agreement, design guidance. Close liaison with regional & sub-regional bodies including potential public funders. Extensive studies undertaken by TVR & site owners. Representation made on key strat planning docs to identify H/Pool Quays (incl Victoria Harbour) as a regen priority. Victoria Harbour is reflected in adopted local plan & is included in the Corporate Plan. Liasion with key people associated with the port. Encouragement to enter appropriate legal agreements to underpin the development.</p> <p>Promotion of scheme in sub regional programmes and the MAA via TV Unlimited. Updating of cost plan and business case to assess financial viability for joint venture delivery vehicle but also investigation of alternative delivery mechanisms. Commissioning of Supplementary Planning Document to provide framework to ensure comprehensive regeneration.</p>		
RPD R033 Personnel and financial issues arising from staff reaching the end of temporary contracts	39	A	Close liaison with senior HR and Finance Division staff. Early analysis of potential financial commitment arising from employee legislation changes. Analysis on each individual affected by new employment legislation. Risk assessment to take place.		Jeff Mason
RPD R034 Potential violence to staff		G	Departmental health & safety policy and risk assessments in place. Building security measures and signing in procedures established. Procedure guides issued including those relating to 'out of office' working. Reception/Interview rooms designed in conjunction with advice from Health & Safety Unit. Corporate Group established to review the issue. Installation of CCTV camera into BHH. EPR now fully implemented within department.		Jeff Mason

RPD R035 Failure to recruit and retain staff		A	Introduced a comprehensive career grade structure into the department. Corporate relocation package available and has been used in the department. Flexible working arrangements in place along with other family friendly policies. Developing links with University of Newcastle to provide opportunities for students and increase recruitment potential. Investor on People approach including development programme for managers. Reflected in emerging Workforce Development Planning process. BT may impact but this will be managed corporately.		Jeff Mason
RPD R036 Damage to reputation by poor communications and interaction with media		G	Participation in media training by managers & new Media protocol agreed. Close liaison with Chief Executive's Public Relation team. Effective use of the HBC website. Effective and inclusive consultation. Use of proactive press releases. Initial business continuity plans in place		Jeff Mason
STR R046 Credit Crunch Risk to be determined at strategic level	16, 17, 18, 20, 22, 31, 35, 39	n/a	Not yet available		n/a

** All risks are reviewed quarterly by risk owners and updated on the Covalent system. They are discussed regularly at the Director's QMR meeting. The full risk register is reviewed as part of the service planning process in compiling

APPENDIX 2

**EQUALITY AND DIVERSITY 2009/10
IMPACT NEEDS REQUIREMENT ASSESSMENTS**

Six separate Diversity Impact Needs Requirement Assessments have been carried out by the Department as part of its service planning process. These assessments cover the main areas of the department's service as follows:

- **Community Strategy, Regeneration & Housing Market Renewal**
- **Economic Development**
- **Safer Hartlepool Partnership**
- **Drugs and Alcohol**
- **Housing**
- **Planning Services**

During each assessment, the service area has been reviewed and available research data examined to evaluate how well the service is being delivered to the whole community. In particular, consideration has been given to where unmet need, non compliance with equality and diversity legislation or differential impacts on specific groups may exist.

The following key strands of diversity have been examined:

- **Age**
- **Disability**
- **Gender**
- **Religious Belief**
- **Racial Group**
- **Sexual Orientation**

From this review process a detailed action plan has been formulated. These actions will be held and managed in the lower level divisional service plans.

Action	Due Date	Action Assigned to	Action Managed by	Associated PIs (where applicable)
Prepare and disseminate Neighbourhood Reports that summarise Household Survey 08 results	July 2009	Richard Starrs	Catherine Frank	n/a
Continue to ensure that there is a full and inclusive consultation process in the assembly, clearance and redevelopment of key housing regeneration sites	March 2010	Nigel Johnson	Derek Gouldburn	LAA H P002 LAA H P003 RPD PO47 RPD PO48
Seek to incorporate provision of affordable homes and shared ownership agreement options in redevelopment schemes to help low income families, the elderly and other vulnerable groups to access the housing market.	March 2010	Nigel Johnson	Derek Gouldburn	NI 155
Monitor the Central Area Investment Framework development through the Corporate Plan and Departmental Service Plans. (DIA action)	Quarterly	Rob Smith	Sylvia Burn	n/a
Undertake further consultation on Throston NAP to seek views of groups less well represented in preparing the first draft, such as the elderly.	Mid April to June 09	Gemma Clough	Sylvia Burn	RPD PO86
Undertake DIA on the 1 st draft of the Throston NAP.	April 09	Gemma Clough	Sylvia Burn	RPD PO86
Undertake DIA on the 1 st draft of the next NAP update (area yet to be determined). (*=as above).	Feb 10	Gemma Clough	Sylvia Burn	RPD PO86
Undertake a DIA on the final version of the Hartlepool Compact.	April 09	Fiona Riley	Sylvia Burn	n/a
Attend a meeting of Hartlepool's BME Reference Group to discuss the impact of the new Equality Framework on the Hartlepool Partnership	January 10	John Potts	Joanne Smithson	n/a

Action	Due Date	Action Assigned to	Action Managed by	Associated PIs (where applicable)
Review Tees Valley Access Audit report for Hartlepool and prioritised recommendations for improvement. Inform relevant parties of results, including transport providers, visitor attractions, retail, hotels and restaurants.	March 10	J Cole/H Deer	J Cole	RPD P065
Provide information, advice, guidance and training to organisations and individuals as required.	March 10	M Emerson J Cole S Watson	A Steinberg	All Performance Indicators
The Business Support Team to continue to encourage participation in the business community through support and a programme of business events.	March 10	M Emerson	M Emerson	RPD P065 RPD P074
Support local residents with disabilities and health problems through the Progression to Work scheme.	March 10	M French	P Wilson	NI 173
Develop and implement a Youth Strategy for employment and skills through delivery of targeted assistance	March 10	P Wilson	D Martin	RPD P054 RPD P055 RPD P069
Provide business and mentoring support to women through the Women's Development Fund and Women's Network,	March 10	V Capaldi M Emerson	C Auckland M Emerson	RPD P070 RPD P071
Monitor and set targets for the beneficiaries of regeneration initiatives aimed at assisting residents into employment and training including those from BME communities	March 10	D Martin	D Martin	NI 173 RPD P054 RPD P055 RPD P067 RPD P068 RPD P069
Support young unemployed including ex-offenders into training and employment	March 10	O Maddison S Williams	D Martin	RPD P059 RPD P060 RPD P072

Action	Due Date	Action Assigned to	Action Managed by	Associated Performance Indicator (where applicable)
The Reducing violence group and Domestic Violence Forum to continue to monitor and assess the actions and policies contained within the Domestic violence strategy and how they affect service users regarding equality of opportunity. A process mapping exercise is to be undertaken to identify current services and gaps. An action plan will be developed.	October 2009	Brian Neale		
Provide new building for work with young offenders and carry out Diversity Impact Assessment (DIA).	October 2009	Danny Dunleavy		
Amend ASBU customer satisfaction survey so it records the six diversity strands and amend the database so that reports may be produced by diversity area.	September 2009	Sally Forth		
Research Glasgow estimates of crack cocaine use to ensure accurate baseline and service provision.	September 2009	Chris Hart	Alison Mawson	NI 40
Maintain performance and services in line with treatment focus and key performance indicators	March 2010	Chris Hart	Alison Mawson	NI 38, NI 40, NI 42

Action	Due Date	Action Assigned to	Action Managed by	Associated PI's (where applicable)
Develop a BME Housing Strategy in conjunction with Housing Hartlepool	April 2010	K Kelly	K Kelly	N/A
Monitor the implementation and outcomes of the Selective Licensing Scheme with regard to vulnerable groups.	April 2010	J Smalley	J Smalley	P102 P103 P104
Assess the demand for funding disabled persons' adaptation needs over the next 5 years, and to identify how and who will meet those needs.	April 2010	J Smalley	J Smalley	PO22 PO23
Ensure that the needs of elderly persons are taken into account in the introduction of the Regional Loans (DIA by regional project steering group)	April 2010	J Smalley	J Smalley	N/A
Monitor and evaluate the New Choice Based Lettings system to ensure vulnerable and minority groups can access and use the system	June 2010	L Igoe	L Igoe	PO43 PO46 PO05
Evaluate the number of referrals of young people 16-25years old especially young females involved with youth offending and leaving care services.	April 2010	S Rafferty	S Rafferty	PO46

Continue to develop appropriate planning policy to promote provision of housing for different age groups, play facilities for children and an accessible environment.	March 2010	R Waldmeyer	D Gouldburn	
Consider the scope for public consultation in relation to developer contributions, within the preparation of the relevant Supplementary Planning Document.	July 2009	R Waldmeyer	D Gouldburn	
Review Statement of Community Involvement to ensure broad access to consultation processes associated with Local Development Framework, associated policy documents and planning applications.	January 2010	R Waldmeyer/ R Teece	D Gouldburn	
Ensure compliance with Local Plan Access for All policy in determining planning applications, via the assessment of access and design statements.	March 2010	R Teece	S Green	
Implement three year access audit programme to promote good practice in accessibility for all to all local authority buildings with public access and schools throughout the borough.	March 2010	L Nevin	G Hutchison	
Incorporate Access for All standards within any conservation or environmental improvement schemes within the historic or natural environment.	March 2010	S Scarr	S Green	
Amend ASBU customer satisfaction survey so it records the six diversity strands and amend the database so that reports may be pulled off by strand (c/f 08/9 ex CSP A3007)	March 2010	S Forth	S Forth	

NEIGHBOURHOOD AND COMMUNITIES PORTFOLIO

Report to Portfolio Holder
26 May 2009



Report of: Head of Neighbourhood Management

Subject: EXEMPLAR STATUS

SUMMARY

1. PURPOSE OF REPORT

To advise the Portfolio Holder that the Council has been awarded 'Exemplar' status, recognising the good work undertaken to integrate Neighbourhood Policing and Neighbourhood Management, specifically the co-location Community Safety Premises at 173 York Road.

2. SUMMARY OF CONTENTS

The report summarises the evaluation process undertaken to identify the 12 national Exemplar sites in England and Wales.

3. RELEVANCE TO PORTFOLIO MEMBER

Portfolio Holder is responsible for Neighbourhood Management.

4. TYPE OF DECISION

Non key.

5. DECISION MAKING ROUTE

Neighbourhoods & Communities Portfolio on 26 May 2009 and Regeneration and Planning Portfolio on 22 May 2009.

6. DECISION(S) REQUIRED

That the Portfolio Holder notes the content of the report and the achievements of the Neighbourhood Management Division and Neighbourhood Policing.

Report of: Head of Neighbourhood Management

Subject: EXEMPLAR STATUS

1. PURPOSE OF REPORT

- 1.1 To advise the Portfolio Holder that the Council has been awarded 'Exemplar' status, recognising the good work undertaken to integrate Neighbourhood Policing and Neighbourhood Management, specifically the co-location Community Safety Premises at 173 York Road.

2. BACKGROUND

- 2.1 The Flanagan Review on Policing (2008) identified the need for neighbourhood policing to be more closely integrated with neighbourhood management, which it defined as:

"Neighbourhood management is about improving the way key services are delivered, tailoring them to the needs and priorities in a defined neighbourhood. Working with a neighbourhood manager and team, it requires effective participation by local residents and organisations, and commitment from local service providers to work in partnership at the strategic and neighbourhood level"

- 2.2 In order to progress this integration, the National Policing Improvement Agency (NPIA) and the Improvement and Development Agency (IDeA) have identified 12 'Exemplar sites'. The sites offer joint service delivery solutions in a range of formats, and cover a wide cross-section of the neighbourhood experience of England and Wales.
- 2.3 As well as being promoted as sites of good practice, the 12 exemplars have a practical role to play. During 2009/10, each site has agreed to act as a learning hub and mentor to other partnerships attempting a similar integration. Each exemplar site will be available via email, telephone or site visit to assist with any queries. The wealth of knowledge and experience held in these 12 teams will be made available to every neighbourhood policing team and crime and disorder partnership in the Country.

3. SELECTION PROCESS

- 3.1 To be considered for Exemplar site status, a neighbourhood is not only required to have a mature and developed working partnership arrangement, delivering services in a unified manner to the public, but

also demonstrates an enthusiasm to share learning with other sites around the Country, both in terms of hosting visits to the Exemplar Site and in presenting at practitioner events around the Country.

- 3.2 Being an Exemplar Site is advantageous not only in terms of the kudos, national recognition and professional development for the officers working in that neighbourhood, but also as the project receives a full independent evaluation by Home Office researchers there is an opportunity for a level of improvement and development not normally available to neighbourhood teams. Additionally, HMIC will be increasingly examining integrated partnerships as part of the CAA process, of which identification as an Exemplar site and sharing practice would assist with the inspection process.
- 3.3 Selection for Exemplar site status involved a three-part process:
 - i) Self-assessment;
 - ii) Shorting listing (from 36 submissions); and a
 - iii) Site visit to quantify the information provided and assess the final Exemplars
- 3.4 The chosen Exemplar sites were selected on the basis of being reflective of a range of different neighbourhoods in England and Wales, and their experiences most likely to reflect those of other areas, who can take away the learning.
- 3.5 A copy of the self assessment is attached as **Appendix 1**.
- 3.6 A copy of an article launching the 12 exemplar sites is attached as **Appendix 2**.

4. RECOMMENDATIONS

- 4.1 That the Portfolio Holder notes the content of the report and the achievements of the Neighbourhood Management Division and Neighbourhood Policing.

5. CONTACT OFFICER

Denise Ogden
Head of Neighbourhood Management
Civic Centre - Level 3
Hartlepool

Telephone: (01429) 523201
Email: denise.ogden@hartlepool.gov.uk



**Integrated Service
Delivery Self
assessment framework**



This self-assessment document is the first stage of the selection process for identifying the Integrated Service Delivery: Neighbourhood Management Exemplar Sites. This document should be completed and returned to Christopher.williams@npia.pnn.police.uk by 2 February 2009 for consideration.

A final shortlist will be developed from the responses given, and site visits will determine the final Exemplar Sites. Please note that the key features sought are partnership delivery and a commitment to assist other areas in improving service delivery.

(Boxes will expand to accommodate text. Please use no more than 150 words per question)

1 Which neighbourhood are you proposing as the trial site? What is the estimated total population?

Neighbourhood Management in Hartlepool has been evolving over a number of years and in terms of area service delivery is split into three sectors North, Centre, and South. The neighbourhood that we are proposing as an Exemplar Site is in the Central Neighbourhood area and is known as West Central Hartlepool. This Neighbourhood straddles 4 wards within the Hartlepool Borough, and includes approximately 4,500 households with an estimated population of 10,500. Within this neighbourhood an integrated multi-disciplinary team dedicated to resolving issues in the neighbourhood are co-located.

2 Provide a brief description of the neighbourhood (demographics, prosperity, particular issues, geography etc.)

The neighbourhood is one of the most deprived areas of Hartlepool and includes within its boundary Stranton Ward which falls within the top 1% of deprived wards nationally (MID). The area is characterised by high levels of crime and unemployment, low levels of educational attainment, and gross inequalities in health and housing compared to local and national averages. Although this area has benefited from NDC funding West Central Hartlepool remains particularly challenging for the following reasons:

- It is located in the centre of town and suffers many of the problems associated with the night time economy such as heavy littering and disorder.
- There are high rates of population transience linked to the private rented sector that make it difficult to stabilise the area.
- There is a high percentage of families and young people faced with complex social issues.
- The highest percentage of families on the Family Intervention Panel casebook are from this neighbourhood.
- Whilst Hartlepool has a small BME community proportionate to the total population, the majority of the towns BME community and recent immigrants live in this neighbourhood
- The area has a poor quality environment with few open spaces that can be used for recreational purposes.
- The street layout is typically terraced housing with rear alleyways and very little natural surveillance.
- Many parts of the neighbourhood and its residents are faced with upheaval as demolition of existing homes and remodelling gets underway.

**3. Which agencies currently work together in this neighbourhood?
Describe the resources (e.g. size and make up of policing team,
dedicated neighbourhood managers, Housing Officers etc.)**

The area has its own governance arrangements which are recognised and signed up to by partners on the LSP. This includes a Neighbourhood Action Plan which identifies resident priorities, and a Neighbourhood Panel that meets bi-monthly to monitor progress. Partners include the local PCT, Borough Council, Police, Fire Service, RSLs, NDC and voluntary organisations. However it is the co-location of staff in one building in the heart of the neighbourhood that provides the opportunity on a daily basis to provide targeted interventions around crime, the environment, and strengthening involvement of the local community. The following dedicated staff are co-located at these premises in the heart of the neighbourhood:-

- Neighbourhood Manager
- Police Sergeant x 2, 8 PCs, 11 PCSOs
- Councils Anti-Social Behaviour Officer
- Crime Prevention Officer
- Victim Support Worker
- Environmental Co-ordinator
- Safer, Cleaner, Greener Co-ordinator
- 3 Community Development Workers
- 3 Administrative Staff

4. Who are the key partners in your neighbourhood (names, organisations and contact details)?

Denise Ogden -	HBC Head of Neighbourhood Management
Alison Mawson – Prevention	HBC Head of Community Safety and
Andy Summerbell –	District Commander Hartlepool Police
Malcolm Walker -	Director – New Deal for Communities
Dave Turton	Fire Service
Clare Clark	HBC Neighbourhood Manager
Sgt Brian Crawley	Cleveland Police
Julie Rudge	NDC Neighbourhood resident representative
Bryon Hanna	NDC Neighbourhood resident representative

5. What joint tasking procedures do you have in place to inform and direct activity in the selected neighbourhood?

In addition to the daily exchange of information the following working practices are in place:-

The Neighbourhood Manager chairs weekly meetings with staff from partner agencies both internal and external to the office to identify hotspots and allocate resources. Briefings from fortnightly Police tasking and co-ordination meetings are fed into these meetings by the Sergeant based at the office. This information, alongside community intelligence presented by other staff working on the patch provides a base for determining resources. A victim location offender analysis is adopted and resources will often be pooled out in the community to provide additional reassurance e.g. joint patrols/operations/visits etc.

A Joint Action Group, established under the Neighbourhood Policing programme, also meets on a monthly basis. The group is chaired by the Neighbourhood Manager/ Police Sergeant and involves a broad range of partners including the fire service, housing providers, PCT, and voluntary organisations, generally at a more senior level than weekly meetings. The aim of this group is to resolve continuing problems within the community by adopting a problem solving approach. This results in an action plan involving short, medium, and longer term actions to which partners sign up to and monitor. Statistical analysis presented at these meetings in relation to crime and disorder comes from both the Police and ASB unit.

6. How do the residents of your neighbourhood influence policing priorities and the priorities of other agencies?

Wide participation and involvement of residents is key in identifying priorities for agencies working in this neighbourhood. The following are some of the structures that currently allow our residents to influence policing and other agency priorities:

APPENDIX 1

- The neighbourhood action plan determines the priorities for action across all policy areas. This is driven by a Neighbourhood Panel comprising residents from a wide range of organisations and Ward Councillors. It meets bi-monthly to review progress and identify new priorities/issues.
- The provision of an easily accessible 'one stop shop' located in the heart of the community enables local residents to influence service delivery on a daily basis.
- There is a neighbourhood policing single point of contact
- There are 10 resident groups in the area supported by Neighbourhood Development Officers and at least one member of the Neighbourhood Management Team attends monthly meetings of the above groups to listen to concerns and feedback on progress.
- Visual audits involving residents, ward members, and partners take place every six weeks. These are arranged by the Neighbourhood Police Team and provide another avenue where issues can be aired and feedback given.
- The Councils Neighbourhood Consultative Forum, and the Police and Community Safety Forum provide opportunities for the public to ask questions and hold services to account. The former take place every two months, the latter takes place four times a year.
- A Youth Forum is currently being established in the Neighbourhood to address young peoples' priorities.

Residents in this area have been able to further influence priorities by determining budgets through the NDC programme.

7. What other schemes are currently running in your area (e.g. New Deal for Communities)?

In recent years the area has benefited from the New Deal for Communities Regeneration Programme, Housing Market Renewal activity, and SureStart. The New Deal for Communities Partnership has been a key partner in taking forward the idea of co-location and dedicated officers as key principles of effective neighbourhood policing/neighbourhood management.

8. What plans do you have to further develop Neighbourhood Management in this area?

As a forward looking and reflective partnership we are continuously investigating ways of improving our services, with local residents being at the forefront of improved service delivery. The success of the co-location model

is such that it has now been rolled out across the central area of Hartlepool and work is underway to extend co-location to the North and South sectors of the town. The Neighbourhood Panel is currently reviewing its terms of reference to improve local involvement. The NDC have identified Neighbourhood Management as a key component of their succession strategy, alongside the development of a community owned charitable trust, which will hold assets and develop social enterprises to meet local need.

9. Why are you proposing this neighbourhood as an Exemplar Site?

The co-location model has already gained recognition on both a national and local level. Two years ago the project received a national Neighbourhood Management award in recognition of its achievements in community focused crime reduction, and since then there have been a number of visits from interested parties across the country including government ministers. At a national conference held in Hartlepool last year, with over a hundred delegates in attendance, staff from the co-location project alongside local residents delivered presentations and ran workshops on co-location as a model for delivering effective neighbourhood policing/neighbourhood management.

We believe that the co-location model and principle of dedicated officers servicing an area is a unique and extremely effective method of service delivery that has and continues to yield numerous benefits for the community. recent evaluation of the project identifies some of the following main benefits of co-location :-

- It allows locally identified quality of life issues to be quickly responded to in a co-ordinated manner by various agencies.
- The co-located team based in a building in the heart of the community has a reputation for improving visibility and accessibility of services both with service deliverers and residents.
- Co-location improves collaboration with partners through improved communications, speed of response, intelligence and information sharing, and it has increased the knowledge of partners located in the building to better understand, engage with and build trust with other agencies.
- Co-location as a method of service delivery is delivering mutually reinforcing outcomes and real results for residents on the ground. Crime and disorder has reduced and satisfaction levels within the area as a place to live have significantly improved (JSU and MRI 2008). Public perceptions in relation to crime and disorder being a problem also continues to reduce e.g. a fall in those thinking teenagers hanging around is a problem, that graffiti and criminal damage are a problem, a 40% reduction in those thinking burglary is a


problem and 19% fall in the number of residents thinking drug dealing is a problem.

Acceptance as an Exemplar Site requires officers and partners working in a neighbourhood to be prepared to:

- | |
|--|
| <ul style="list-style-type: none">• Accept and guide delegations from other areas• Attend and present at Practitioner Events• Be formally evaluated by independent researchers |
|--|

Please provide statements of approval, support and a commitment to participate in practitioner events from partner agencies operating in your neighbourhood.
--

POLICEPROFESSIONAL.COM


International Policing Exhibition
ACPO-APA 2009
Association of Police Authorities

Login: Email Address: Password:

Search for: In:

Home > News > General News > Exemplar sites show good practice for neighbourhood management

Select Channel

All News

- > Home
- > About Us
- > News
 - All News
 - Latest News
 - Advertorial
 - Analysis In Practice
 - Bright Ideas
 - Career & Development Review
 - Careers & Training
 - Conference Preview
 - Criminal Law Week
 - Debate
 - EURONEWS
 - Executive Brief
 - Executive Feature
 - Forensics
 - General News
 - Investigative Practice

Exemplar sites show good practice for neighbourhood management

26 Mar 2009

Twelve 'exemplar sites' that are models of good practice for neighbourhood management and problem solving policing were announced at this year's Managing Strategic Performance conference.

"The 12 initiatives take the basic principles of neighbourhood policing, used in multi-agency partnerships to tackle a wider range of issues in order to improve public confidence," said Chris Williams, National Policing Improvement Agency (NPIA) community safety partnerships and engagement advisor.

Mr Williams told delegates how one exemplar site in Hartlepool saw 12 agencies come together using 'new deal for communities' government funding to purchase a shop, which became a co-located neighbourhood centre for the agencies.

"Having the stakeholders in one place, in the heart of the community, produces real benefits," said Mr Williams, "such as the collection of neighbourhood data and soft intelligence that is used to shape police and partner intervention schemes."

The 12 sites are situated across the country and include inner city areas, suburban sites and rural market town environments. Mr Williams said every force can compare itself in a geographically and demographically similar way to at least one of the exemplar partnership models.

"An exemplar site that is most similar to a force's community/ies may not necessarily be the one closest geographically, but one site will definitely share similarities to the neighbourhood/s policed by officers across the country," he said.

"With the 12 sites, we have tried to capture the essence of what it is to have a neighbourhood in Britain today."

Mr Williams said each site represents how strong, successful partnerships, that increase community confidence in police and their partners, can be sustained: "The beauty of the sites is that they are achieved by not continuously pumping in financial funds.

"They show how multi-agency structures and new ways of working can be built; they are evidence of what can be achieved and, more importantly, can be transferred to other parts of the country.

"The key to all of them, however, is involving the public," added Mr Williams. "Every exemplar site works closely with the community and that is their real strength; residents take a lead on the issues that affect their own backyard."

The 12 exemplar sites are: Blackpool; Thornhill, Cwmbran; Morelands, Gloucester; Ovenden, Halifax; West Central, Hartlepool; Southcoates, Hull; Clapham Park, Lambeth; Gorton, Manchester; Shenley and Furzeton, Milton Keynes; Denton, Newcastle; Redruth, Cornwall; Warrington.

By [Gemma Ilston](#)

NEIGHBOURHOODS & COMMUNITIES PORTFOLIO

Report to Portfolio Holder
26 May 2009



Report of: Director of Neighbourhood Services

Subject: NEIGHBOURHOOD SERVICES
DEPARTMENTAL PLAN 2008/09 – QUARTER
4 MONITORING REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the progress made against the Neighbourhood Services Departmental Plan 2008/09 to the end of the fourth quarter of the year.

2. SUMMARY OF CONTENTS

The progress against the actions contained in the Neighbourhood Services Departmental Plan 2008/09.

3. RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Member has responsibility for Neighbourhoods and Communities issues.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Portfolio Holder meeting on 26 May 2009.

6. DECISION REQUIRED

The Portfolio Holder is requested to:

- Note the progress and achievement of key actions.

Report of: Director of Neighbourhood Services

Subject: NEIGHBOURHOOD SERVICES
DEPARTMENTAL PLAN 2008/09 – 4TH
QUARTER MONITORING REPORT

1. PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of the progress made against the Neighbourhood Services Departmental Plan 2008/09 to the end of the fourth quarter of the year.

2. BACKGROUND

- 2.1 The Neighbourhood and Communities Portfolio Holder agreed the Neighbourhood Services Departmental Plan in May 2008.
- 2.2 The Portfolio Holder for Neighbourhood & Communities has responsibility for the Neighbourhood Services Departmental Plan.
- 2.3 The Neighbourhood Services Departmental Plan 2008/09 sets out the departments priorities along with an action plan to show how the department will achieve these over the coming year.
- 2.4 Quarter 1 to Quarter 3 monitoring reports previously submitted to the Portfolio Holder included a summary, showing performance against targets of key performance indicators. This report only contains progress on the actions contained within the Neighbourhood Services Departmental Plan 2008/9. A report detailing the outturns for the year of Performance Indicators contained within the plan will be presented at a later date, once all information is available. This follows Corporate Plan practice.

3. FOURTH QUARTER PERFORMANCE

- 3.1 This section looks in detail at how the Neighbourhood Services Department has performed in relation to the key actions that were included in the Neighbourhood Services Departmental Plan 2008/09 and which the Portfolio Holder for Neighbourhood & Communities has responsibility.
- 3.2 On a quarterly basis officers from across the department are asked to provide an update on progress against every action contained in the performance plans.

- 3.4 Officers are asked to provide a short commentary explaining progress made to date, and asked to traffic light each action based on whether or not the action will be, or has been, completed by the target date set out in the plans. The traffic light system is: -

Red	- Action/PI not expected to meet target
Amber	- Action/PI expected to be meet target
Green	- Action/PI target achieved

- 3.5 Within the Neighbourhood Services Departmental Plan there are a total of 65 Actions for which the Neighbourhood and Communities Portfolio Holder has responsibility. Table 1, below, summarises the progress made, to the 31 March 2010, towards achieving these actions.

Table1 – Neighbourhood Services Departmental Plan progress summary

	Actions
Green	58
Amber	0
Red	7
Total	65

- 3.6 It can be seen from the above table, that 58 (89%) of the actions for with the Portfolio Holder has responsibility have been completed within target.
- 3.7 The remaining 7 (11%) of the actions identified within the plan have been highlighted as 'Not expected to achieve target'. Work will continue on the completion of these actions and the Portfolio Holder is requested to approve, where appropriate, a revision to the Due Dates, as detailed in the table below:

Ref	Action	Due Date	Comment
NSD A013	Produce a design / construction standard guide for designing out crime.	31/3/09	No further progress has been made since the last report due to resources. The appointment of a Senior Architect will address the resource issue, allowing the report to be completed. It is expect that once appointed the report guide should be completed by August. It is proposed to carry this forward into the 2009/10 Service Plan.
NSD A023	Produce a property design standard to cover quality, access and sustainability	31/03/09	The focus of the document has now changed. The access element of the design standard becomes BS 8300 (2009). This has been agreed with Building Control, the

			construction sustainability element has been developed via NSD group. Works are continuing with the Environment Coordinator to expand separately. A draft construction sustainability policy document is complete.
NSD A027	Develop and improve the 'Super core' bus routes	31/3/09	Announcement of bid for funding from DfT to implement schemes has put back until May 2009. It has therefore not been possible to instigate any works on site.
NSD A030	Develop and implement an Integrated Transport unit (ITU)	31/03/09	The Integrated Transport Unit structure has been developed, with reorganisation forms being completed, prior to sign off by senior management. A few issues remain regarding posts within the new unit, which are being addressed through the job evaluation process and expected to be resolved in May 2009.
NSD A051	Review customer service and Chartermark standards	31/03/09	Due to other priorities it has not been possible to proceed with this action.
NSD A061	Procure framework for construction property and highways professional services	31/03/09	Priorities have changed and this framework route is not been developed further, pending revisiting in-house resources development, and links with options in other existing frameworks.
NSD A079	Implement and deliver the local transport interchange	31/3/09	Delays due to legal issues that needed to be resolved before the interchange could commence this action has not met target. Legal issues are now resolved and contractor method statements are being scrutinised. It is expected that work will be able to start during May / June 2009.

3.8 Key areas of progress made in 2008/9, across the Neighbourhood Services Department include:

- The Government expects Local Authorities to maximise the percentage of waste reused, recycled and composted. The annual target for 2008/09 is 35% and the output for the full year was 37.30%
- The grass cutting season for open spaces and estates within the town has been extended, as a response to resident concerns regarding grass clippings left on the highway.
- Hartlepool and other Tees Valley Authorities agreed an enhanced concessionary fares scheme for 2009/2010 allowing free travel in the Tees Valley for over 60s and the disabled at all times rather than just off peak times
- Support provided to a range of bus services including Headland to town and between Hartlepool Hospital and North Tees Hospital
- Residents concerns continue to be responded to over litter. Recent survey results have shown a reduction in the levels of litter across the town, with increase enforcement activity helping to reduce these levels.
- Progress has been made in addressing the Council's environmental foot print installing water meters and monitoring equipment in primary

schools, conducting energy audits in all schools and identifying actions and introducing paper recycling into schools.

- Pride in Hartlepool campaign continued with supported events including 4 Big Tidy Up events across Hartlepool, Beach Watch organised by the Marine Conservation Society, various litter picks and 2 family events.
- Work continues on the campaign to promote Fairtrade with support for Fairtrade Fortnight between 23 February and 8 March and supporting development of the Fairtrade website.
- Completion of contaminated land remediation works to 96 properties at Seaton Carew.
- The Out-of-hours Noise Patrol is in place for June – August 2009.
- Community Nutritionist is now in post and contributing to the Public Health Agenda. MEND (Mind, Exercise, Nutrition, Do-it) programme has also commenced.
- 87% of schools achieved national Healthy Schools status
- External funding secured to extend weight management initiatives.

4. RECOMMENDATIONS

4.1 The Portfolio Holder is requested to:

- Note the progress and achievement of key actions

5. CONTACT OFFICER

Stephen Russell
Performance & Development Manager
Neighbourhood Services
Hartlepool Borough Council
Level 3 – Civic Centre
Hartlepool

Telephone: 01429 523031
Email: steve.russell@hartlepool.gov.uk